



Prospective synergies review of EU outreach networks

Synthesis Report

Network fiches

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LEGEND AND METHODOLOGICAL NOTE

NO: Network Operator(s)

PPT: PPT "Outreach to citizens"- Networks – Questionnaire"

Survey: Survey to Network Operators

Website: Website

Sources included in the fiches included both desk and field research. Field research comprises both interviews with EC officials and survey with network operators. When data refer to opinion from network operators, the text presents the number of operators providing the specific opinion or information, both in absolute numbers (in brackets) and as percentage of the total number of operators (of the relevant network) responding to the specific question.

Rationale and background

Information related to the history of the network, the background and reasons why the network was established

Mission

Key feature	Description
Legal Base	<i>Indication of the legal base of the network (in terms of current and past legislation), indicating if it is legally binding, non-binding, or rather an informal legal base.</i>
Start date	<i>The date of the creation of the network</i>
End date	<i>The date in which the network ended its activities (if any)</i>
Objectives	<i>The objectives of the network</i>
Scope	<i>Indication of the range of activities of the network, indicating whether it is "general" or "sectorial"</i>
Policy area	<i>The relevant policy area where the network operates, with indication of the EC political priority/ies to which the network contributes (considering its objectives and scope of activities)</i>
DG	<i>The Directorate General the network refers to</i>
Visual identity	<i>Presence of the elements of the EC visual identity (Europa website, EC logo/EU flag, EC colours, Banner)</i>
	<i>Presence of elements of network's own visual identity (logo, stars in logo, slogan, website and indication whether the website it is optimised for mobile devices)</i>

Key feature	Description
Key target group	<i>Indication of whether the network targets the general public or specific categories of citizens, with description of primary (and any secondary) target groups</i>
Types of service	<i>Indication of the services provided by the network (among problem solving, promotion of EU Programme implementation, communication on the development of EU policies and practices, guidance and advice, and other. Presentation of the key tasks carried out by the network</i>
Main evolution in recent years	<i>Description of any key change in the mission (including all above-mentioned elements) of the network in the past few years</i>

Dissemination

Key feature	Description
Content	<i>Indication of the information disseminated by the network, detailing whether dissemination activities have a general and/or specific content</i>
Channels	<i>Indication of the main channels used by the network to disseminate information, including: website at the central level (i.e. EU level), websites at the decentralised level (i.e. national/sub-national level), publications, Events/Meetings/Focus groups/workshops, newsletters, social media (i.e. Twitter, LinkedIn, YouTube – indicating whether social media accounts are at central and/or decentralised level), traditional media (e.g. TV, radio, newspapers).</i>
Users reached	<i>Number of users reached in a given year (if available) and got in contact - on average - per month according to surveyed network operators (if available).</i>
Inquiries received	<i>Number of inquiries (including requests for support, questions, etc.) received in a year (if available)</i>
Communication strategy	<i>Indication of whether the network has a communication and social media strategy or not, including feedback provided by surveyed network operators</i>
Feedback/reporting mechanisms	<i>Description of the existing mechanisms to collect feedback from users (both at central and decentralised level), and to transfer the feedback to the Commission</i>

Processes

Key feature		Description
Management	Management bodies	<i>Description of how the network is managed, indicating the body(ies) responsible for its management, and any other relevant details (e.g. composition, functions, etc.)</i>
	Role of the Commission	<i>Description of the role of the Commission services in the management of the network</i>
Structure	Structure description	<i>Indication of the type of structure of the network, whether it is a wheel (i.e. with a certain extent of coordination and management body) or a star (i.e. such central coordination is limited or non-existing) and description of its structure</i>
	Host structure	<i>Indication of whether the structure hosting the network is public and/or private, with description of such hosting entities</i>
	Selection procedures of the relays	<i>Description of how the network's relays are selected (if it is the case), by whom and through what procedure</i>
	Geographical coverage	<i>Indication of the geographical coverage of the network (EU28, EEA, other countries)</i>
	Territorial level	<i>Indication of the territorial level(s) where the network is present, including EU/EC Representation, national and sub-national (i.e. regional/local)</i>
	Number of Relays	<i>Number of relays forming the network</i>
	User access	<i>Indication of whether users can have a centralised (i.e. one single access point) and/or decentralised access (i.e. multiple access points at national/sub-national level) to the network. Indication of whether the access is physical (e.g. through an office) and/or virtual (e.g. through the website, chats), and their description</i>
Monitoring	Existence of a monitoring system	<i>Description of how the functioning of the network is monitored</i>

Resources

Key feature	Description	
Funding arrangements and budget use	Type of funding	<i>Indication whether the funding is Public (from public sources such as the EC or national authorities), private, or both. Indication (if available) the co-funding shares between the Commission and Member States</i>
	Description	<i>Description of the funding arrangements</i>
	Average budget per Network	<i>(if available)</i>
	Average budget per relay	<i>(if available)</i>
	Average budget per communication activities	<i>Indication of the share of the budget allocated to communication activities, with information provided by surveyed network operators (and indication in case no convergent information is retrieved from them)</i>
	Type of support provided by the EC	<i>Indication of the type of support provided by the Commission, including: management, information, training material and opportunities, networking tools, secretariat, software tools, or other elements (e.g. guidance, contractual arrangements)</i>
Available human resources	Human resources	<i>Number of human resources (FTEs) provided by the Commission and the network (if available)</i>
	Tasks	<i>Description of the tasks carried out by human resources from the Commission and from the network</i>
Available infrastructures	Physical	<i>Indication if physical infrastructures (e.g. offices) are available</i>
	IT	<i>Indication if IT infrastructures (e.g. website, online platforms) are available</i>

Partnership/Cooperation

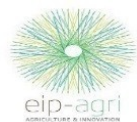
Key feature	Description
Within the network	<i>Description of the existing cooperation within the network (i.e. among its relays), including information from surveyed network operators</i>
With other networks	<i>Description of the existing cooperation (and its level, whether occasional, formal or partnership) between the network and other EU outreach networks in scope, including information from surveyed network operators</i>

Key feature	Description
With other EU actors	<i>Description of the existing cooperation (and its level, whether occasional, formal or partnership) between the network and other EU actors such as EC Representations and EDICs, including information from surveyed network operators</i>

Relevant documents and general comments

List of main documents *List of main secondary sources used to complete the fiche*
Remarks *Indication of any final remarks related to the content of the fiche*

1 AGRI



EIP-AGRI - European Innovation Partnership Network

Rationale and background

The EIP-AGRI network was launched in the framework of the Europe 2020 strategy. The Innovation Union is one of 7 Flagship initiatives within the Europe 2020 strategy. In the context of the Innovation Union, five European Innovation Partnerships (EIP) were launched, one being the EIP on agricultural sustainability and productivity. The EIP-AGRI network was launched in 2013 to support this EIP.

The network supports the objectives to foster a competitive and sustainable agriculture and forestry sector that "achieves more from less", contributes to ensuring a steady supply of food, feed and biomaterials, and to the sustainable management of the essential natural resources on which farming and forestry depend, working in harmony with the environment. It promotes innovation in the agricultural and forestry sectors across Europe and contributes to sustainable growth. Its focus is on accompanying policy implementation regarding agricultural innovation; crucially it builds synergies between the Common Agricultural Policy and the EU Research and Innovation policy.

It is important to keep in mind that the network articulates in a EU-level network and national networks. The EU-level network is run by the EC (DG AGRI) with the support of a contractor, the EIP Service Point (network's support facility), together with the European Rural Networks' Assembly and the European Rural Networks' Steering Group as governance bodies. At the national level, the network relies on the activities of the National Rural Networks (NRNs) and/or other relays, selected at national level.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1305/2013 of the European Parliament and of the Council of 17 December 2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD) and repealing Council Regulation (EC) No 1698/2005	Reg. (EU) 1305/2013
Start date	2013	Reg. (EU) 1305/2013
End date	As in the case of ENRD	<i>Interview: EC official</i>
Objectives	The EIP network has two main objectives: (a) facilitate the exchange of expertise and good practices; (b) establish a dialogue between farmers and the research community and facilitate the inclusion of all stakeholders in the knowledge exchange process.	Reg. (EU) 1305/2013

