

1418th meeting, 22-24 November 2021

6 Social cohesion

6.1 European Roma Institute for Arts and Culture (ERIAC) –

3rd external evaluation report

Item to be considered by the GR-SOC by written procedure

¹ This document has been classified restricted at the date of issue; it will be declassified in accordance with Resolution Res(2001)6 on access to Council of Europe documents.

Independent Evaluation of the European Roma Institute for Arts and Culture (ERIAC)

September 2019 – July 2021

Framework contract no. 2021/FC/01

Prepared for:

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Heidrun Ferrari
Independent Evaluator

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Abbreviations

CoE	Council of Europe
EEA	European Economic Area
ERIAC	European Roma Institute for Arts and Culture
EU	European Union
FCNM	Framework Convention for the Protection of National Minorities
FFO	German Federal Foreign Office
KfW	Kreditanstalt für Wiederaufbau / German Development Bank
MEL	Monitoring, Evaluation & Learning
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
OSF	Open Society Foundations
REDI	Roma Entrepreneurship Development Initiative
REF	Roma Education Fund

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Figure 1: Number of contributors and participants in outreach programmes

Figure 2: Facebook reach of outreach programmes

Table 1: Fundraising 2019

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SUMMARY

The European Roma Institute for Arts and Culture e.V. (ERAC) was established in 2017 as a joint initiative of the Council of Europe, the Open Society Foundations, and the Alliance for the European Roma Institute for Arts and Culture. In June 2018, the Council of Europe and ERAC signed a Memorandum of Understanding (MoU) which sets the scope and objectives for co-operation.

Under the current framework contract 2021/FC/01 with the Directorate of Internal Oversight (DIO) for the provision of consultancy services on evaluations, the Roma and Travellers Team of the Directorate General of Democracy contracted Heidrun Ferrari to carry out an external evaluation of ERAC's operations and activities from September 2019 to July 2021 in order to assist the Committee of Ministers of the Council of Europe in deciding on the disbursement of the Council's financial contribution earmarked in the 2021 Ordinary Budget.

This summary presents the main findings, conclusions and recommendations of the evaluation in brief.

Findings

I. **RELEVANCE:** Activities and outputs delivered by ERAC during the period covered by this evaluation report (September 2019 – July 2021) are fully in line with the ERAC Statutes and all six objectives of co-operation outlined in the MoU. ERAC is an active contributor to the work of various Council of Europe entities and initiatives in the area of arts and culture, inclusive education, anti-discrimination and Roma and Traveller inclusion, evident in particular through its involvement in the Roma component of the German Presidency of the Committee of Ministers (November 2020-May 2021). ERAC's work continues to be relevant to the needs of Roma artists and cultural activists, especially during the COVID-19 pandemic which saw an increase in hate speech against Roma. ERAC's work also contributes to a paradigm shift, which implies that anti-discrimination and cultural identity are prerequisites for the successful social inclusion of Roma.

II. **EFFECTIVENESS:** High-level events were instrumental to ERAC attracting an audience of non-Roma. Overall, ERAC managed to increase its reach, in particular through the German CM Presidency. Online formats created due to Covid-related restrictions achieved wider access from non-Roma and Roma communities in a large number of CoE member states and beyond. ERAC contributed to strengthening Roma sense of identity, also through its increased engagement in the field of education. A number of initiatives point towards a contribution of ERAC towards building mutual respect between Roma and non-Roma, including an increased engagement of mainstream arts institutions and high-level arts events with ERAC and broader interest in lectures on Roma arts, culture and history delivered through the Barvalipe Online University.

III. ERIAC continued to raise awareness of Roma arts and culture among policy makers at member state level through a series of high-profile events. Through consistent engagement, ERIAC has established itself at European level as an important institution with relevant expertise. Outreach continues to be the main approach and an indispensable prerequisite to advance on ERIAC's objectives. ERIAC has made substantial progress in establishing links and initiating collaboration in various regions.

IV. ERIAC has managed the negative effects of COVID-related restrictions very well. The adaptation of products and initiatives to digital formats has contributed to increased accessibility and out-reach. An emergency grant scheme contributed to supporting Roma artists during times of severe income loss.

V. **EFFICIENCY:** ERIAC's governance arrangement continues to be fully functional. Policies and Rules for Procedures prove to be adequate; no amendments were needed. A milestone is the development of the 2021–2025 Strategy. The ERIAC team has produced deliverables efficiently. In light of ERIAC's growth of projects, initiatives and outreach, operating with a limited number of staff represented a challenge.

VI. **SUSTAINABILITY:** ERIAC was able to increase its programme revenues over the past two years and to diversify its funding sources. Tapping into major bilateral or multi-lateral funding sources remains a certain challenge. ERIAC produced a number of concrete sustainable outputs which can be cost-effectively maintained and updated or which have the prospect to be institutionalised by member states. The membership base has grown substantially which contributes to ERIAC's mandate and revenue. ERIAC is aware that increased staff working time will be necessary to manage the contributions of the members to ERIAC's initiatives.

VII. **ADDED VALUE:** ERIAC continues to be in a unique position, promoting Roma arts and culture at transnational and international level. Applying a constructive and collaborative approach, ERIAC has created synergies with other organisations that are very complementary to ERIAC's objectives, in particular the Roma Education Fund (REF) and the Roma Entrepreneurship Development Initiative (REDI).

Concluding remarks

VIII. The objectives of ERIAC remain relevant, especially in view of the resentments and hate speech against Roma caused by the COVID-19 pandemic. ERIAC has initiated substantial growth in new initiatives, strategic partnerships and also its membership base during the reporting period. With their 2021-2025 Strategy, they are currently at a crucial point to act and expand more strategically in the future, and build on what has been achieved so far. However, this will require additional staff and therefore financial resources.

IX. ERIAC has raised its visibility as a highly credible organisation suitable for funding. This is not only because it is advancing on objectives, but especially in view of the important contribution it makes to strengthening the identity and self-esteem of Roma individuals and communities, and to combatting prejudice and discrimination. In doing so, they provide a

necessary prerequisite for any progress towards fostering the social inclusion of Roma in CoE member states.

Recommendations

- X. **To ERIAC - Develop a more detailed fundraising strategy (high priority for action):** Based on its 2021–2025 Strategy, ERIAC should develop a more detailed fundraising strategy, mapping potential funding opportunities by institutional and other donors. The fundraising strategy should include a clear outline on necessary human resources, roles and responsibilities to implement the strategy and a calendar indicating relevant donor funding cycles, calls for proposals and deadlines. To this end, ERIAC would benefit from a short-term consultancy of a fundraising expert, if a fundraising officer cannot be recruited due to a lack of budgetary means.
- XI. **To ERIAC - Establish a monitoring framework (high priority for action):** Larger donor institutions require sound monitoring frameworks to track evidence-based progress. So far, ERIAC systematically tracks progress on output level. Based on the 2021–2025 Strategy, ERIAC should establish a monitoring framework to enable the tracking of progress also at outcome level in a more systematic way. It is also important to monitor effects of educational initiatives, e.g. the Barvalipe University. For the establishment of a monitoring framework ERIAC should consider seeking support of an external Monitoring, Evaluation and Learning (MEL) expert, who possibly has already carried out similar work in the field of arts and culture.
- XII. **To ERIAC - Increase staffing (high priority for action):** In order to adequately implement the new 2021-2025 Strategy and to accommodate the growth of initiatives, strategic partnerships and the membership base, ERIAC should increase its staffing, possibly to be financed by extra-budgetary resources. Regular employment contracts should be preferred or, if budgetary means do not allow this, fixed-term contract-based consultants should be utilized. Staffing should include a fundraising officer, responsible for the securing of funds especially from EEA and Norway grants, EU funding programmes or other large donors; a finance officer with relevant experience in the financial management of multiple grants; and a membership officer to support and co-ordinate purposeful associate member engagement in ERIAC initiatives and to promote member retention.
- XIII. **To ERIAC – ensure regular participation of Barvalipe Academy members:** ERIAC should aim to ensure regular participation of all Barvalipe Academy members, in particular when meetings take place in an online format.
- XIV. **To ERIAC – Intensify outreach to other countries with large Roma populations:** ERIAC should seek to intensify outreach to other countries with large Roma populations, such as e.g., Bulgaria, Romania, the Russian Federation and Turkey.
- XV. **To ERIAC - Seek to intensify engagement with Permanent Representations:** In order to have a broader base of support from CoE member states, ERIAC should more systematically engage with the Permanent Representations of the CoE member states in Strasbourg.

XVI. **To ERIAC – Replicate training for governmental stakeholders and international institutions:** ERIAC should aim to replicate the training course on Roma history and culture and antigypsyism it provided for staff of the European Commission. As the training methodology has already been developed and received positive feedback, further roll-out appears to be feasible. Here, ERIAC should pro-actively approach European institutions or relevant line ministries at member state level. The training courses can demonstrate in a very practical way to stakeholders the added value of ERIAC and can have a positive impact on further co-operation and/or funding.