Key feature	Description	Sources
Scope	<p>Sectorial.</p> <p>The network's scope covers innovation-related agricultural topics, such as: agricultural productivity, sustainability, output and resource efficiency; innovation in support of the bio-based economy, biodiversity, ecosystem services, soil functionality and sustainable water management; innovative products and services for the integrated supply chain; opening up new product and market opportunities for primary producers; food quality, food safety and healthy diet; reduce post-harvest losses and food wastage.</p>	<i>Website</i>
Policy area	<p>Agriculture and rural development.</p> <p>Relevant EC political priorities:</p> <ul style="list-style-type: none"> - <i>stimulating investment and creating jobs;</i> - <i>a connected digital single market;</i> - <i>a resilient energy Union with a forward-looking climate change policy.</i> 	<i>Ibidem</i>
DG	AGRI	<i>Ibidem</i>
Visual identity	<p>Europa website: yes</p> <p>EC logo/EU flag: yes, at the bottom of the website</p> <p>EC colours: no</p> <p>Banner: no</p>	<i>Ibidem</i>
	<p>Network Logo: yes</p> <p>Stars in logo: no</p> <p>Network Slogan: <i>'Bridging Research and Practice'</i></p> <p>Website: yes (https://ec.europa.eu/eip/agriculture/en)</p> <p>The website is optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>Specific categories.</p> <p>The network aims to reach public and private actors active in the field of agriculture and rural development innovation (e.g. farmers, foresters, researchers, advisers, NGOs, businesses, and public authorities in EU Member States and regions)</p>	<i>Ibidem</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: no</p> <p>Promotion of EU Programme implementation: yes</p> <p>Communication on the development of EU policies and practices: yes (on agriculture and forestry-related research and innovation)</p> <p>Guidance and advice: yes</p> <p>Other: No</p> <p>The tasks of the EU network include:</p> <p>(a) to provide a help desk function and provide information to key actors concerning the EIP;</p> <p>(b) to encourage the setting up of operational groups and provide information about the opportunities provided by Union policies;</p> <p>(c) to facilitate the setting up of cluster initiatives and pilot or demonstration projects related to specific issues</p> <p>(d) to collect and disseminate information in the field of the EIP, including research findings and new technologies relevant to innovation and knowledge exchange and exchanges in the field of innovation with third countries.</p>	<p>Website</p> <p>Reg. (EU) 1305/2013</p>
Main evolution in recent years	<p>So far around 1000 operational groups have been set up for the whole EU (March 2019), out of the Commission goal of 3 200 for the period 2014- 2020 for the whole EU.</p>	<p>Website</p> <p>EC Official</p>

Dissemination

Key feature	Description	Sources
Content	<p>Specific.</p> <p>The network disseminates information on research and innovation in the agriculture and forestry sectors through various activities (project database, project ideas, research needs, funding opportunities, partners search and publications).</p>	<p>Website</p>
Channels	<p>Website at the central level: yes (EU)</p> <p>Websites at the decentralised level: yes (Member States – where available)</p> <p>Publications: yes</p> <p>Events/Meetings/Focus groups/workshops: yes</p> <p>Newsletters: yes</p> <p>Social media: Twitter, LinkedIn. The network has social media accounts at central (EU) level (as EIP- AGRI Service Point) and decentralised level through its members, where available.</p> <p>Media: yes</p>	<p>Web search</p> <p>Interview: EC official</p>

Key feature	Description	Sources
	Main channels used: according to 4 NOs surveyed the main channels used by users to contact the national relays are the website, the telephone and physical contacts. Emails are sometimes used	
Users reached	Number: Around 3,900 registered website users, some 7,600 recipients of the EIP-AGRI Newsletter, around 5,000 followers of the EIP-AGRI Twitter account, 1600 LinkedIn Newsfeed followers and some 2,370 members of the LinkedIn Group on H2020 (March 2019). According to one NO, each month the national relays get in contact with more than 20 users and last year the network got in contact with 200 users. According to two NOs, network events reached around 20-50 people.	<i>EU Rural Networks Strategic Framework and governance bodies Survey - Qs 73, 74</i>
Inquiries received	No information available	
Communication strategy	The EU network has a <i>general communication strategy and a social media strategy</i> . According to some NOs surveyed, communication plans and social media strategies are also in place at the national level. In the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability at the national level. These include: - Facilitating the exchange of knowledge with the EU-level network by involving the EIP-AGRI Service Point staff - the publication of stories on the website - referring the EIP-network within the information sessions of the rural development calls.	<i>Survey - Qs 36, 57, 58</i> <i>Survey Qs 8, 9</i>
Feedback/reporting mechanisms	Feedback from users: - At the EU level: yes. Feedback on the research needs on the ground is provided through the whole array of networking activities (European events, focus groups) as well as via the EIP website. Such networking tools established at the EU level promote interactions and invite stakeholders to exchange and share contacts and ideas. Research needs collected on the ground are notably taken into consideration by the Commission services when setting up research activities under the Horizon 2020 work programme. - At the decentralised (national) level: yes. Feedback from users is collected mainly through the websites of networks' members (with online forms) (33%, 1 NO), phone calls (33% 1 NO) and paper forms (33%, 1 NO). Feedback can be provided at any time. According to one NO it is analysed once or few times a year and shared internally and with stakeholders. According to one of the two NOs responding to	<i>Interview: EC official Survey - Qs 23, 24, 26 Survey - Qs 19, 20, 21, 22</i>

Key feature	Description	Sources
	<p>the survey it is also shared with the public.</p> <p>Feedback from users transferred to the Commission: There is not a structured procedure to share feedback with the Commission (100%, n=2 NOs), but annual reports need to be produced</p>	

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>The European Rural Networks' Assembly and the European Rural Networks' Steering Group are the two governance bodies of both the EIP-AGRI network and the ENRD network at the EU level.</p> <p>The Assembly is the main governance body and provides strategic direction, guidance and advice by highlighting emerging issues and important topics in rural development practice. The Steering Group meets up to three times a year to follow up on the work of the networks.</p> <p>The Steering group is composed of 48 members, of which 28 National Rural Networks and Managing Authorities, 4 evaluation authorities, 12 EU organisations and 4 agricultural advisory services and research institutes.</p> <p>The Assembly is composed of up to 200 members, of which currently 56 are governmental representatives (28 paying agencies, 28 managing authorities), 56 are civil and local representatives (28 local action groups, 25 EU NGOs, 3 local authorities), 56 are innovation representatives (28 agricultural advisory services, 28 agricultural research institutes) and 28 are national rural network representatives.</p> <p>The Assembly has two permanent subgroups. One of these groups is the permanent Subgroup on Innovation for agricultural productivity and sustainability. This group works closely with the EIP-AGRI network. Its main objectives are supporting the implementation of the EIP-AGRI in Rural Development Programmes, identifying common issues, problems and good practices, supporting networking between EIP-AGRI Operational Groups, providing input for the work programme of the EIP-AGRI Network, cooperating with the National Rural Networks to support innovation. The subgroup has 56 members.</p> <p>The EIP-AGRI Service point is the EU Network's support facility. It provides a helpdesk function, runs Focus Groups, addressing specific challenges in agriculture and forestry, organises EIP-AGRI events, feeds the EIP-AGRI network with publications and coordinates the online Meeting Point.</p>	<i>Website</i>

Key feature	Description	Sources	
	The Service Point is currently run by an external contractor of the EC (contract expiring in February 2021).		
Role of the Commission	The Commission supports the activities of the Network mainly by financing and providing guidance to the EIP Service Point. The Commission acts as a member and facilitator of the EU-wide Network.	<i>Interview: EC official</i>	
Structure	<p>The EIP-AGRI Network has a “Wheel” structure</p> <p>The EU-level Network is run by the EC (DG AGRI) with the support of a contractor, the EIP Service Point (network's support facility). Interested parties can register on the website and/or to distribution lists (e.g. EIP-AGRI newsletter) and include private and public stakeholders operating in agriculture and forestry across the EU.</p> <p>At the national level, the network relies on the activities of the NRNs and/or other relays, selected at national level. NRNs operate in each EU Member State to support and enhance rural development objectives as defined in the Rural Development Programmes (RDPs). NRNs can decide to establish a dedicated EIP-AGRI support function. However also other entities at the national/regional level (e.g. agricultural chambers, public agencies, advisory services etc.) can take up this task.</p>	<i>Study team assessment Interview: EC official</i>	
	Host structure	Private and Public The EU-level host structure of the EIP Service Point was established by the EC through a service contract. The Service Point has its own, separate location and is managed by a private contractor. NRNs have different structures and governance, and can be outsourced by public authorities to third parties. (See also above).	<i>Ibidem</i>
	Selection procedures of the relays	Responsibility lies within each member state	
	Geographical coverage	28 EU MS through NRNs	<i>Website</i>
	Territorial level	Sub-national: not directly, yes through NRNs or other entities National: not directly, yes through NRNs or other entities EU/EC Representation: yes	<i>PPT</i>

Key feature		Description	Sources
	Number of Relays	1: the only relay at the EU level dedicated to the EIP-AGRI network is the EIP Service Point. ¹	<i>Interview: EC official</i>
	User access	<p>Centralised access Physical: yes (through the EIP Service Point and local members) Virtual: yes</p> <p>The EIP-AGRI websites promoted as a one-stop shop for agricultural innovation. The EIP Service Point is accessible in person, by telephone, and by email. Contact points of each national EIP-AGRI network at the national level are generally established within the Agricultural Ministry so offices are usually based in capital cities. Offices/physical points at the national level are open to the public. Besides being present virtually with the website, the Network organises a number of events, focus groups and other activities at the European level. MS also organise similar kinds of activity at national/regional level within the context of the EIP-AGRI.</p>	<i>Website; PPT; Survey Q 30 Interview: EC official</i>
Monitoring	Existence of a monitoring system	<p>Yes</p> <p>The EIP-AGRI network and the ENRD operate within a common Strategic Framework adopted by the RN Assembly. They undergo an on-going self-assessment process managed by the Steering Group of EU Rural Networks through a set of output and impact indicators.</p>	<i>Website; Interview: EC official</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	As regards the EU-level network: Public EC: 100% MS: 0%	<i>PPT</i>
	Description	The EIP-AGRI network pulls existing resources under the Common Agricultural Policy (Rural Development Programmes) and Horizon 2020. Through technical assistance budget (EAFRD), the Commission finances the activities of the Service Point, as well as the technical development of the EIP-AGRI website.	<i>Ibidem</i>