XVII. **To ERIAC - Continue to seek synergies when expanding ERIAC outreach:** ERIAC should jointly assess with REF if the model of collaboration based on joint premises, such as in Belgrade, can be replicated in other CoE member states, e.g., Albania or North Macedonia.

XVIII. **To the Council of Europe - Explore additional synergies between ERIAC and other CoE initiatives:** The Council of Europe should explore in which way additional synergies can be supported between ERIAC and other CoE initiatives, especially in the framework of CoE and EU partnerships and joint programmes. For example, the thematic area “Promoting anti-discrimination and protection of the rights of vulnerable groups” of the Horizontal Facility for the Western Balkans and Turkey might benefit from ERIAC engagement. Its second phase will run until 2022 and a third phase is currently under negotiation. Involvement of ERIAC in EU-CoE joint programmes would strengthen ERIAC’s track record in this regard and might provide further entry points for their engagement with the EU.

1. INTRODUCTION

1.1 Background of the evaluation

The European Roma Institute for Arts and Culture e.V. (ERAC) was established in 2017 as a joint initiative of the Council of Europe, the Open Society Foundations, and the Alliance for the European Roma Institute for Arts and Culture.

Through its main office in Berlin and new branch office in Belgrade ERAC functions as a resource center and hub for the promotion for Roma arts and culture in Europe. ERAC's objective as stipulated in §2 in its Statute is *"the promotion of arts and culture and education as a means to promote human rights and intercultural understanding and thereby to tackle anti-Gypsyism and discrimination against Roma in Europe and to increase their self-esteem."*

In June 2018 the Council of Europe and ERAC signed a Memorandum of Understanding (MoU) which sets the scope and objectives for co-operation including ERAC's support to the outreach of CoE initiatives fighting antigypsyism and discrimination; provision of good practice in the area of arts and culture to facilitate Roma inclusion in society; raising awareness of member States and NGOs; dissemination of information on Council of Europe values, standards and achievements; participation as an Ad Hoc Committee of Experts on Roma and Traveller Issues (CAHROM) observer; and co-operation with other relevant international organisations.

1.2 Evaluation scope and objectives

1. Under the current framework contract 2021/FC/01 with the Directorate of Internal Oversight (DIO) for the provision of consultancy services on evaluations, the Anti-Discrimination Department of the General Directorate of Democracy contracted Heidrun Ferrari to carry out an external evaluation of ERAC.
2. The Terms of Reference (ToR) state that the main purpose of this evaluation is to *carry out an assessment of ERAC operations and activities from September 2019 to July 2021 in order to assist the Committee of Ministers of the Council of Europe to decide on the disbursement of the Council's financial contribution earmarked in the 2021 Ordinary Budget*. To that end the ToR stipulate that the evaluation shall focus on the implementation of the MoU signed between the Council of Europe and the Institute and on the performance of the ERAC in achieving its major objectives including the outreach of its activities. The evaluator was also expected to make recommendations for the future implementation of the MoU and concerning the future co-funding.

1.3 Methodology

3. *Methodology:* In the absence of a developed results chain which guided ERIAC's work over the past years, the evaluator built the evaluation methodology on the Theory of Change (ToC) reconstructed as part of the 2019 evaluation of ERIAC by Blomeyer & Sanz. This ToC, based on ERIAC's Statutes and MoU with the Council of Europe includes three outcomes: a) The population is better informed about Roma arts and culture; b) Mutual respect between Roma and non-Roma has increased and c) Awareness of European policy makers on the role of Roma is strengthened. These three outcomes are subsequently expected to lead to the impact contribution ERIAC makes to increase self-esteem of Roma and to decrease antigypsyism and prejudice against Roma.
4. Lead evaluation questions as outlined in the evaluation matrix (annex 2) are aligned with this Theory of Change and in line with the ToR for this evaluation. Evaluation questions are grouped around the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency and sustainability. Furthermore, the evaluation looked at the added value of ERIAC as an additional criterion. The Roma and Travellers Team of the Council of Europe Secretariat contributed to the development of the evaluation matrix.
5. *Data collection:* Data was gathered in line with the evaluation matrix by means of
 - An in-depth desk-study of documents produced by ERIAC, including annual reports, reports of outreach programmes, minutes of ERIAC bodies (Board, Barvalipe Academy, General Assembly) as well as ERIAC's founding documents. External documents were also reviewed;
 - Key informant interviews, including 20 online interviews with ERIAC Board members, Barvalipe Academy members, the ERIAC Belgrade office, the Council of Europe Secretariat and co-operation partners including representatives of German Ministries and the EU and 5 interviews with staff at the ERIAC office on-site in Berlin (27-28 September 2021).
6. *Limitations:* All in all, the evaluation process has gone smoothly and data collection was well supported by ERIAC as well as the CoE Roma and Travellers Team. The absence of a clear results chain constituted a certain limitation to the evaluation. In addition, ERIAC's objective of "mutual respect between Roma and non-Roma individuals and communities" is mainly confirmed by anecdotal evidence. ERIAC should be equipped by an appropriate monitoring framework and tools to capture this outcome systematically on a qualitative level.

2. FINDINGS

2.1 Relevance

2.1.1 To what extent are ERIAC outputs aligned with the MoU and ERIAC Statutes?

Activities and outputs delivered by ERIAC during the period covered by this evaluation report (September 2019 – July 2021) are fully in line with the ERIAC Statutes and all six objectives of co-operation outlined in the MoU.

7. Both the CoE and ERIAC confirm that activities and outputs delivered during the period covered by this evaluation report clearly align with the ERIAC Statutes and the MoU between the Institute and the Secretary General of the Council of Europe. A systematic analysis of the strategic objectives of the co-operation as outlined in Article 4 of the MoU confirms that ERIAC activities and outputs covered all six objectives of co-operation.
8. For example, ERIAC's programme during the German Presidency of the CoE Committee of Ministers, including a workshop on hate speech in February 2021 and a Youth Conference in April 2021, supported the outreach of the Council of Europe's initiatives.
9. The ERIAC International Conference "Safeguarding our Romani Language" on the occasion of the World Day of Romani Language in November 2020, contributed to the dissemination of good practice, which can be used by the Council of Europe. Knowledge products such as the publications on Roma history and on Romani language (level A1 beginners) provide information to practitioners and other multipliers with regard to Council of Europe values.

2.1.2 To what extent does ERIAC's work contribute to and is involved in the work of the Council of Europe entities?

ERIAC is an active contributor to the work of various Council of Europe entities and initiatives in the area of arts and culture, inclusive education, anti-discrimination, and Roma and Traveller inclusion, evident in particular through its involvement in the Roma component of the German Presidency of the Committee of Ministers (November 2020-May 2021).

10. Interviewees commented that during the evaluation period ERIAC had contributed to the achievement of concrete results in the priority areas outlined in the Council of Europe 2021-2025 Strategic Action Plan for Roma and Traveller Inclusion. For example, in line with priority area one on combatting antigypsyism and discrimination, ERIAC continuously raised awareness of broader audiences through its exhibitions and events. ERIAC also successfully advocated the European Commission, which now aims to support initiatives promoting positive narratives and Roma role models, combatting negative stereotypes and raising awareness of Roma history and culture under the Citizens, Equality, Rights and Values Programme. In line with priority area three on access to inclusive quality education

and training, collaboration with two member states (Serbia and Germany) on the transfer of knowledge on the Roma culture and history in national school curricula is in progress.

11. Stakeholder interviews highlighted ERIAC's engagement in the German Presidency of the Committee of Ministers which sought to reduce the effects of the COVID-19 pandemic, in particular on the most vulnerable groups. To that end, the German Federal Foreign Office financed the project "Roma Component of the German Council of Europe Presidency" during 2021. The project included a number of activities, most prominently two international conferences, on "Hate speech and Antigypsyism in the Media" (online, March 2021) and on "The role of Roma history in the participation and inclusion of young people" (April 2021) organised in partnership with the Youth Department and the Roma and Travellers Team of the Council of Europe. Stakeholders noted positive feedback from participants and ERIAC partners.
12. German stakeholders noted that the European outlook of ERIAC should be strengthened by means of more CoE member states supporting and promoting ERIAC jointly. To this end, it was suggested that experts of the Council of Europe's Committee of Experts on Roma and Traveller Issues (ADI-ROM) should increasingly act as multipliers. The CoE staff interviewed stated that an increased engagement of ERIAC with the Permanent Representations to the CoE member states in Strasbourg would also be beneficial.
13. ERIAC continuously provides its expertise to the ADI-ROM Committee of Experts on Roma and Traveller Issues. Interviews confirm that the Committee views ERIAC's work on Roma history and identity and its focus on Romani language as an important contribution to the work of the Committee and the implementation of the CoE 2021-2025 Strategic Action Plan for Roma and Traveller Inclusion. In March 2021 ERIAC hosted an online cultural programme including exclusive online opening of the "Family Archives" exhibition as part of the 3rd ADI-ROM Committee meeting.
14. Further co-operation of ERIAC with the Council of Europe at different levels and thematic areas during the period covered by this evaluation report included the following:
 - The Romani Language Reform project as part of the International Membership Engagement Initiative builds on the 2008 CoE Curriculum Framework for Romani by the Language Policy Division: Here ERIAC collaborated closely with CoE experts;
 - The CoE Kyiv office reached out to ERIAC when developing teaching material on Romani language jointly with Ministry of Education of Ukraine in February 2021;
 - ERIAC continued to co-operate closely with the CoE Venice office in preparation for the 2022 Biennale. Currently the CoE Venice office and ERIAC jointly liaise with Biennale representatives and seek to identify appropriate premises for 2022;
 - The new 2021–2025 ERIAC Strategy aims to link into CoE cultural initiatives, e.g., contributing to the Cultural Routes of the Council of Europe's programme. To fund the development of a Roma Cultural Route, ERIAC recently applied for funding through the European Commission's 2021-2027 Creative Europe programme.
15. ERIAC management and Board suggested that the Council of Europe could involve the Institute more actively in its initiatives

2.1.3 To what extent is ERIAC in line with the needs of Roma artists and cultural activists?

ERIACs work continues to be relevant to the needs of Roma artists and cultural activists, especially during the COVID-19 pandemic which saw an increase in hate speech against Roma. ERIAC's work also contributes to a paradigm shift, which implies that anti-discrimination and cultural identity are prerequisites for the successful social inclusion of Roma.

16. Numerous stakeholders emphasized that the COVID-19 pandemic reinforced the relevance of ERIAC's work over the past year and a half. One of the Board members pointed out that Roma have been portrayed as spreaders of the COVID virus, as it happened e.g., in Romania.² Furthermore, ERIAC was responsive to the imminent and practical needs of Roma artists who lost sources of income due to pandemic-related restrictions through the establishment of an emergency grant scheme.
17. Interviewees confirmed that ERIAC's awareness raising activities on Roma arts, culture, history, and language are essential for fulfilling its mandate to combat antigypsyism.
18. A number of stakeholders underlined the importance of ERIACs work on anti-discrimination and the strengthening of Roma identity through arts and culture as key to foster social inclusion. The Non-discrimination and Roma Coordination Unit of the European Commission's DG JUSTICE pointed to the respective findings of the "Evaluation of the EU Framework for National Roma Integration Strategies up to 2020", which concluded that tackling antigypsyism is a key prerequisite to effective social inclusion initiatives and noted as a lesson learned that there is a need for complementing the four priority areas of employment, education, health and housing with a specific focus on fighting non-discrimination and antigypsyism.³

² See also the CoE Statement calling on governments to ensure equal protection and care for Roma and Travellers during the COVID-19 crisis, issued in April 2020 (<https://www.coe.int/en/web/commissioner/-/governments-must-ensure-equal-protection-and-care-for-roma-and-travellers-during-the-covid-19-crisis>)

³ European Commission: Report on the evaluation of the EU Framework for National Roma Integration Strategies up to 2020

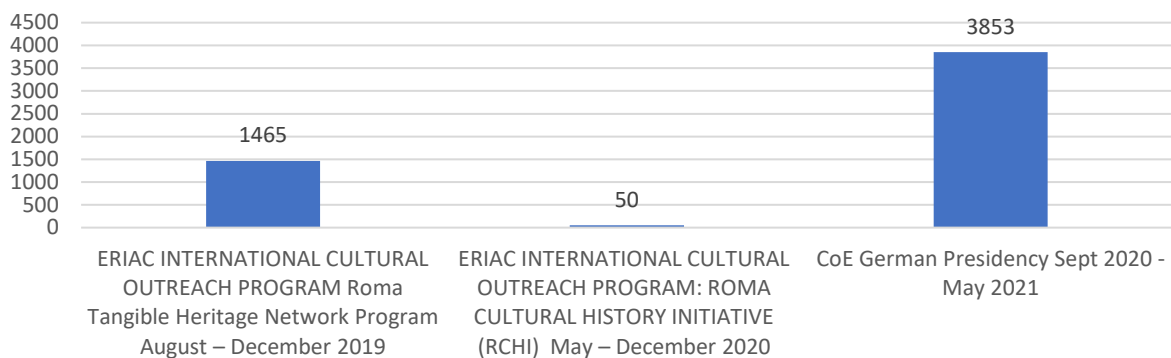
2.2 Effectiveness

2.2.1 To what extent is ERIAC contributing to better information about Roma art and culture, specifically amongst non-Roma?

High-level events were instrumental to ERIAC targeting an audience of non-Roma. Overall, ERIAC managed to increase its reach, in particular with support of the German CM Presidency. Online formats created due to COVID-related restrictions achieved wider access from non-Roma and Roma communities in a large number of CoE member states and beyond. ERIAC contributed to strengthening Roma sense of identity, also through its increased engagement in the field of education.

19. ERIAC was able to reach out to the majority society and to demonstrate that Roma produce high quality arts and culture through participation at high-level events. For example, ERIAC presence at the FUTUROMA, the official collateral event at the 58th Biennale in Venice was attended by almost 18.000 visitors, including 1.500 participants in educational activities. The Roma Tangible Heritage Symposium in Stockholm in November 2019 was attended by over 100 participants from Finland, Norway and Sweden.

Figure 1: Number of contributors and participants in outreach programmes

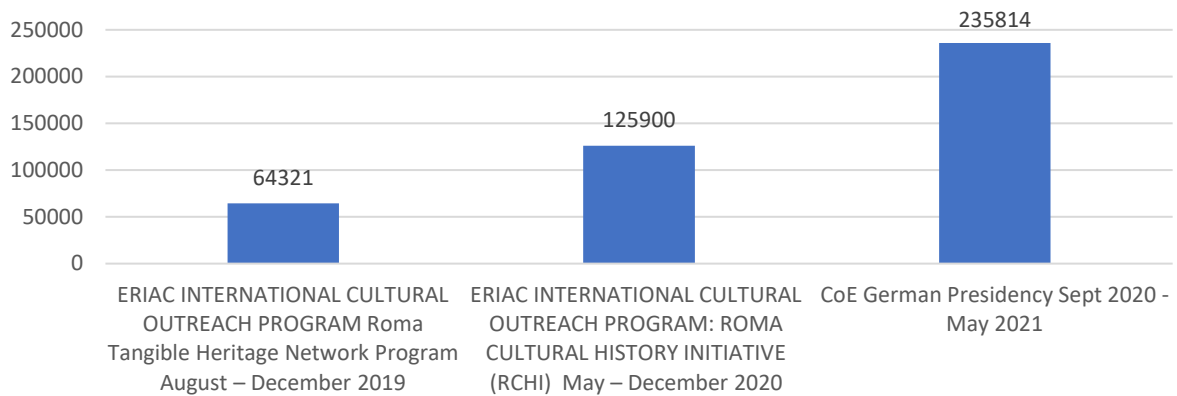


Data provided by ERIAC

20. However, due to COVID-related restrictions, on-site events had to be postponed or transformed into an online format, which consequently affected participant numbers, as shown in figure 1 above.

21. ERIAC has steadily increased its Facebook reach of its outreach programmes, in particular during the COVID-pandemic (figure 2). Interviews highlighted that ERIAC is well placed in various social media channels, also in comparison to other international initiatives and has a high potential for mobilisation of a wider audience.

Figure 2: Facebook reach of outreach programmes



Data provided by ERIAC

22. ERIAC’s **increased online presence** and initiatives as a response to COVID-related restrictions also raised visibility of Roma arts and the participation of Roma communities. An example of this was the talent competitions initiated by ERIAC during the pandemic with contributions from, Germany, France, Hungary, Romania, and the Western Balkans. These achieved a total of over 240,000 views Europe-wide.
23. ERIAC events receive media coverage, mostly at the level of art and culture-specific media channels. For example, the 2019 Roma Tangible Heritage Symposium was covered by the Swedish national radio Cultural News (“Kulturnyheterna”), Radio Romano and Paletten, Sweden’s longest-running arts magazine. Certain events, such as the opening of the ERIAC Belgrade office, have received considerable media coverage at national level, including mainstream media.
24. ERIAC has increasingly engaged in the field of education. Stakeholders stressed that this engagement lays the foundation for a broader knowledge and understanding of Roma arts, culture and history. Partner interviews underlined that ERIAC contributed to the transfer of knowledge on the historical representation of Roma through its material on cultural history-teaching, both at member state and at CoE level. Progress has been made, e.g. in June 2021, the ERIAC Belgrade Office and the Roma Education Fund (REF) discussed with the Serbian Ministry of Education, Science and Technology the inclusion of Roma history into school curricula. The German Federal Ministry of the Interior, Building and Community in coordination with the Conference of Ministers of Education and Cultural Affairs, is planning a survey and subsequent dialogue on knowledge transfer about minorities in the German school system with the *Länder*, minority representatives and the major textbook publishers in which it wants to ensure ERIAC’s input.
25. Stakeholders highlighted also a number of key achievements towards the strengthening of Roma identity and pride. In 2020, ERIAC produced a level A1 Romani language textbook. This work is part of the Language Initiative in partnership with the University of Graz and the Goethe Institute in Budapest, which also includes the set-up of an expert database. Both ERIAC and partner interviews highlighted that this Roma-led initiative provides a vital

contribution to international standardisation of the Romani language which will also find access into national curricula.