¹ www.eip-agri.eu

Key feature		Description	Sources
	Average budget per Network	€ 2,500,000 (yearly budget for the running of the EU-level support facility)	<i>Interview: EC official</i>
	Average budget per relay	NA	
	Average budget per communication activities	<i>No convergent information could be retrieved at national level (One NO estimates that communication activities cover between 1% and 3% of the budget, and according to another NO they cover more than 10% of the budget)</i>	<i>Survey - Q 70</i>
	Type of support provided by the EC	Management; Other (The EIP-AGRI Service point falls under the responsibility of DG AGRI, Unit B.2. Research & Innovation)	<i>Website Interview: EC official</i>
Available human resources	Human resources	EC: 5 EU network support facility: 10 Per communication activities: <i>No convergent information could be retrieved at national level (One NO indicated 1 FTE is tasked with communication activities, while another NO indicated 2-5.)</i>	<i>Interview: EC official Survey - Q 66</i>
	Tasks	EC: Within the Commission, 5 FTE work on the EIP-AGRI network. Network: The EIP-AGRI Service Point has a staff of (at least) 10 FTE. Their tasks are management, animation (farm practice, rural development, science and research, facilitation), communication, and database maintenance.	<i>Interview: EC official</i>
Available infrastructures	Physical	Yes: EIP-AGRI service point at the EU level	<i>Website</i>
	IT	Yes: Website	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	According to one NO, cooperation exists between relays from different Member States, in the form of partnerships	<i>Survey - Q 47</i>
With other networks	ENRD, EUROPASS, ECN, INFORM, Euroguidance, EDICs, EDCs, EURODESK, NCP H2020	<i>Interview: EC official Survey - Q 41</i>

Key feature	Description	Sources
	<p>Cooperation with ENRD (European Network for rural development) is rather formal. Both networks share the same governance and together form the EU Rural Networks, operating under the same strategic framework.</p> <p>Cooperation on Horizon 2020 programme consists of providing information on funding opportunities in the relevant area, with a publication of the list of relevant Horizon 2020 calls and support in connect research and innovation projects funded under Horizon 2020 with innovation projects financed under the EAFRD.</p> <p>EIP-AGRI network operators participate to events organised by national stakeholders to raise visibility.</p>	<p><i>Interview: EC official</i> <i>Survey - Q 45,56,41</i></p>
With other EU actors	<p>EC Rep: Yes. Occasional cooperation with the EC representations in the Member States.</p> <p>EDICs: Yes.</p>	<p><i>Survey - Q 43</i> <i>Interview: EC official</i></p>

Relevant documents and general comments

- List of main documents
- European Parliament (2013), Regulation (EU) No 1305/2013 of the European Parliament and of the Council of 17 December 2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD) and repealing Council Regulation (EC) No 1698/2005, Official Journal of the European Union, L 347/487, 17 December;
 - European Commission (2014), Commission Implementing Decision of 20 November 2014 setting up the organisational structure and operation for the European network for rural development and for the European Innovation Partnership network and repealing Decision 2008/168/EC, Official Journal of the European Union, L 334/98, 20 November;
 - Coffey, AND, SQW, Edater and SPEED (2016), *Evaluation study of the implementation of the European Innovation Partnership for Agricultural Productivity and Sustainability*, Publications Office of the European Union, Luxembourg;
 - European Commission (2015), EU Rural Networks Strategic Framework and governance bodies, Brussels;
 - European Commission (2015), EIP-AGRI Network brochure, Publications Office of the European Union, Luxembourg;
 - European Commission, EIP-AGRI Service Point - How can we help you?, Publications Office of the European Union, Luxembourg.
- Remarks
- N/A

Rationale and background

The European Network for Rural Development (ENRD) was created in 2008 to support transnational and cross-border learning and exchange. The ENRD supports the effective implementation of EU Member States' Rural Development Programmes (RDPs) by generating and sharing knowledge, as well as through facilitating information exchange and cooperation across rural Europe.

To implement European Rural Development policy, under the current programming period, there are 118 Rural Development Programmes (RDPs) across the EU. The RDPs define the priority actions and budget allocations for their specific geographical area. National Rural Networks (NRNs) support exchange and learning between all the partners involved in the implementation of Rural Development policy in EU Member States: public authorities, economic and social partners and the relevant bodies representing civil society.

The ENRD is supported by two units, the ENRD Contact Point and the European Evaluation Helpdesk for Rural Development, which are run by private contractors. Both support units work on the basis of annual work programmes based on the needs of their respective stakeholders. The EU- level network cooperates with National Rural Network (NRNs). There exists offices and antennas in regions and rural areas, through the National Rural Network.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1305/2013 - Commission Implementing Decision 2014/825/EU	<i>Reg. 1305/2013</i>
Start date	2008	<i>Ibidem</i>
End date	-	
Objectives	The ENRD has four key objectives: (a) Increase the involvement of stakeholders in rural development; (b) Improve the quality of Rural Development Programmes (RDPs); (c) Better inform on the benefits of Rural Development policy; (d) Support the evaluation of the RDPs.	<i>Ibidem</i>
Scope	Sectorial. The network's scope covers rural development policy and related programmes, projects, and initiatives.	<i>Website</i>
Policy area	Agriculture and rural development. Relevant political priorities:	<i>Ibidem</i>

Key feature	Description	Sources
	<ul style="list-style-type: none"> - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i> 	<i>Study team assessment</i>
DG	AGRI	<i>Website</i>
Visual identity	<p>Europa website: yes EC logo/EU flag: yes, at the bottom of the website EC colours: no Banner: no <i>However, the network has its own visual identity.</i></p>	<i>Ibidem</i>
	<p>Network Logo: yes Stars in logo: yes Network Slogan: '<i>Connecting rural Europe</i>' Website: Yes (https://enrd.ec.europa.eu/) The website is optimised for mobile devices.</p>	<i>Website Survey - Q 33</i>
Key target group	<p>Specific categories The network aims to reach anyone with an interest in and commitment to rural development in Europe: farmers, National Rural Networks (NRNs); RDP Managing Authorities and Paying Agencies; Local Action Groups (LAGs); European organisations; Agricultural advisory services; Agricultural and rural researchers; and other interested in rural development organisations and individuals.</p>	<i>Ibidem</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: no</p> <p>Promotion of EU Programme implementation: yes</p> <p>Communication on the development of EU policies and practices: yes (on rural development)</p> <p>Guidance and advice: yes</p> <p>Other: yes (e.g. setting up thematic groups; exchange of expertise)</p> <p>The tasks of the network include: collecting, analysing and disseminating information on action in the field of rural development; providing support on evaluation processes and on data collection and management; collecting, consolidating and disseminating at Union level good rural development practices, including on evaluation methodologies and tools; setting up and running thematic groups and/or workshops to facilitate the exchange of expertise and to support the implementation, monitoring and further development of rural development policy; providing information on developments in rural areas of the Union and in third countries; organising meetings and seminars at Union level for those actively involved in rural development; and supporting the national networks and transnational cooperation initiatives and the exchange concerning actions and experience in the field of rural development with networks in third countries. Furthermore, the network has specific tasks for local action groups, namely creating synergies with the activities carried out at national and/or regional level by the respective networks regarding capacity building actions and exchange of experience; and cooperating with the networking and technical support bodies for local development.</p> <p>Activities are facilitated by two support units: the ENRD Contact Point and the European Evaluation Helpdesk for Rural Development.</p>	<i>Website</i>
Main evolution in recent years	The Evaluation task was added to the network with the adoption of the EU rural development policy 2014-2020.	<i>EU Rural Networks Strategic Framework and governance bodies</i>

Dissemination

Key feature	Description	Sources
Content	<p>Specific.</p> <p>The network disseminates information on rural development, agriculture, and the evaluation of rural development policy through various dissemination activities (e.g. the website, projects</p>	<i>PPT Interview: EC official</i>