26. Finally, the initiative “Re-thinking Roma Resistance throughout History”, funded by the Foundation “Remembrance, Responsibility and Future” (*Stiftung Erinnerung, Verantwortung, Zukunft - EVZ*), introduces a new approach aiming for Roma communities to acknowledge Roma resistance. The initiative produced a number of outputs, including a publication and an interactive map. This has already led to wider results, including the participation of 50 local activities commemorating 16 May as Roma Resistance Day and communities starting to research their local history in this respect in various CoE member states.

2.2.2 To what extent is ERIAC contributing to mutual respect between Roma and non-Roma?

A number of initiatives point towards a contribution of ERIAC towards building mutual respect between Roma and non-Roma, including an increased engagement of mainstream arts institutions and high-level arts events with ERIAC and broader interest in lectures on Roma arts, culture and history delivered through the Barvalipe Online University.

27. Concerning the advancement of mutual respect between Roma and non-Roma interviewees indicated that achievements need to be viewed in the light of prevailing century-long prejudice and discrimination, and the loss of confidence and pride of Roma individuals and communities themselves. To that end, it was pointed out that ERIAC needs to manage its ambitions and expectations accordingly, determining of what it can realistically achieve in this regard.
28. ERIAC continued to promote arts as part of mainstream programmes of arts institutions. For example, as part of the RomaMOMA initiative, ERIAC and OFF Biennale Budapest exhibited a 40m² painting by the Hungarian Roma artist Tamás Péli capturing the history of Hungarian Roma. This was organised at the Budapest History Museum. The exhibition received much attention, including visits by school groups, Hungarian politicians and Roma officials. Stakeholders noted that the exhibition fostered Roma and non-Roma collaboration to work towards a permanent display of the painting in the National Gallery.
29. ERIAC continued or initiated co-operation with prestigious mainstream arts and cultural institutions, such as the Gorki Theatre and the theatre “Volksbühne” in Berlin, the MUCEM in Marseille and the National Theatre in Belgrade. ERIAC was also contacted by the documenta Kassel and is now preparing to participate in the 15th documenta. The Künstlerhaus Villa Romana in co-operation with ERIAC offers two residencies to Roma contemporary artists and will feature the FUTUROMA exhibition in Florence.
30. Stakeholders also stressed that educational initiatives, in particular the **Barvalipe Online University** implemented as part of the Roma Cultural History Initiative (May – December 2020) created an important platform to foster mutual understanding between Roma and non-Roma. Its online format enabled access of a large number of participants. Individual

lectures streamed on the ERIAC YouTube page received around 400 views on average. In addition, around 52,000 views via Facebook were counted. Lectures led to follow-up communication and longer-term academic exchange between Roma lecturers and non-Roma researchers. There is also evidence of continued use at the academic level, e.g. by students of the Romani Studies Program at the Central European University (CEU), the Pedagogical Faculty of the University of Stuttgart in Germany and the National School of Political Science and Administration in Bucharest. Most recently, the newly established Critical Romani Studies Department at Södertörn University in Stockholm plans to include content of the Barvalipe Online University in its curriculum.

31. In 2020, ERIAC took steps to bring Roma journalists into **mainstream media** through collaboration with the Deutsche Welle and the International Press Institute. This resulted in securing the placement of 12 Roma journalists with Deutsche Welle country offices funded through the International Press Institutes New Spectrum Fellowship Programme. To date, a total of 7 journalists have been placed in various EU member states including the Czech Republic, Germany, France and Romania.

2.2.3 To what extent is ERIAC contributing to raising awareness of the Roma among European policy makers and stakeholders?

ERIAC continued to raise awareness of Roma arts and culture among policy makers at member state level through a series of high-profile events. Through consistent engagement, ERIAC has established itself at European level as an important institution with relevant expertise.

32. Stakeholders emphasized that the implementation of high-profile events is an appropriate means to access policy makers at European and member state level. For example, as part of the German Presidency of the Committee of Ministers of the Council of Europe from November 2020 to May 2021, ERIAC carried out a number of activities, *inter alia*, two exhibitions at the ERIAC art space, the Diaspora Europe Festival at the Volksbühne Berlin and two high-level conferences. The opening of the Diaspora Europe Festival also featured the ceremony for the Franco-German Prize for Human Rights and was attended by the Minister of State for Europe at the German Federal Foreign Office, the German Commissioner for Human Rights and the French Ambassador to Germany.
33. The CoE Secretariat particularly stressed a round table on Roma and Travellers organised by the German Embassy in Dublin in 2021 which was attended by the Irish member of the Advisory Committee on the Framework Convention for the Protection of National Minorities (FCNM) and a Senator of the Irish Seaned (upper house of parliament). Here, ERIACs participation contributed to raising awareness on the FCNM, in particular those articles concerning the protection and promotion of culture.
34. The newly established ERIAC Belgrade office, financed by the Serbian Government, has also attracted the attention of high-profile stakeholders regarding the contribution of Roma arts and culture. For example, the April 2021 opening was attended by the Serbian President Aleksandar Vučić. Interviews suggest that the shared premises of the ERIAC

branch and the new Roma Education Fund headquarters in Belgrade have contributed to the increased visibility of ERIAC and REF, e.g. on the occasion of an official meeting with the First Deputy Prime Minister and Minister of Education, Science and Technological Development of Serbia.

35. ERIAC notably progressed in raising awareness and advocating at EU level. The Non-discrimination and Roma coordination Unit of DG Justice and Consumers at the European Commission highlighted ERIAC's contribution to the development of the new EU Strategy „Union of Equality: EU Roma strategic framework on equality, inclusion and participation“ adopted in October 2020. Notably as a key achievement of ERIAC's input the European Commission now aims to support initiatives that promote positive narratives and Roma role models, combatting negative stereotypes and raising awareness of Roma history and culture under the Citizens, Equality, Rights and Values Programme. The EU Strategy also includes a set of indicators, which have been developed in partnership with ERIAC, to monitor and measure its implementation and impact.
36. In May 2021, at the request of the Non-discrimination and Roma coordination Unit of DG JUST, ERIAC delivered a one-day online training course on Roma history, culture and antigypsyism for a total of 40 registered staff of the DG and other international organisations including the European Parliament, the European Committee of Regions and the Court of Justice of the European Union. According to interviews, the course received good feedback by participants and interest for roll-out of the training for additional staff. Interest in this course has also been expressed by other institutions, including the European Parliament.
37. Beyond high-profile events and activities, ERIAC undertakes a variety of one-to-one meetings with relevant stakeholders at policy level which ERIAC considers as an important part of its work, but which do not have direct visibility. Several stakeholders suggested that ERIAC could expand outreach in this regard, e.g., at CoE level to the Permanent Representations to the CoE member states in Strasbourg, the member of the Parliamentary Assembly and of the Congress of Local and Regional Authorities of the Council of Europe, or at national level to relevant ministries and with parliamentarians.

2.2.4 To what extent have ERIAC outreach activities facilitated the achievement of outcomes?

Outreach continues to be the main approach and an indispensable prerequisite to advance on ERIAC's objectives. ERIAC has made substantial progress in establishing links and initiating collaboration in various regions.

38. Both ERIAC and stakeholders confirmed that outreach is the key approach taken to work towards reaching ERIAC's objectives. ERIAC continued to follow its outreach approach during the time covered by this evaluation. As part of the International Cultural Outreach Program (August-December 2019) ERIAC continued its work in Germany, Italy and Serbia but also initiated collaboration with Nordic member states. The Roma Cultural History Initiative (May-December 2020) was affected by the COVID-19 pandemic and related

travel and other restrictions. ERIAC therefore implemented many online format activities which led to a broadened digital outreach to non-Roma and Roma communities Europewide and beyond.

39. The Western Balkans is viewed by ERIAC and stakeholders as an important region for outreach. Interviews highlighted that although newly established, the ERIAC Belgrade office has already taken good steps through exhibitions and other activities. Other outreach activities in the region include ERIAC's participation in the forthcoming Manifesta 14 Western Balkan project, scheduled to take place in Pristina in 2022.
40. The establishment of new branches continues to be an important element for ERIAC. ERIAC is well aware that the interest and political will of member states is key, given the necessary provision of premises as well as financial contributions to a branch office. To this end, the EU accession process is seen as an enabling momentum that ERIAC wants to build on. ERIAC will discuss about possible new branches in Albania and North Macedonia in upcoming board meetings. In Albania, outreach is carried out in close collaboration with local NGOs.
41. ERIAC has pursued its efforts to reach out to the Nordic region, in particular Sweden. Following the Roma Tangible Heritage Symposium, ERIAC remains engaged with Swedish governmental stakeholders, e.g. through participation in the Malmö International Forum on Holocaust Remembrance and Combatting Antisemitism in October this year.
42. Outreach is also to be extended to the Baltic states. ERIAC has established contacts with the Ministry of Culture in Latvia, and Roma communities and culture institutions in Lithuania that approached ERIAC for expertise.

2.2.5 What have been the enabling or hindering factors to achieve results in the light of the Covid-19 pandemic?

ERIAC has managed the negative effects of COVID-related restrictions very well. The adaptation of products and initiatives to digital formats has contributed to increased accessibility and out-reach. An emergency grant scheme contributed to support Roma artists during times of severe income loss.

43. In response to COVID-related restrictions, a few events with larger audiences as well as the opening of the Belgrade branch office had to be postponed. The larger part of ERIAC's programmes and activities was adapted to a digital format. According to stakeholders and ERIAC this has worked quite well. Moreover, digital formats broadened access to most content and hence increased ERIAC's outreach, evidenced by increasing Facebook and other social media counts.
44. The findings of a survey carried out by ERIAC indicate that 70% of artists had severe income losses due to COVID-related restrictions. In response, ERIAC secured 177,698.80 EUR from the OSF for an emergency grant scheme, the Arts and Culture Innovation Program. The grant scheme, jointly implemented with REDI, benefitted a total of 56 Roma

artists, who were granted an average of around 4,000 EUR. Several interviewees stressed the importance and timeliness of the intervention for the survival of the Roma arts scene.

2.3 Efficiency

2.3.1 Is the management and governance of ERIAC appropriate to achieve outputs and outcomes?

ERIAC's governance arrangement continue to be fully functional. Policies and rules for procedures prove to be adequate as no amendments were needed. A milestone is the development of the 2021–2025 Strategy. The ERIAC team has produced deliverables efficiently. In light of ERIAC's growth of projects, initiatives and outreach, operating with a limited number of staff represents a challenge.

45. ERIAC is perceived as a highly reliable institution by partner organisations. Interviews confirm that programmes and activities are implemented smoothly and on schedule and are well prepared. Partners also commented on the profound expertise of the Executive and Deputy Directors and the commitment of ERIAC staff, including those working on a short-term contract basis.
46. During the period covered by this evaluation ERIAC's **governing organs** maintained a balanced composition. A total of four of the five members are of Roma origin and two are women. Both, the generational as well as the regional balance is respected.⁴
47. Interviews with both, ERIAC and partners, confirm that there has been no incidence of **conflict of interest**. Mechanisms to avoid conflict of interest seem to be working. Partner institutions as observers on the Board constitute an effective safeguard. Board members supporting ERIAC with its projects or activities do not receive an honorarium. ERIAC staff as well as the Board and the Barvalipe Academy, underlined the importance of working according to the Rules of Procedure, in particular in the light of prevailing perceptions in some majority communities that Roma are prone to corruption. In this sense, several Board members highlighted that they see themselves as representatives of the Roma communities. When the FFO was interested in supporting the Roma Sinti Wire Online platform to fight fake news during the height of the COVID-pandemic, the Board member initiating the platform withdrew its direct engagement.
48. On the whole, the **Rules of Procedure** set in place by mid-2019 appear to function well and no amendments were necessary. A policy on the opening of branches was developed in 2020, which guides respective engagements with interested governments.
49. With support of an external consultant, ERIAC currently reviews its remuneration scheme with a view to aligning staff salaries with existing salary schemes of the non-profit sector in Germany. Preliminary conclusions indicate an underpayment relative to comparable

⁴ See Annex 1 for a detailed overview of the status quo of ERIACs governing organs.

remuneration schemes and levels, and a need to revise the ERIAC **personnel policy** and budgetary provisions.

50. By and large, **decision-making processes** are working. Board meetings took place as planned, due to COVID-related restrictions mostly in an online format. Online meetings are viewed as being time-efficient and cost-effective. Some members suggest for ERIAC to continue to utilize this format beyond the pandemic.
51. ERIAC management highlighted the supportive **role of the Board**; e.g. by utilizing their networks to support fundraising or by being available for high-level events, such as the FCNM delegation to Berlin. Board member engagement in addition to statutory obligations varies.
52. A couple of interviews suggest that efficiency could be enhanced by recalling the role of the Board as set out in the Statutes. Accordingly, the Board is to focus on the strategic direction of ERIAC through the approval of ERIAC's programmes and supervises the administration and the planning of the activities and the budget, as well as the use of the finances. Interviews indicate that at times the Board is involved in day-to-day management decisions, and short-term feedback is expected.
53. The Barvalipe Academy held regular meetings according to the Rules of Procedure. However, minutes of the meetings indicate that the attendance rate at some meetings was slightly more than half of all Academy members. For example, at the 2nd meeting in December 2019, a total of 9 members took part. At the 3rd and 4th meetings, which were held in an online format due to the pandemic, there were 8 members each.
54. Besides the Executive and the Deputy Director, **ERIAC Berlin office staffing** includes one full-time project officer and an office manager at 50%. ERIAC works in a project-based manner with a large number of consultants on short-term contracts, e.g. for the current outreach project under which a coordinator has been contracted for a period of ten months. This leads to a high turn-over and difficulties in retaining expertise. Overall, the Executive Director is currently managing a total of 27 persons, including sub-contracted finance administrators, facility managers and consultants.
55. Several members of the Board and the Academy expressed their concern about the scarce staff capacity responsible for a large number of initiatives with wide coverage. As one Board member put it, *"Looking at the visibility of ERIAC in the international arts scene as well as with European policy institutions, one would not have assumed what a low staffing level the Berlin office has."* There is concern from the side of the Board that ERIAC staff workload might lead to burnout.
56. The **ERIAC branch office in Belgrade** is up and running staffed with a Director, an Office Manager and five interns. The Belgrade office is guided by the 2021-2025 Strategy, but at the same time has the autonomy to adapt activities to the needs and opportunities in Serbia. Some activities are implemented jointly with the Berlin office, such as the Family

Archive exhibition. The Berlin staff also provided capacity-building on project administration and financial management.

57. Interviews indicate that the **monitoring and measuring of outcomes and broader impact** of ERIAC's initiatives is challenging. Attendance of larger events, e.g. the Venice Biennale, record visitor numbers or participation of online events and access to online content can be automatically recorded. The effects and contribution of these initiatives to broader ERIAC objectives is harder to measure, often for very practical reasons, e.g. determining the extent of sharing of online content by those who access it, or that recording the ethnical background of visitors or content users is not possible.

2.3.2 European Roma Institute for Arts and Culture (ERAC) 2021-2025 Strategy

A key achievement during this evaluation period is the adoption of ERIAC's 2021-2025 Strategy.

58. Interviews with ERIAC and stakeholders point out that the development of ERIAC's 2021-2025 Strategy has been an important step forward in the consolidation of ERIACs work to which associate members and the Barvalipe Academy provided input in a participatory process. The five-year Strategy sets out three strategic objectives:

- 1) *Build physical and digital infrastructure to upscale the talent, visibility and quality among the Roma artists and cultural producers which includes the set-up of ERIAC branches, co-operation with art institutions and Universities and language and publications.*
- 2) *Build on the recent breakthrough Council of Europe Recommendation on the inclusion of the history of Roma and/or Travellers in school curricula and teaching materials.*
- 3) *Advance the sense of pride and belonging among the Roma by means of engagement with communities through social media and digital events and by means of strengthening the transnational sense of belonging and identity.*

59. The Strategy document includes the 2021 annual work plan. Reporting on the activities of the first half of 2021 is already based on the structure of the Strategy with its three strategic components.

60. The CoE Secretariat views the 2021-2025 Strategy as an important milestone which contains a strong element of institution building. ERIAC management and the Board confirm that the Strategy provides clear directions for the work in the years ahead. One of the interviews suggest that the Strategies targets are ambitious given the current staffing level and composition. ERIAC is aware that the transition from an activity-based to a strategic approach now needs to be internalised, for example through a targeted assessment of opportunities against ERIAC's strategic objectives. In addition, according to ERIAC, the strategic approach should also be manifested in human resources. Here, however, short-term contracts are still prevalent.

2.4 Sustainability

2.4.1 To what extent did ERIAC mobilize and diversify resources?

ERIAC was able to increase its programme revenues over the past two years and to diversify its funding sources. Tapping into major bilateral or multi-lateral funding sources remains a certain challenge.