Key feature	Description	Sources
	brochures, thematic rural reviews, workshops, seminars, thematic groups, capacity building meetings in the Member States by the European Helpdesk for rural development. The number of events varies at the national level: 1 NO mentioned that in 2017 there were 6 to 10 events, 2 NOs referred to more than 20).	<i>Survey - Qs 10.2, 37, 38</i>
Channels	<p>Website at the EU level: yes</p> <p>Website at the national level: yes, at the level of NRNs (not a ENRD website).</p> <p>Publications: yes (e.g. EU rural review, Rural Connections magazines, and project brochures).</p> <p>Events/Meetings/Focus groups/workshops: yes</p> <p>Newsletters: yes</p> <p>Social media: Twitter, LinkedIn, Facebook. In some cases, there are also social media accounts at NRN level, as indicated by 75% (3 NOs) of the NOs interviewed.</p> <p>Media: yes</p> <p>Main channels used: The most frequent way to contact the network is via website.</p>	<i>Website Survey - Qs 35, 64 EC Official</i>
Users reached	Number: 108,644 unique visitors to the ENRD website and 56,255 downloads of documents and information (July 2016 - July 2017) By mid-2017, the ENRD Contact Point had arranged more than 130 events and there were around 6,300 subscribers to the ENRD newsletter.	<i>Website</i>
Inquiries received	Number: <i>NA</i>	
Communication strategy	<p>The network has a <i>general communication strategy</i>.</p> <p>There is no convergent information on the person in charge of developing the national communication strategy. The person in charge can be the Network Support Unit or a dedicated communication team.</p> <p>The EU-level network has a <i>social media strategy</i>.</p> <p>All NOs surveyed state that actions aiming to improve the network have been taken in the past few years (n=3), including:</p> <ul style="list-style-type: none"> - An improvement of accessibility and visibility, e.g. by making website and publications more accessible and encouraging more stakeholders to access on-line (and paper publications), regular meetings with National Rural Networks in every Member State, publication of specific articles and pieces in non-ENRD publications (1 NO) - by improving the Website, sending monthly newsletters by email and organising thematic exchange meetings for the network's stakeholders (1 NO) - Campaigns, conferences, social media (1 NO). 	<i>Survey - Qs 8,9 36, 57, 58</i>

Key feature	Description	Sources
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the EU level: Feedback on the needs on the ground is provided through a wide range of different networking events, interactive workshops, surveys and the ENRD website. Such networking tools established at the EU level promote interactions and invite stakeholders to exchange and share contacts and ideas. Feedback is mostly collected through different means (e-mails, online and paper forms) and can be submitted either during an ENRD event or at any other time. The received feedback is analysed at different times (after each event, directly after receiving the feedback, or once/twice a month). The majority of NOs interviewed claim that feedback is shared internally but not with the public. However, it is shared with relevant stakeholders. <p>Feedback from users transferred to the Commission: Feedback can be provided at any time. The contractor provides statistics on the number of meetings, website visits etc., and Common Network Statistics provides info on activities at national level.</p>	<p><i>Website</i> <i>Interview: EC official</i> <i>Survey - Qs 19, 20, 21, 22)</i></p>

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>With the implementation of the EU rural development policy 2014-2020, the governance of the ENRD changed. The coordination committee and the Leader subcommittee were replaced by the Steering group and the Assembly. The European Rural Networks' Assembly and the European Rural Networks' Steering Group are the two governance bodies of both the EIP-AGRI network and the ENRD network. The Assembly is the main governance body and provides strategic direction, guidance and advice by highlighting emerging issues and important topics in rural development practice. The Assembly meets once a year. It is composed of up to 200 members, of which currently 56 are governmental representatives (28 paying agencies, 28 managing authorities), 56 are civil and local representatives (28 local action groups, 25 EU NGOs, 3 local authorities), 56 are innovation representatives (28 agricultural advisory services, 28 agricultural research institutes) and 28 are national rural network representatives. The Steering Group coordinates the rural networks' activities and thematic work. It meets up to three times a year to follow up on the work of the networks. The Steering group is composed of 48 members, of which 28 are National Rural Networks and Managing Authorities, 4 are evaluation authorities, 12 are EU organisations and 4 are agricultural advisory services and research institutes. The Assembly has two permanent subgroups. The one closely linked with the ENRD is the permanent Sub-group on LEADER and Community-Led Local Development (CLLD).</p>	<p><i>Website</i> <i>Interview: EC official</i> <i>EU Rural Networks</i></p>

Key feature		Description	Sources
		Its main objective is to contribute to improving the quality of LEADER/CLLD implementation under the Rural Development Programmes (RDPs). Specifically, the Sub-group: monitors and analyses the implementation of the LEADER Measure and Transnational Cooperation (TNC) projects; identifies common issues and good transferable practices on LEADER implementation and multi-funded CLLD strategies; stimulates peer learning and capacity building of LEADER/CLLD actors. The Sub-group has 96 members (stakeholder representatives, including Managing Authorities, National Rural Networks, Local Action Groups, European organisations).	
	Role of the Commission	The Commission supports the activities of the network mainly via financing and providing guidance to the support units of the network.	<i>EU Rural Networks Interview: EC official</i>
Structure	Structure description	Structure of the network: wheel. The EU-level network, supported by the ENRD Contact Point and the European Evaluation Helpdesk for Rural Development, cooperating with National Rural Networks (NRNs) The ENRD is a non-membership organisation supported by two private contractors, the ENRD Contact Point and the European Evaluation helpdesk for rural development.	<i>Study team assessment Website; EU Rural Networks...</i>
	Host structure	Private (including ENRD Contact Point and the Evaluation Helpdesk, which are established by the EC but managed by private contractors) and Public (depending on the national NRNs, whether they are hosted by national authorities such as ministries, or private contractors).	<i>Website</i>
	Selection procedures of the relays	NA	-
	Geographical coverage	28 EU MS Third countries might be covered indirectly as one of the network's tasks is to support the exchange of experience in the field of rural development with networks in third countries. Coverage is ensured by the NRNs, which are usually located in the capital cities (exceptions are DE, DK, FI, EE, HU, IE, LV, NL, SE, SK, UK).	<i>PPT Website</i>
	Territorial level	Sub-National: indirectly (through NRNs) National: yes EU: yes	<i>Website</i>

Key feature		Description	Sources
	Number of Relays	29 (1 ENRD Contact Point+28 National Rural Networks)	<i>Website; Survey Q 29</i>
	User access	Centralised (ENRD website) + Decentralised access (indirectly through NRNs) Physical: yes Virtual: yes The ENRD (EU-level) website acts as a central access point for the network. The majority (67%) of the surveyed NOs state that offices/physical points are open to the public	<i>Website</i>
Monitoring	Existence of a monitoring system	Yes The ENRD and the EIP-AGRI network operate within a common Strategic Framework adopted by the Rural Network's Assembly. They undergo an on-going self-assessment process managed by the EU Rural Networks' governance bodies through a set of output and impact indicators.	<i>Website</i> <i>EU Rural Networks...</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding at EU level	Public EC: 100% MS: 0%	<i>PPT</i>
	Description	The EAFRD contribution finances the activities of the ENRD Contact Point and the Evaluation Helpdesk, as well as the technical development of the ENRD website.	<i>Ibidem</i>
	Average budget per Network	€ 6,200,000 of which: - € 4,000,000 for the ENRD Contact Point - € 1,800,000 for the Helpdesk	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	
	Average budget per	€ 1,000,000	<i>Interview: EC official</i>

Key feature		Description	Sources
	communication activities	<i>No convergent information could be retrieved (One NO estimates that communication activities cover between 3% and 5% of the budget, while according to two other NOs they cover more than 10% of the budget)</i>	<i>Survey - Q 70</i>
	Type of support provided by the EC	Management, Other (The Commission provides guidance to both the ENRD Contact Point via DG AGRI Unit E.2 and the European Evaluation Helpdesk for Rural Development via DG AGRI Unit C.4. The units manage the contractual arrangements.)	<i>EU Rural Networks...</i>
Available human resources	Human resources	EC: 6 Network: 27 (contractual staff)	<i>Ibidem Survey - Q 66</i>
	Tasks	EC: Within Unit E.2, there are 6 FTEs. This does not include the evaluation part of the network. Network: Through its contractor, the network has a total of 27 staff, of which 19 work for the ENRD Contact Point and eight for the Evaluation Helpdesk. The tasks of the Contact Point Team include management and coordination, knowledge development, knowledge sharing, and exchange and cooperation. Both support units are supported by non-permanent experts for different tasks. National resources are not included.	<i>EU Rural Networks...Web site</i>
Available infrastructures	Physical	Yes	<i>Ibidem</i>
	IT	Yes: several web platforms/databases	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation within the network exists.	<i>Survey – Q 47</i>
With other networks	EIP-AGRI, EUROAXESS, ECN, INFORM, INIO, EURYDICE, EEN, EDICs, EDCs, EURODESK, NCP H2020, Erasmus+ N. A.	<i>Survey – Q 55</i>
	Cooperation with EIP-AGRI is rather strong. The EIP-AGRI network and the ENRD host joint events and operate under the strategic framework and steering provided by the European Rural Networks' Assembly and Steering Group. Additionally, their websites are interlinked and ENRD is featured on the DG AGRI website. Together they form the EU Rural Networks. Furthermore, the ENRD cooperates with the national rural networks and EDICs. The majority of the networks interviewed said that they do not cooperate	<i>Survey - Q 41, 45, 55 PPT</i>

Key feature	Description	Sources
	with the ENRD network (89%, n=402), only 8% said that they cooperate occasionally with the ENRD network.	
With other EU actors	EC Rep: Yes. Occasional cooperation with EC representations in different Member States, based on <i>ad-hoc</i> contracts. EDICs: Yes.	<i>PPT Survey – Qs 41, 43, 45, 49, 55, 56</i>

Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - European Parliament (2013), Regulation (EU) No 1305/2013 of the European Parliament and of the Council of 17 December 2013 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD) and repealing Council Regulation (EC) No 1698/2005, Official Journal of the European Union, L 347/487, 17 December; - European Commission (2015), EU Rural Networks Strategic Framework and governance bodies, Brussels; - European Commission (2016), ENRD presentation booklet, Publications Office of the European Union, Luxembourg; - Council of the European Union (2005), COUNCIL REGULATION (EC) No 1698/2005 of 20 September 2005 on support for rural development by the European Agricultural Fund for Rural Development (EAFRD), Official Journal of the European Union, L 277/1, 20 September; - European Commission (2008), Commission Decision of 20 February 2008 setting up the organisational structure for the European Network for Rural Development, Commission Implementing Decision 2014/825/EU, Official Journal of the European Union, L 56/31, 20 February; - European Commission (2017), National Rural Network's Self-assessment, Brussels.
Remarks	NA

2 COMM



EDCs - Europe DIRECT - European Documentation Centres

Rationale and background

European Documentation Centres (EDCs) were founded in 1963. In 2005, they were integrated into the Europe Direct Network. EDCs serve as a point of contact primarily for researchers and academics wishing to study the EU and EU-matters.