61. ERIAC managed to diversify its funding sources for programming over the past two and half years to a certain extent (see tables 1-3). Average monthly funding revenues steadily increased from 36,782 Euros in 2019 to 42,853 Euros in 2020, and to 50,937 Euros in 2021 (January–August).⁵

Table 1: Fundraising 2019

FFO Germany	200,000.00 €
Stiftung Kommunikationsaufbau	20,000.00 €
OSF Public Health Program	111,438.00 €
Nordic Culture Fund	13,399.00 €
Michael Schmidt Stiftung	3,000.00 €
Pro Helvetia	2,755.58 €
Goethe Institute Bucharest	3,000.00 €
Summa Atrium	4,173.16 €
Max Kohler Stiftung	17,302.07 €
Foundation for Arts Initiative	26,318.00 €
Stiftung EVZ	40,000.00 €
TOTAL	441,385.81 €

Source: ERIAC 2019 annual report

Table 2: Fundraising 2020

FFO Roma Cultural History Initiative	200,000.00 €
Stiftung EVZ	22,000.00 €
Pro Helvetia	2.808,99 €
Nordisk Kulturfonden	2.003,58 €
Open Society Foundation - Innovation program	177,698.80 €
Roma Entrepreneurship Development Association- Innovation program	25,000.00 €
EU Solidarity Corps - ERASMUS+ program	14,727.20 €
FFO Council of Europe Presidency I project	70,000.00 €
TOTAL	514.238,57 €

Source: ERIAC 2020 annual report

⁵ Authors own calculation on the basis of ERIAC annual report data as presented in tables 1 – 3.

Table 3: Fundraising January – August 2021

OSF Census Campaign	260,964.73 €
German Presidency of the Council of Europe 2021	80,000.00 €
WEAVE – Europeana Foundation	36,834.73 €
The Siegfried Rausing Trust	16,847.72 €
Post-finance matching funds Innovation Grant	12,850.00 €
TOTAL	407,496.73 €

Source: ERIAC January – August 2021 report

62. At present, Germany is the only CoE member state that provides programme funding. Stakeholders pointed out the importance of expanding the number of member states supporting ERIAC in order to emphasize ERIAC as being a European-wide initiative.
63. ERIAC receives institutional revenues from the CoE and the OSF. According to ERIAC, the OSF has provided a letter of intent to increase their contribution.
64. The 2021–2025 ERIAC Strategy lists a number of fundraising goals, including seeking project funding and potential core funding by the Stiftung EVZ for ERIAC’s history education initiatives, the creation of legal and organisational conditions for the absorption of EU funds and Norwegian and other bilateral funds, and fundraising in the Balkans jointly with the Serbian ERIAC branch.
65. ERIAC experienced certain challenges to tap into major bilateral or multilateral funding sources, in particular the EU. In the past years, a number of applications to various EU grant schemes have been unsuccessful, albeit high scores achieved in the grant selection and evaluation process. At present, the decision on an application for an EU operating grant for European Roma networks is pending. If successful, the grant will cover a share of institutional costs and annual activities for a period of four years.⁶
66. Finally, the donor landscape supporting arts and culture initiatives is limited, in particular following the financial crisis and the COVID-19 pandemic which saw arts and culture support budgets being reduced or cut.

2.4.2 What other measures have been put into place to promote the sustainability of ERIAC outputs and outcomes?

ERIAC produced a number of concrete sustainable outputs which can be cost-effectively maintained and updated or which have the prospect to be institutionalised by member states. The membership base has grown substantially which contributes to ERIAC’s mandate and revenue. ERIAC is aware that increased staff working time will be necessary to manage contributions of the members to ERIAC’s initiatives.

⁶ A total of 10% matching funds will have to be provided by ERIAC.

67. A number of concrete sustainable outputs have been produced which will be used by partners and other stakeholders in years to come, including all content published online (such as, RomaMOMA or lectures of the Barvalipe Online University), the Romani language textbook or the database on language teachers, translators and interpreters. These products can be cost-effectively maintained and updated.
68. Stakeholders acknowledged that ERIAC has well positioned itself in particular in the field of education through the development of teaching materials. Interviews indicate that sustainability prospects are promising through the inclusion of ERIAC outputs and research (in particular on Roma history), into the formal education systems of member states.
69. The membership base of ERIAC is solid and has steadily grown over the last years. The number of resignations from membership is very low. In 2020, as part of the 3rd call for membership, the ERIAC Board approved 68 new applicants and in 2021, as part of the 4th call, a total of 63 membership applications were approved. At present, ERIAC's membership base consists of a total of 213 members, including 179 individual and 34 institutional members. Interviews show that ERIAC's growing membership base has reinforced its mandate, revenue and legitimacy with Roma communities as well as created a network of qualified individuals and institutions, upon whose expertise ERIAC can draw from, thus contributing to its sustainability. ERIAC is well aware that in order to utilise potential and expertise of its growing network, encourage engagement of members and navigate member expectations in order to ensure sustainability of the network, respective skills and management capacities are needed.
70. Finally, the COVID-19 emergency grant and business skills scheme implemented jointly by ERIAC and REDI benefited around 80 Roma artists and cultural activists. This can be seen as a contribution to sustain the Roma arts and culture scene and thus, ERIAC's work in this regard.

2.5 Added value

2.5.1 To what extent does ERIAC cover areas not addressed by similar providers? To what extent does ERIAC create synergies with similar initiatives?

ERIAC continues to be in a unique position, promoting Roma arts and culture at transnational and international level. Applying a constructive and collaborative approach, ERIAC has created synergies with other organisations that are very complementary to ERIAC's objectives, in particular the Roma Education Fund (REF) and the Roma Entrepreneurship Development Initiative (REDI).

71. Stakeholder interviews confirm that ERIAC covers a gap by addressing and promoting Roma arts and culture at translational and international level. It has been acknowledged that ERIAC has a constructive approach cooperating with other relevant Roma institutions, thus enabling the creating of synergies.

72. Interviews highlighted synergies with the Roma Education Fund (REF) and the Roma Entrepreneurship Development Initiative (REDI). At project level, all three organisations collaborated on the implementation of the emergency grant scheme to Roma artists. ERIAC also benefitted from REF's project with the German Development Bank (KfW) which supports skills building of young Roma through training and internships. A total of five interns were placed in the ERIAC Belgrade office. Both ERIAC and REF emphasized that a more structured approach to their collaboration on Roma issues is sought. To this end, collaboration with ERIAC is included as an action point in the new REF Strategy, which is currently being developed.
73. Synergies with philanthropic stakeholders are viewed as equally important. In 2021, ERIAC contributed to the development of the new EVZ strategy, which ERIAC sees as an important step towards longer-term co-operation.

3. CONCLUSIONS AND RECOMMENDATIONS

3.1 Concluding remarks

The objectives of ERIAC remain relevant, especially in view of the resentments and hate speech against Roma exacerbated by the COVID-19 pandemic. ERIAC has initiated substantial growth in new initiatives, strategic partnerships and also its membership base during the reporting period. With their 2021-2025 Strategy, they are currently at a crucial point to act and expand more strategically in the future, and build on what has been achieved so far. However, this will require additional staff and therefore financial resources.

ERIAC has raised its visibility as a highly credible organisation suitable for funding. This is not only because it is advancing on objectives, but especially in view of the important contribution it makes to strengthening the identity and self-esteem of Roma communities and individuals, and to combating prejudice and discrimination. In doing so, they provide a necessary prerequisite for any progress towards fostering the social inclusion of Roma in CoE member states.

3.2 Recommendations

The following recommendations are based on the findings and conclusions of this evaluation and also take into account the suggestions of stakeholders from the interviews insofar as they are in line with the evaluator's conclusions.

1) To ERIAC - Develop a more detailed fundraising strategy (high priority for action): Based on its 2021 – 2025 Strategy, ERIAC should develop a more detailed fundraising strategy, mapping potential funding opportunities by institutional and other donors. The fundraising strategy should include a clear outline on necessary human resources, roles and responsibilities to implement the fundraising strategy and a calendar indicating relevant donor funding cycles, calls for proposals and deadlines. To this end, ERIAC would benefit from a short-term consultancy of a fundraising expert, if a fundraising officer cannot be recruited due to a lack of budgetary means.

2) To ERIAC - Establish a monitoring framework (high priority for action): Larger donor institutions require sound monitoring framework to track evidence-based progress. So far, ERIAC systematically tracks progress on output level. Based on the 2021 – 2025 Strategy, ERIAC should establish a basic monitoring framework to enable tracking of progress also at outcome level in a more systematic way. For this purpose, a number of proxy indicators and tools to monitor progress on broader outcomes such as “mutual respect of Roma and non-Roma” or “Roma pride/self-esteem” could be monitored e.g. through regular, standardized self-appraisal of target groups, such for example short surveys with individual and institutional associate members. It is also important to monitor effects of educational initiatives, e.g. Barvalipe University. The evaluation was able to establish concrete use of outputs as first achievements, e.g., University students in Europe accessing the course. Short surveys amongst sample of students could identify broader outcomes. For the establishment of a monitoring framework

ERIAC should consider seeking support of an external Monitoring, Evaluation and Learning (MEL) expert, who possibly has already done similar work in the field of arts and culture.

3) To ERIAC - Increase staffing (high priority for action): In order to adequately implement the new 2021 - 2025 strategy and to accommodate the growth of initiatives, strategic partnerships and the membership base, ERIAC should increase its staffing, possibly to be financed by extra-budgetary resources. Regular employment contracts should be preferred or, if budgetary means do not allow this, fixed-term contract-based consultants should be utilized. Staffing should include:

- A fundraising officer, responsible for securing funds (especially from EEA and Norway grants, EU funding programmes or larger philanthropic donors), following relevant geographic and thematic allocations, proposal writing and management of grant contracts, including monitoring and reporting;
- A finance officer with relevant experience in the financial management of multiple grants;
- A membership officer to support and co-ordinate purposeful associate member engagement in ERIAC initiatives and to promote member retention.

4) To ERIAC – ensure regular participation of Barvalipe Academy members: ERIAC should aim to ensure regular participation of all Barvalipe Academy members, in particular when meetings take place in an online format.

5) To ERIAC – Intensify outreach to other countries with large Roma populations: ERIAC should seek to intensify outreach to other countries with large Roma populations, such as e.g., Bulgaria, Romania, the Russian Federation and Turkey.

6) To ERIAC - Seek to intensify engagement with Permanent Representations: In order to have a broader base of support from CoE member states, ERIAC should more systematically engage with the Permanent Representations of the CoE.

7) To ERIAC – Replicate training for governmental stakeholders and international institutions: ERIAC should aim to replicate the training course on Roma history and culture and anti-gypsyism it provided for staff of the European Commission. As the training methodology has already been developed and received positive feedback, further roll-out appears to be feasible. Here, ERIAC should pro-actively approach European institutions or relevant line ministries at member state level. The training courses can demonstrate in a very practical way to stakeholders the added value of ERIAC and can have a positive impact on further cooperation and/or funding.

8) To ERIAC - Continue to seek synergies when expanding ERIAC outreach: ERIAC should jointly assess with REF if the model of collaboration based on joint premises, such as in Belgrade, can be replicated in other CoE member states, e.g., Albania or North-Macedonia.

9) To the Council of Europe - Explore additional synergies between ERIAC and other CoE

initiatives: The Council of Europe should explore in which way additional synergies can be supported between ERIAC and other CoE initiatives, especially in the framework of CoE and EU partnership and joint programming. For example, the thematic area “Promoting anti-discrimination and protection of the rights of vulnerable groups” of the Horizontal Facility for the Western Balkans and Turkey might benefit from ERIAC engagement. Its second phase will run until 2022 and a third phase is currently under negotiation. Involvement of ERIAC in joint EU-CoE programmes would strengthen ERIAC’s track record in this regard and might provide further entry points for their engagement with the EU.

ANNEXES

Annex 1: ERIAC governance

	Statutes (May 2017)	ERIAC activities (evaluation 2018)	ERIAC activities (evaluation 2019)	ERIAC activities (evaluation 2021)
Board	'five members' (art. 5.1)	The Board counts 3 members	Board counts 5 members	Board counts 5 members
Board - appointment	Three members appointed by ERIAC permanent members; two by Academy (art. 5.2 / 5.3)	Board to be completed in 2 nd half of September 2018	Board composition completed	Completed and no changes
Board – member composition	'persons of Roma origin have a majority, with due regard to gender, generational and regional balance' (art. 5.2)	2 of the current 3 members are of Roma origin; Gender, generational/ regional balance to be respected when completing the Board	4 of the 5 members are of Roma origin; 2 women and 3 men; generational and regional balance respected	4 of the 5 members are of Roma origin; 2 women and 3 men; generational and regional balance respected
Board – observers	'The Federal Government of Germany may designate up to two representatives to participate as observers' (art. 5.10)	Germany nominated 2 observers (Federal Ministry of Foreign Affairs / Ministry of Interior)	Germany nominated 2 observers (Federal Ministry of Foreign Affairs / Ministry of Interior)	No changes.
Board – meetings	'meetings are convened as often as necessary and at least once a year' (art. 7.1)	First meeting on 30 January 2018	2 nd meeting in October 2018, 3 rd meeting in March 2019	Meetings on July 6, 2020; October 27, 2020 and November 30, 2020. Upcoming Board meetings in October and December 2021.
Academy	15 members (art. 8.1)	7 members in place; the Academy will be completed in 2018	15 members	15 members, no changes.
Academy - appointment	'appointed by the permanent members of the association (...) (7 members of the Academy to be appointed jointly) and the General Assembly (...) (8 members of the Academy)' (art. 8.2)	Academy to be completed by 15 September 2018 (Minutes, 1 st board meeting)	Academy completed in December 2018 (nomination of 8 members by General Assembly)	No changes.

Academy – member composition	‘persons of Roma origin have a majority, (...) gender, generational and regional balance’ (art. 8.3)	Current members of Roma origin; Gender, generational, regional balance to be respected when completing the Academy	Current members of Roma origin; 9 women, 6 men; generational / regional balance respected (CZ, HU, US, ES (2), RO (3), FR, UK, RO, SK, DE, HR, CZ)	Current members of Roma origin; 9 women, 6 men; generational / regional balance respected: RO (4), CZ (2), ES (2), HU, US, FR, UK, SK, DE, HR
Academy – meetings	‘meets at least twice a year’ (art. 9.3)		1 st meeting in February 2019	2 nd meeting in December 2019; 3 rd meeting in November 2020; 4 th meeting in December 2020. Emergency meeting in April 2020 to address the impact of the Covid-19 pandemic. 5 th meeting 24 September 2021.
Executive director	‘person of Roma origin and with a wide professional experience which is relevant for the work of the association’ (art. 14.3)	Interviews in September 2017; employment in January 2018	No change.	No change.
Membership	‘adoption of the Membership Charter and of possible amendments thereto’ (art. 6.2)	Achieved (adopted by the Board on 6 April 2018)	No change.	No change.
Associate members	‘rights and responsibilities of associate members are laid down in a "Membership Charter"' (art. 12.2)	Achieved (adopted by the Board on 6 April 2018)	1 st call June/July 2018: 93 applicants; 67 complied with contribution principle (11 institutional / 56 individual); 2 nd call April/July 2019: 15 applicants (individual)	3 rd call 2020: ERIAC Board approved 68 new applicants; 4 th call 2021: Approval of 63 members (51 individual/12 inst.) TOTAL: 213 members (179 individuals/ 34 institutions)
General assembly meetings	‘ordinary General Assembly shall take place once a year’ (art. 13.2)		1 st meeting in December 2018	Extraordinary General Assembly in March 2020 due to pandemic. Annual General Assembly in December 2020. Extraordinary GA on 8 April 2021.

Table created by Blomeyer & Sanz (2019); updated by the author.

Annex 2: Evaluation matrix

Evaluation Question	Sub-Question	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)
RELEVANCE				
To what extent is ERIAC designed in a way that it promotes human rights and intercultural understanding and thereby tackles antigypsyism and discrimination against Roma in Europe?	1. To what extent are ERIAC 'outputs' aligned with the MoU / and ERIAC Statutes?	<ul style="list-style-type: none"> • Number of activities and corresponding funding per type of ERIAC output • Stakeholder qualitative feedback on alignment 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • Statutes, MoU, annual reports • ERIAC Executive Director and Board; CoE Secretariat
	2. To what extent does ERIACs work contribute to and involved in the work of the Council of Europe entities?	<ul style="list-style-type: none"> • Appraisal of involvement and contribution by ERIAC. • ERIAC contributes to the implementation of the Council of Europe Strategic Action Plan for Roma and Traveller Inclusion (2020-2025) 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • ERIAC annual reports; CoE Strategic Action Plan • ERIAC Executive Director; Members of the Committee of Experts on Roma and Traveller Issues (ADI-ROM); relevant CoE Secretariat staff
	To what extent is ERIAC in line with the needs of Roma artists, cultural and human rights activists?	<ul style="list-style-type: none"> • Roma artists and cultural and human rights activists actively participate in the development and implementation of ERIACs activities • Roma and cultural and human rights activists confirm that ERIAC responds to their interests and needs 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • Statutes; annual reports • ERIAC staff, Board, Academy; Representative selection of co-operation partners in the context of ERIAC projects, incl. cultural institutions, major Roma organisations, media, member States and funders.