Mission

Key feature	Description	Sources
Legal Base	No DG Communication Work Programme, based on Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision (C(2017) 8516 final)	<i>Web-search</i>
Start date	1963	<i>Ibidem</i>
End date	Not foreseen	<i>Interview with EC official</i>
Objectives	The main objectives of the EDCs are to: (a) promote and consolidate teaching and research in the field of European integration; (b) make in-depth information and sources on the European Union and its policies available to the public, especially in the academic and university environment; (c) participate in the debate on the European Union, when appropriate with other European information outlets and networks. The majority of NOs state that the mandate of the network includes EU corporate communication (74%, 46 NOs)	<i>PPT Survey - Q10.2</i>
Scope	Non sectorial. The network's scope covers teaching and research related to EU matters.	<i>Website</i>
Policy area	Communication. Relevant political priorities: - <i>making the EU more transparent and accountable.</i>	<i>Ibidem Study team assessment</i>
DG	COMM	<i>Website</i>

Key feature	Description	Sources
Visual identity	Europa website: yes (Europe Direct website) EC logo/EU flag: yes EC colours: yes Banner: no	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: no dedicated website, to be found via the Europe Direct Website. Usually EDCs have webpages on the websites of their host structures. (https://europa.eu/european-union/contact/meet-us_en) The website is optimised for mobile devices.	<i>Website</i>
Key target group	Specific categories (Students, lecturers and researchers) + General public. EDCs' activities are aimed at students, lecturers and researchers specifically interested in EU matters as well lawyers, journalists and other members of the public.	<i>2017 Annual Report</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes(the network provides general information on EU matters to students, lecturers and researches) Guidance and advice: yes Other: no The tasks of the EDCs include: (1) to provide citizens with access to official EU publications and documents (online and print); (2) to help finding detailed information on European law, integration, policies and institutions; (3) to support training for students on EU-related fact-finding and research.	<i>Website</i>
Main evolution in recent years	Improvements in terms of communication activities.	

Dissemination

Key feature	Description	Sources
Content	Generic + Specific.	<i>Website Survey - Q 10</i>

Key feature	Description	Sources
	The network raises public awareness and understanding of the EU in general and key EU developments, EU policies and programmes in particular.	
Channels	<p>Website: yes. Each EDC is in charge of designing and implementing its own webpage, usually at the website of their host institution, also used for communication activities.</p> <p>Publications: no</p> <p>Events/Meetings/Focus groups/workshops: yes. The majority of NOs surveyed state that the network has recently undertaken improvements in terms of communication activities with specific reference to events.</p> <p>Newsletters: yes. The majority of NOs surveyed state that the network has recently undertaken improvements in terms of communication activities with specific reference to newsletter.</p> <p>Social media: Twitter, LinkedIn, Facebook. Each EDC is in charge of designing and implementing its own the social media accounts, which are created and managed by the single relays, not by the network.</p> <p><i>Other:</i> EDCs give lectures at the university they are located at as part of curriculum or at ad hoc occasions.</p> <p>Main channels used: Depending on capacity, EDCs may also organise events or workshops, provide information on the websites or via social media, organise public and open lessons for targeted groups. However, EDCs generally host fewer events than their EDICs counterparts.</p>	<p><i>Website Survey - Qs 8, 9, 35, 64</i></p> <p><i>Feedback from one EC official</i></p> <p><i>Interview with NOs</i></p> <p><i>Survey - Q 38</i></p>
Users reached	Number: Monthly users vary across EDCs, with 15 out of 44 NOs reporting 5-20, and 12 reporting more than 50. The number of yearly users varies greatly and depends on the definition of each EDC, ranging from 3 to 1600. Most responses lie between 700 and 1500. As for people participating to the events, evidence is not convergent: most events include 20-50 people (26 NOs refer events cover 20-50 people, 10 NOs refer to 50-100). Moreover, 49 NOs reported to organise events open to the public, and 36 NOs organise also events only for the members of the network.	<p><i>Survey - Qs 40, 73, 74</i></p> <p><i>Interview - EC representations</i></p>
Inquiries received	NA	
Communication strategy	<p>The network does not have a <i>general communication strategy</i>, nor a specific <i>social media strategy</i>. This is confirmed by operators, with around 60% (31 NOs) of NOs indicating they do not have a social media strategy (n=52).</p> <p>Around 71% of NOs indicate that their respective EDC does not have a communication strategy at the national level. (n=34). If it does, it is developed by a national coordinator.</p>	<p><i>PPT</i></p> <p><i>Survey - Qs 19, 20, 21, 22, 23, 24, 26</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <p>- At the central level: NA</p>	

Key feature	Description	Sources
	<p>- At the decentralised level: not all EDCs have a feedback system in place. According to NOs surveyed, those that do, commonly use email, online forms or paper forms. Users can normally submit feedback at any time, and the frequency of its analysis depends on the individual EDC, from a few times a year (17 NOs), to once a year (8 NOs) or even once a week (7 NOs). In most cases feedback received is shared internally (65%, 31 NOs) and with the stakeholders (65%, 28 NOs).</p> <p>Feedback from users transferred to the Commission: The majority of NOs (65%, 21 NOs) report that there is no structured procedure to share feedback with the Commission. The only potential platform are the annual reports. 36% (9 NOs) of EDCs publish public annual reports, while 28% (7 NOs) publish them only internally. (n=25)</p>	

Processes

Key feature	Description	Sources	
Management	Management bodies	The EDCs are managed and coordinated by the EU Representations. Operational work is carried out by the hosting structure, which is responsible for implementation of all daily activities of the EDC.	
	Role of the Commission	The Commission coordinates the EDCs via the EC Representations	<i>Ibidem</i>
Structure	Structure description	Structure of the network: Wheel, with the central level (EC/EC Representation) coordinating relays at sub-national level. The EDCs are hosted primarily by local universities and research institutions, which range between 1 and 47 per MS, with the exception of Luxembourg, which have none, and general coordination is provided by the EC Representations	<i>Study team assessment</i> <i>Website</i>
	Host structure	Private and Public, i.e. Universities, university libraries and research institutions	<i>Ibidem</i>
	Selection procedures of the relays	Commission	<i>Ibidem</i>
	Geographical coverage	27 EU MS (all but Luxembourg). Coverage includes both country capitals and other cities (depending on the country) hosting universities and research institutions where EDCs are located.	<i>Website</i>
	Territorial level	Sub-national: yes	<i>Ibidem</i>

Key feature	Description	Sources
	National: no EU/EC Representation: yes	
	Number of Relays 364 across the EU countries. The number of relays per country varies ²	<i>Website Survey Q 29</i>
	User access Decentralised access through access points: users can turn to the nearest EDC. The contact details of the EDCs are found on the central Europe Direct website. Physical: yes. According to all surveyed NOs, offices are open to the public Virtual: yes.	<i>Website Survey Q 30</i>
Monitoring	Existence of a monitoring system	NA

Resources

Key feature	Description	Sources
Funding arrangements and budget use	Type of funding Both Private and Public EC: 0% MS: 100% (institutions hosting the EDCs)	<i>PPT</i>
	Description The operational budget comes from the structures hosting the EDCs. The EU finances training sessions (amount listed below)	<i>Ibidem</i>
	Average budget per Network € 150,000	<i>Ibidem</i>
	Average budget per relay NA	
	Average budget per communication activities <i>No convergent information could be retrieved. 11 out of 31 NOs report that they spend less than 1% of their budget on communication activities, while a few others state they do not have a separate communication budget</i>	<i>Interview: EC official; Survey - Q 70</i>

² Relays are listed at <https://europa.eu/european-union/contact/meet-us>.

Key feature		Description	Sources
	Type of support provided by the EC	Management (through EC Representations), Training	<i>PPT</i>
Available human resources	Human resources	EC: 7 FTE (all three networks EDICs, EDCs and Team Europe). Network: In 2017, the overall number of staff for the EDCs was 440 Per communication activities: <i>No convergent information could be retrieved:</i> less than one FTE according to 2 NOs; one FTE according to 23 NOs; 2-5 FTE according to 16 NOs	<i>2017 Annual Report</i> <i>Survey - Q 66</i>
	Tasks	EC: Management, coordination Network: NA	<i>PPT Website</i>
Available infrastructures	Physical	Yes; there is no EDC designated infrastructure at the centralised level, but at the decentralised level the centres are usually hosted at the libraries within universities or other host structures.	<i>PPT</i>
	IT	Yes: page hosted on Europe DIRECT website, plus dedicated websites and pages for each centre	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation does not exist within the network.	<i>Survey - Q 47</i>
With other networks	EIP-AGRI, ENRD, ECE, SOLVIT, EUROPASS, EUROAXEES, PES, OAFCN, GSN, ECN, INFORM, INIO, EURUDICE, EEN, ECCs, Your Europe, EDICs, SALTO-YOUTH, EURES, Fin-Net, Euroguidance, EURODESK, NCP H2020, Erasmus +N.A, NARIC, CED	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Cooperation is rather formal with Europe Direct Networks (EDICs, Europe Direct Contact Centre and Team Europe) and it is based on combining resources and human capital and start joint projects focusing on similar target groups. All Europe Direct Networks are managed by the Commission.	<i>Survey - Qs 49, 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. Occasional cooperation with individual Representations. EDICs: Yes. Occasional cooperation.	<i>Feedback from one EC official</i> <i>Survey - Qs 43, 49, 55, 56, 41, 45</i>

Relevant documents and general comments

- List of main documents
- European Commission (2017), Annex to the Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision, C(2017) 8516 final, Brussels;
 - European Commission (2014), European documentation centres Challenges for the EDCs' work in the 21st century
 - European Commission (2010), Europe Direct Annual Activity Report 2017, Brussels;
 - European Commission (2004), Commission communication on implementing to information and communication strategy for the European Union, COM(2004) 196 final, Brussels



EDICs - Europe DIRECT - Information Centres

Rationale and background

The Europe DIRECT - Information Centres (EDICs) have been established to have information disseminated and explained at regional and local level, not only centrally at the national level (through the EC Representations based in capitals). As the other parts of Europe Direct, the network was restructured in 2009.

Mission

Key feature	Description	Sources
Legal Base	No DG Communication Work Programme, based on Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision (C(2017) 8516 final)	<i>Web-search</i>
Start date	2003	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main EDIC's objectives are to: (a) inform European citizens at local and regional level; (b) promote participatory citizenship through various communication tools (website, social media, publications, etc.) and by interacting with local and regional stakeholders, multipliers and media. The EDICs' outreach activities aim at involving the public on European topics by building a sustainable networking environment. Almost all NOs agree the activities of the network include EU corporate communication.	<i>Website Feedback from one EC official Survey - Qs 10.1 and 10.2</i>
Scope	Non sectorial. The EDICs' scope covers EU basics and policies of direct interest to the public, in particular to members of the public with general information needs. They provide information, advice, assistance and answers to questions about the EU, and in particular about the rights of EU citizens, the EU's priorities, legislation, policies, programmes and funding opportunities.	<i>Feedback from one EC official</i>
Policy area	Communication Relevant political priorities: - <i>making the EU more transparent and accountable.</i>	<i>Website Study team assessment</i>

Key feature	Description	Sources
DG	COMM	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: no	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: no dedicated website, to be found via the Europe Direct Website. (https://europa.eu/european-union/contact/meet-us_en). Each EDIC has its own website or webpage within the website of their host structure. The website is optimised for mobile devices.	<i>Website Survey - Q 33</i>
Key target group	General public (EU citizens). The EDICs address the general public (public, stakeholders and multipliers); some activities might also be targeted at specific groups, such as schools, youth.	<i>PPT</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: yes</p> <p>Promotion of EU Programme implementation: no</p> <p>Communication on the development of EU policies and practices: yes (on any policy areas)</p> <p>Guidance and advice: yes</p> <p>Other: yes (engaging with citizens in a proactive way by organising events/debates/collecting feedback)</p> <p>The tasks of the EDICs include:</p> <p>(1) to complement and support the communication activities of the European Commission Representations, the European Parliament Information Offices (EPIOs) and other EU institutions and bodies at local and/or regional level, and to cooperate with other EU information and assistance networks;</p> <p>(2) to engage with the public at local and regional level organising and issuing invitations to information and networking events, either directly or through relevant multipliers and stakeholders; EDICs also interact with local and/or regional media and provide feedback on the public's views and reactions to EU issues;</p> <p>(3) to answer citizens' questions on a broad range of EU-related topics (EU rights, funding, policies, programmes, etc.); EDICS also actively support Citizens' Dialogues in close cooperation with the European Commission Representation;</p> <p>(4) To help with the access to EU documents and publications and provide references to other information sources as well as contact details for relevant organisations.</p>	<p><i>Website</i></p> <p><i>Feedback from one EC official</i></p>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	<p>Generic.</p> <p>The EDICs disseminate information on all EC priorities and other EU key initiatives (e.g. EU elections, Future of Europe).</p>	<p><i>Website</i></p>
Channels	<p>Website at the central level: yes (Europe Direct website)</p> <p>Website at the decentralised level: yes (relays)</p> <p>Publications: yes</p>	<p><i>Interview: NOs and EC rep.</i></p> <p><i>Survey Qs 35, 64</i></p> <p><i>PPT</i></p>

Key feature	Description	Sources
	<p>Events/Meetings/Focus groups/workshops: yes. In some countries (for instance France), regional EDICs cooperate to organise local events at a certain time of the year (e.g. celebrating Europe in May).</p> <p>Newsletters: yes</p> <p>Social media: Twitter, LinkedIn, Facebook. Social media presence is compulsory for all EDICs. In addition, the EC Representations have social media accounts.</p> <p>Media: yes</p> <p>Main channels used: face-to face contacts with citizens (e.g. events, meetings, school classes), online (media and social media, newsletter), media (radio, TV, press). For most EDICs, events are the key communication tool. According to NOs surveyed, the most common channels to contact the EDICS are email, the official website, personal contact and the telephone.</p>	
Users reached	<p>Number: the number of users reaches varies from one EDIC to the next. 24 EDICs responded they receive between 5 and 20 users a month, 18 indicated between 20 and 50 users a month and 20 indicated more than 50 users per month. Annual users range between 25 and 16000, with most answers being in the low thousands. Events usually reach between 20-50 people (36 NOs) or 50-100 (35 NOs) (n=89).</p>	<p><i>Survey - Qs 40, 73, 74</i></p>
Inquiries received	<p>Number: Each EDIC receive on average 1086 inquiries per year, with a median of 396.</p>	<p><i>2012 mid-term evaluation</i></p>
Communication strategy	<p>There is a joint <i>communication strategy</i> at the EU level, and EDICs are informed either during meetings/events at the EC Representations or by email. Communication priorities are laid down in the Framework Partnership Agreements and they should be integrated in the Annual Communication Plans. The communication strategy is related to the EC corporate communication strategy.</p> <p>The network does not have a <i>social media</i> strategy. The EDICs do not have a social media strategy. All EDICs are present on social media and most EDICs (59 out of 79) have a local social media account.</p> <p>The EDIC support team in Brussels as well as some EU representations have trained the EDICs on social media communications, and it is now part of the specifications in the selection procedure.</p>	<p><i>PPT</i> <i>Survey - Qs 36, 57, 58</i> <i>Feedback from one EC official</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <p>- At the central level: There is a single on-line user satisfaction survey tool used by all EDICs to collect feedback from their users. Around 40% of the respondents do not see the networks effort in collecting feedback from its stakeholders at maximum potential.</p>	<p><i>Feedback from one EC official</i> <i>Survey - Qs 19, 20, 21, 22, 23, 24, 26).</i></p>

Key feature	Description	Sources
	<p>- At the decentralised level: To collect feedback, most EDICS use an online form (44), e-mail (43) or a paper form (30) (n=145). Users can submit feedback at any time. Out of 70 respondents, 20 analyse the feedback once a month, while 22 analyse it in random intervals.</p> <p>Feedback from users transferred to the Commission: There is a structured procedure to share feedback with the Commission, with monthly reports being the most common tool used. All EDICs are contractually obliged to prepare annual reports. The Commission may request on ad hoc occasions feedback on hot topics or other issues. EDICs may also provide feedback on their own initiative.</p>	