Evaluation Question	Sub-Question	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)
EFFECTIVENESS				
To what extent has ERIAC achieved its outputs and outcomes as stipulated in the Statutes and MoU?	To what extent is ERIAC contributing to better information about Roma art and culture, specifically amongst non-Roma?	<ul style="list-style-type: none"> • Statistics on ‘users’ of ERIAC outputs / Evidence of uptake, e.g. exhibition of Roma art by ‘mainstream’ museums etc. • Stakeholder qualitative feedback on achievement of outcome 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • ERIAC annual reports • ERIAC Executive Director, staff, Board, Academy; co-operation partners; CoE Secretariat
	To what extent is ERIAC contributing to mutual respect between Roma and non-Roma?	<ul style="list-style-type: none"> • Data on ‘joint’ initiatives involving Roma and non-Roma (e.g. ERIAC contributing to activities promoting mutual respect organised by other institutions, ratio of Roma versus non-Roma associate members) • Statistics on visitors / participants of ERIAC events • Stakeholder qualitative feedback on achievement of outcome 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • ERIAC annual reports • ERIAC Executive Director, staff, Board, Academy; co-operation partners; CoE Secretariat
	To what extent is ERIAC contributing to raising awareness on the situation of Roma among European policy makers and stakeholders?	<ul style="list-style-type: none"> • Data on contacts/engagement with policy makers/stakeholders • Stakeholder qualitative feedback on achievement of outcome (e.g. use of ERIAC outputs in CoE and member State policies / initiatives) 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • ERIAC annual reports • ERIAC Executive Director, staff, Board, Academy; co-operation partners; CoE Secretariat

Evaluation Question	Sub-Question	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)
	To what extent have ERIAC outreach activities facilitated the achievement of outcomes?	<ul style="list-style-type: none"> • Number / quality of outreach activities in different CoE member States • Stakeholder qualitative feedback on outreach activities 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • Press reviews, membership database (extract to be provided by ERIAC); annual reports • ERIAC Executive Director, ERIAC Board, selection of the members of the ERIAC Academy; CoE Secretariat; co-operation partners
	What have been the enabling or hindering factors to achieve results, especially in the light of the COVID-19 pandemic?	<ul style="list-style-type: none"> • Evidence of any enabling or hindering factors • Evidence of effects of COVID-19 related restrictions and mitigating measures 	<ul style="list-style-type: none"> • Document review • Semi-structured interviews 	<ul style="list-style-type: none"> • Annual reports • ERIAC Executive Director, ERIAC Board, selection of the members of the ERIAC Academy; co-operation partners; CoE Secretariat
EFFICIENCY				
Is ERIAC functioning as an efficient institution?	Is the management and governance of ERIAC appropriate to achieve outputs and outcomes? How might this be improved?	<ul style="list-style-type: none"> • Governing organs have a balanced composition (regional, generational, gender) • Mechanisms are in place to avoid conflict of interest • Integrity/ethics framework and rules for procedures functions well • Internal controls prove to minimize legal, operational and financial risks • Inner decision-making mechanisms, including the development of the membership and the election procedure for members of the Academy and the Board, are efficient 	<ul style="list-style-type: none"> • Desk review • Semi-structured interviews 	<ul style="list-style-type: none"> • Reports of the governing organs; annual reports; tax report • ERIAC Executive Director, ERIAC Board, selection of the members of the ERIAC Academy; CoE Secretariat

Evaluation Question	Sub-Question	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)
SUSTAINABILITY				
To what extent can ERIAC sustainably follow its mandate?	To what extent ERIAC mobilized and diversified resources?	<ul style="list-style-type: none"> Level of increase and diversification of funding 	<ul style="list-style-type: none"> Desk review Semi-structured interview 	<ul style="list-style-type: none"> Tax report, annual reports ERIAC Executive Director, ERIAC Board, Academy; CoE Secretariat
	What other measures have been put into place to promote the sustainability of ERIAC outputs and outcomes?	<ul style="list-style-type: none"> Appraisal on measures to promote sustainability of ERIACs outputs and outcomes 	<ul style="list-style-type: none"> Semi-structured interviews 	<ul style="list-style-type: none"> ERIAC Executive Director, selection of the members of the ERIAC Academy; co-operation partners

Evaluation Question	Sub-Question	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)
ADDED VALUE				
What is the added value of ERIAC's activities to similar ones in the CoE member states?	<ul style="list-style-type: none"> To what extent does ERIAC cover areas not addressed by similar providers? 	<ul style="list-style-type: none"> Appraisal of ERIAC ability to fill gaps in the area or Roma arts and culture 	<ul style="list-style-type: none"> Desk review Semi-structured interviews 	<ul style="list-style-type: none"> Annual reports, newsletters Members of the Committee of Experts on Roma and Traveller Issues (ADI-ROM); CoE Secretariat; ERIAC Executive Director, Board and staff
	<ul style="list-style-type: none"> To what extent does ERIAC create synergies with similar initiatives? 	<ul style="list-style-type: none"> Number of initiatives with which ERIAC has created synergies Appraisal of ERIAC 's added value to similar initiatives Any evidence of duplication between ERIAC and similar initiatives 	<ul style="list-style-type: none"> Desk review Semi-structured interviews 	<ul style="list-style-type: none"> Annual reports, newsletters Members of the Committee of Experts on Roma and Traveller Issues (ADI-ROM); CoE Secretariat; ERIAC Executive Director, Board and staff

Annex 3: Interview list

ERIAC

Maria BOGDAN, Barvalipe Academy Chair
Ismael CORTEZ, Barvalipe Academy member
Delia GRIGORE, Barvalipe Academy member
Joanna HANDZSIEVA, student trainee
Gilda HORVATH, Board member
Marc Norbert HÖRLER, Office Manager
Jadranka IVKOVIC, Executive Director, ERIAC Serbia
Zeljko JOVANOVIĆ, Chair of the Board
Timea JUNGHAUS, Executive Director
Sead KAZANXHIU, Board member
Anna MIRGA-KRUSZELNICKA, Deputy Director
Andrea PETRUS, Project Co-ordinator
Iulius ROSTAS, Board member

Council of Europe

Snežana SAMARDŽIĆ-MARKOVIĆ, Director General of Democracy and Council of Europe representative in the ERIAC Board
Thorsten AFFLERBACH, Head of Division, Roma and Travellers Team, Directorate of Anti-Discrimination, Directorate General of Democracy
Luisella PAVAN-WOOLFE, Head of Office, Council of Europe Venice Office

Partners

Lavinia BANU, Policy Officer, European Commission
Lorenz BARTH, German Federal Foreign Office
Redjepali CHUPI, interim co-director, Roma Education Fund
Hans-Leo DIRKS Head of Division H I 6 – National Minorities in Germany, Federal Ministry of the Interior, Building and Community
Petrica DULGHERU, Director, Roma Entrepreneurship Development Initiative
Ján HERO, Department of Development of National Minority Education Slovak Republic
Ciprian NECULA, Roma Education Fund, Chair of the Board
Mirjam SIEBER, Division H I 6 – National Minorities in Germany, Federal Ministry of the Interior, Building and Community
Hajnalka SOMOGYI, Director, OFF Biennale Budapest

Annex 4: Key documents consulted

- Blomeyer & Sanz, Independent evaluation of the European Roma Institute for Arts and Culture (ERIAC), final report, 20 September 2019
- Council of Europe Thematic Action Plan for Roma and Traveller Inclusion (2020-2025)
- ERIAC founding documents
 - The Statutes of the European Roma Institute for Arts and Culture (ERIAC) e.V.
 - Memorandum of Understanding concerning co-operation between the Council of Europe and the European Roma Institute for Arts and Culture e.V. (2018, the MoU)
 - Membership Charter
- ERIAC Strategy 2021-2025
- ERIAC Annual Report 2019
- ERIAC Annual Report 2020
- ERIAC Report January – August 2021
- ERIAC The Roma Cultural History Initiative, 15 May – 15 December 2020, narrative report
- ERIAC Roma Component of the German Council of Europe Presidency during 2020, 20 September – 31 December 2020, narrative report
- ERIAC Roma Component of the German Council of Europe Presidency during 2021, 1 February – 31 May, narrative report
- ERIAC General Assembly Meeting Minutes (9 December 2019)
- ERIAC Extraordinary General Assembly Meeting Minutes (31 March 2020)
- ERIAC General Assembly Meeting Minutes (14 December 2020)
- ERIAC Board 4th Meeting, Abridged Minutes (6 July 2020)
- ERIAC Board 5th Meeting, Abridged Minutes (22 October 2020)
- ERIAC Board 6th Meeting, Abridged Minutes (30 November 2020)
- ERIAC Barvalipe Academy 2nd Meeting Minutes (9 December 2019)
- ERIAC Barvalipe Academy 3rd Meeting Minutes (16 November 2020)
- ERIAC Barvalipe Academy 4th Meeting Minutes (14 December 2020)

Annex 5: Short biography of the evaluator

Heidrun Ferrari has a total of 20 years of experience, both in programme management and as a consultant. Prior to the consultancy career, she worked in management positions for a number of NGOs and international organisations, including Minority Rights Group International and the UNHCR. Her thematic focus is on civil society strengthening, human rights, especially minority and women rights, and social inclusion. Her regional focus is on countries of Southeast Europe, Eastern Europe and the Caucasus. She has over 10 years of evaluation experience and carried out numerous evaluations international organisations applying participatory and qualitative M&E techniques. Recent evaluation work has focused on reviewing programmes on anti-discrimination and human rights; democratization, independent judiciary, freedom of expression and media. This included a number of evaluations for the Council of Europe (Action Plans for Georgia and the Republic of Moldova and the Horizontal Facility for the Western Balkans and Turkey – Phase II).