Processes

Key feature		Description	Sources
Management	Management bodies	DG COMM HQ manages the network centrally and deals with horizontal issues involving the whole network. Representations of the Commission manage networks at the national level. In the proposal, each host organisation must provide an outreach communication strategy and an annual communication plan.	<i>Feedback from one EC official; Interview with EC representations</i>
	Role of the Commission	DG COMM interacts with EDICs mainly through the EC Representation, but they also have set up a tool for EDICs monthly reports and they organise annual meetings and trainings. EC Representations are those that work closely with EDICs at the national level and follow them on daily basis	<i>Website; Feedback from one EC official</i>
Structure	Structure description	Structure of the network: wheel, with the central level (EC/EC Representation) coordinating relays at sub-national level. Selected eligible entities interested in running communication activities about the EU via a 'Europe Direct Information Centre' receive an annual grant in form of lump sum.	<i>Study team assessment Feedback from one EC official</i>
	Host structure	Private and Public	<i>Website; Feedback from one EC official</i>
	Selection procedures of the relays	Eligible entities hosting EDICs are selected by the Representation of the Commission in each Member State via evaluation procedure of the proposals submitted in the response to the calls for proposals. The latest round was launch in 2017 for the period 2018-2020.	<i>PPT</i>

Key feature		Description	Sources
	Geographical coverage	EU28 It does not operate outside the EU EDICs presence is spread across each Member State, with several access points in the country, in large, medium and small-sized cities.	<i>Website</i>
	Territorial level	Sub-national: yes National: no EU/EC Representation: yes	<i>Website</i>
	Number of Relays	440 The number of relays per country varies across countries. ³	<i>Feedback from one EC official; Survey Q 29</i>
	User access	Decentralised access Physical: yes Virtual: yes European Citizens can contact the local Europe Direct Information Centre for: - answers to questions on their EU rights, funding, etc.; - invitations to local EU information/networking events; - EU documents and publications; - references to other information sources; - contact details for relevant organisations. Access points: walk-in centre (not all centres have one), telephone, e-mail. All NOs report that physical offices – when present – are open to the public. If a walk-in does not exist, an appointment can be fixed with an EDIC manager	<i>Website Feedback from one EC official; Survey Q 30);</i>
Monitoring	Existence of a monitoring system	No EDICs have to submit activity reports, but there is no internal monitoring system. Host structures have to submit annual communication plans, checked by the EC Rep, stating what they are planning to do during the next year, coherently with the overall strategy. They also have to communicate what they did during their activities	<i>Feedback from one EC official; PPT</i>

³ Relays are listed at <https://europa.eu/european-union/contact/meet-us>.

Resources

Key feature	Description	Sources	
Funding arrangements and budget use	Type of funding	Both Public and Private EC: 50% MS: 50%	<i>PPT</i> <i>Interview: NO</i>
	Description	EDICs are co-financed by the EU (average rate 50%). They receive annual grants. Grants' implementing procedures (including rates and criteria for co-financing) are included in the Commission Decision C (2016)8443 final of 19.12.2016. The average co-financing rate amounts to 50 %.	<i>PPT</i> <i>C(2016) 8443 final</i>
	Average budget per Network	€ 12,200,000	<i>Feedback from one EC official</i>
	Average budget per relay	Between € 15,000 and € 48,000, depending on the country	<i>Ibidem</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (41 out of 64 (64%) of NOs indicate that more than 10% of the budget is allocated to communication activities)	<i>Survey - Q 70</i>
	Type of support provided by the EC	Information; Management; Training; Other (within the Europe DIRECT's network, grants are a unique feature only awarded to EDICs)	<i>PPT</i>
Available human resources	Human resources	EC: 7 FTEs (all three networks EDICs, EDCS and Team Europe). Network: 1-5 FTEs Per communication activities: <i>No convergent information could be retrieved</i> (one FTEs according to 24 NOs; 2-5 FTEs according to 49 NOs; 6-10 FTEs according to 4 NOs; 11+ FTEs according to 2 NOs)	<i>Feedback from one EC official</i> <i>Interview: NO</i> <i>Survey - Q 66</i>
	Tasks	EC: Management, coordination, cooperation, evaluation, support Network: Organisation of the communication activities as set in the annual communication plan	<i>PPT</i> <i>Feedback from one EC official</i>
Available infrastructures	Physical	Yes: Host organisations may provide a physical presence in form of a walk-in centre (or opt-out from this possibility)	<i>PPT</i>

Key feature	Description	Sources
IT	Yes: in addition to the Europe Direct webpage, either a dedicated website or a page hosted on host organisation's website	Website

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Formal cooperation exists at national and EU level within the network. It can be present also in the form of partnerships, although not systematically. The approach varies across centres. <i>However, no convergent information could be retrieved.</i>	Survey - Q 41, 47
With other networks	EIP-AGRI, ENRD, ECE, SOLVIT, EUROPASS, EUROAXEES, PES, OAFCN, GSN, ECN, INFORM, INIO, EURUDICE, EEN, ECCs, Your Europe, EDCs, SALTO-YOUTH, EURES, Fin-Net, Euroguidance, EURODESK, NCP H2020, Erasmus +N.A, NARIC, CED	Interview: EC official Survey - Q 41
	There is formal cooperation with EU networks (EURES, Eurodesk, and SOLVIT) and Europe Direct Networks through information sharing activities. EU Representation encourages foster cooperation with other networks representatives at local level.	Survey - Qs 55, 56
With other EU actors	EC Rep: Yes. Formal cooperation occurs with EC Representation at the national level.	PPT Survey - Q 43

Relevant documents and general comments

- List of main documents
- European Commission (2017), Annex to the Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision, C(2017) 8516 final, Brussels;
 - European Commission (2016) Annex to the Commission Decision concerning the adoption of the 2017 work programme in the field of Communication, serving as a financing decision, COM(2016) 8443 final, Brussels;
 - European Commission (2004), Commission communication on implementing to information and communication strategy for the European Union, COM(2004) 196 final, Brussels;
 - European Commission (2004), Commission Decision concerning the anticipated adoption of the Annual Work Programme in the field of communication for 2013 regarding grants for financing the host structures of the Europe Direct Information Centres across the European Union for the period 2013-2017, COM(2012) 4158 final, Brussels;
 - European Commission (2017), Call for Proposals COMM/LON/ED/2018-2020 - Selection of partners to carry out activities as Europe Direct Information Centres in the United Kingdom, Ref. Ares(2017)301639, London;
 - GHK in association with Technopolis (2012), Mid-term evaluation of Europe Direct Information Centres (2009-2012) Final report, Brussels

Remarks



Team Europe

Rationale and background

Team Europe is a network of conference speakers that was originally created to support Representation Staff in need of experts and specialists.

Mission

Key feature	Description	Sources
Legal Base	No DG COMM Work Programme, based on Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision (C(2017) 8516 final)	<i>Web-search</i>
Start date	1990	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objective of Team Europe is establishing a network of conference speakers able to provide accurate and objective information on EU-related matters and policies, assisting the EC Representations in the communication of EU matters by offering individual communication services to information providers and event organisers	<i>Website PPT</i>
Scope	Non sectorial. The network's scope covers EU-related topics.	<i>Website</i>
Policy area	Communication. Relevant political priorities: Relevant political priorities: - <i>Making the EU more transparent and accountable.</i>	<i>Ibidem Study team assessment</i>
DG	COMM	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: no	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: no Stars in logo: no Network Slogan: no Website: No dedicated website, to be found via the Europe Direct Website. (https://europa.eu/european-union/contact/meet-us_en). The website is optimised for mobile devices.</p>	<p><i>Ibidem</i></p> <p><i>Survey - Q 33)</i></p>
Key target group	<p>General public (EU citizens). The specific audience attending conferences can of course change based on the conference topic.</p>	<i>Website</i>
Types of service	<p>Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes Guidance and advice: yes Other: no Team Europe is a network of expert speakers such as lawyers, consultants and academics on EU topics. Team Europe members can be called upon for presentations and speeches, moderations, panel debates, role-plays or other means for communicating about European policies. There are no fees to be paid for the participation of the expert speakers. The network activities include EU corporate communication.</p>	<p><i>Website</i> <i>PPT</i></p>
Main evolution in recent years	<p>The network changed with the increasing role of the representations in MS. Before 2009, there was a team in each MS, it was compulsory. EC representations became more important in engaging debates, decreasing the necessity to have a national pool of speakers at MS level. Some MS considered that they no longer needed to have a team in place, but others maintained a team to support them.</p>	<i>Interview: EC official</i>

Dissemination

Key feature	Description	Sources
Content	<p>Generic. The network disseminates information on EU in general and EU-related topics.</p>	<i>Website</i>
Channels	<p>Website at the central level: yes (EU level Website with contacts) Website at the decentralised level: It depends on the single expert. EC Representations do have a website at the national level Publications: no.</p>	<p><i>PPT</i> <i>Survey - Qs 31, 35, 64</i></p>

Key feature	Description	Sources
	<p>Events/Meetings/Focus groups/workshops: yes. Mainly events and conferences. Newsletters: yes. Social media: not at the network level. A network's social media account does not exist, as confirmed by most respondents (71%, 5 NOs). Single experts may have and use their own social media accounts. Media: yes</p> <p>Main channels used: 6 NOs indicate email is the most common form to contact them, followed by the website (3 NO) and personal contact (3 NO).</p>	
Users reached	<p>Number: there is no convergent information. 4 NOs state 5-20 users get in touch with the network each month, while 2 NOs state the number is higher than 50. 7 out of 13 NOs state events are visited by 20-50 people, while 4 NOs state the number is between 50-100. Network's experts usually participate in small scale events.</p>	<p>Survey - Qs 73, 40 PPT</p>
Inquiries received	NA	
Communication strategy	<p>The network has a <i>general communication strategy</i> which is related to the EC corporate communication strategy. Team Europe members are an integral part of the DG COMM strategy and in each MS part of the annual communication strategy of the Representation. The network does not have a <i>social media</i> strategy. This is confirmed by all NOs surveyed.</p>	<p>PPT Survey - Qs 36, 57, 58</p>
Feedback/reporting mechanisms	<p>Feedback from users: there is not a structured way to collect feedback from users. NOs report that feedback is normally collected via email (9 NOs), paper form (6 NOs) or online (5 NOs). Users can submit feedback at any time, it is analysed a few times a year (5 NO) and once a week or more (3 NO). Feedback from users transferred to the Commission: the majority of NO surveyed say there is a structured procedure to share feedback to the Commission: annual reports are published, but mostly for internal purposes (55%, n=9).</p>	<p>Survey - Qs 23, 24, 26</p>

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>EC representations manage the national network. The management is decentralised, without any strong requirement from the EC directly. It is up to the EC representations, which decide on the type and model of the team and how to disseminate information (e.g. blogs in Northern Europe), the number of members and type (e.g. in Bulgaria they have students to target youngsters)</p>	<p>Website; Interview: EC official</p>

Key feature		Description	Sources
	Role of the Commission	The Commission provides guidelines and training, but they do not manage the local networks, which is done by the Representations. Speakers are relatively free to act provided they respect the agreement in terms of objectivity and neutrality when giving speeches.	<i>Ibidem</i>
Structure	Structure description	Structure of the network: null. Team Europe members remain independent actors and act entirely in their own personal capacity, however they collaborate with EC representations in the MS.	<i>Study team assessment</i> <i>Website</i>
	Host structure	Private (independent experts). The experts can be employed by different actors, varying case-by-case, including public authorities, universities, NGOs, etc.	<i>Ibidem</i>
	Selection procedures of the relays	Commission Relevant EC Representations regularly call for candidates and select the speakers.	<i>Ibidem</i>
	Geographical coverage	11 EU MS (experts are present in: Austria, Bulgaria, France, Germany, Greece, Latvia, Lithuania, Luxemburg, Poland, Slovenia and Spain)	<i>PPT</i>
	Territorial level	Sub-national: yes National: no EU/EC Representation: no	<i>Ibidem</i>
	Number of Relays	Varies across countries. ⁴	<i>Survey Q 29</i>
	User access	Decentralised access (directly through the experts composing the networks) Physical: yes (through events) Virtual: through the Europe Direct website, the EC Representation and depending on the single expert and how it can be reached (e.g. social media, personal website) Presence and user access depends: there can be a conference organiser who looks for a speaker or a moderator and goes to the EC representation in the MS. The EC representation will see if Team Europe has such an expert. Very often the speakers have an already well-established network.	<i>Website;</i> <i>Interview: EC official</i>

⁴ Experts in each country are listed at <https://europa.eu/european-union/contact/meet-us>.

Key feature		Description	Sources
	Existence of a monitoring system	No DG COMM has a yearly activity survey, but no formalised monitoring mechanism.	<i>Ibidem</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	<i>Public</i> EC: 100% MS: 0%	<i>Feedback from one EC official PPT</i>
	Description	Team Europe Members do not receive any grants. However, the EU gives approx. € 100,000 to cover annual visits (visitors' centres) for 6-7 networks and training in the EC Representations.	<i>PPT</i>
	Average budget per Network	€ 100,000	<i>Ibidem</i>
	Average budget per relay	NA	<i>Ibidem</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (Under 3%: 50% of NOs indicated that less than 1% of the budget is spend on communication activities, while 50% said the number to be between 1% and 3%)	<i>Survey - Q 70</i>
	Type of support provided by the EC	Management; Networking Tools; Training	<i>PPT</i>
Available human resources	Human resources	EC: 7 FTEs (all three networks EDICs, EDCS and Team Europe). Network: NA Per communication activities: <i>No convergent information could be retrieved</i>	<i>Feedback from one EC official</i> <i>Survey - Q 66</i>
	Tasks	EC: Management, coordination Network: NA	<i>PPT</i>
Available infrastructures	Physical	The network as such does not have any physical infrastructure, since members are individual persons	<i>Website</i>

Key feature	Description	Sources
IT	Yes: The contact website of Europe Direct provides information on Team Europe, as well as the Commission representations. It is up to the individual experts whether to host a private website.	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists between relays from different Member States.	<i>Survey - Q 47</i>
With other networks	EURAXESS, INFORM, EEN, ECCs, Your Europe, EDICs, EDCs, EURES, Euroguidance, EURODESK, NCP H2020, Erasmus+ N. A., CED, Europe Direct Information Centres and EDDCs.	<i>Interview: EC official Survey - Q 41</i>
	There is formal cooperation with Europe Direct Networks as they are all managed by the European Commission. Cooperation is based on combining resources and human capital and start joint projects focusing on similar target groups. Occasional cooperation occurs with other networks by sharing information activities.	<i>Survey - Qs 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. Formal cooperation and assistance of EC representations on EU communication matters. EDICs: Yes, <i>even if no convergent information could be retrieved from available resources on the details of the cooperation.</i>	<i>PPT Survey - Qs, 41, 45 43, 55, 56</i>

Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - Annex to the Commission Decision concerning the adoption of the 2018 work programme in the field of Communication serving as financing decision (C(2017) 8516 final) - Europe Direct Annual Activity Report 2017 - Commission communication on implementing to information and communication strategy for the European Union (COM(2004) 196 final)
Remarks	<i>NA</i>

3 COMP



ECN - European Competition Network

Rationale and background

The ECN was founded in 2004 to implement a coordination network of competition authorities established by Regulation No 1/2003. It acts as a forum for competition authorities of cases where Articles 101 and 102 of the TFEU are applied.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Council Regulation (EC) No 1/2003 of 16 December 2002 on the implementation of the rules on competition laid down in Articles 81 and 82 of the Treaty	<i>Council Reg. (EC) No 1/2003</i>
Start date	2004	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objective of the European Competition Network is to build an effective legal framework to enforce EC competition law through cooperation between competent competition authorities, against companies engaging in cross-border business practices that restrict competition and are therefore anti-consumer.	<i>Website</i>
Scope	Sectorial. The network's scope covers EU competition policy and related matters.	<i>Ibidem</i>
Policy area	Competition. Relevant political priorities: - <i>stimulating investment and growth;</i> - <i>a deeper and fairer internal market;</i> - <i>enhancing cooperation between different EU justice systems and preserving the rule of law.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	COMP	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes	<i>Ibidem</i>

Key feature	Description	Sources
	Banner: yes	
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: Yes (http://ec.europa.eu/competition/ecn/index_en.html) The website is optimised for mobile devices	<i>Ibidem</i>
Key target group	Specific categories (Public authorities). The network is exclusively targeted at national competition authorities with the power to enforce EU competition law.	<i>Ibidem</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (EU competition rules) Guidance and advice: no Other: yes (support information exchange among national competition authorities) The ECN serves as a platform for cooperation between national competition authorities. As European competition rules are applied by all members of the ECN, the ECN provides means to ensure their effective and consistent application. The tasks of the ECN include: <ul style="list-style-type: none"> (1) to inform national competition authorities of new cases and envisaged enforcement decisions; (2) to help and coordinate investigations, and support the exchange evidence and other information; (3) to serve as a platform to reallocate a case from one competition authority to another that is better placed, or to the Commission; (4) to discuss various issues of common interest. 	<i>Ibidem</i>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on competition law among the national competition authorities as well as the European Commission.	<i>Website</i>

Key feature	Description	Sources
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: no. Newsletters: yes Social media: no. The network does not have a social media account (a Twitter account exists for DG Competition in general, not specific to the network's activities). Media: yes</p> <p>Main channels used: The network uses other channels than email, chat, website or phone to be contacted (1 NO).</p>	<i>Survey - Q 64</i>
Users reached	<p>Number: One NO stated that 20-50 users get in touch with the network each month. Users of the network are the national competition authorities as well as the European Commission.</p>	<i>Survey - Q 74</i>
Inquiries received	<p>Number: 222 (2016). The network was informed of 145 cases in 2016. The Network received 77 submissions of envisaged decisions by national competition authorities in 2016.</p>	<i>Website</i>
Communication strategy	<p>No specific information has been found on the ECN communication strategy. However, considered the restricted target group of the network, the specific content of communication activities, and the lack of social media accounts, it can be reasonably assumed that this network does not develop a proper communication strategy.</p>	<i>Team assessment</i>
Feedback/reporting mechanisms	<p>Feedback from users: At the central level: NA At the decentralised level: Users can use an online form, where users can submit feedback at any time. According to the only NO responding to the survey, feedback is analysed once a week or more and shared with the network and the EC. Feedback from users transferred to the Commission: By cooperating in the ECN, the EC receives feedback from the national competition authorities. The EC is closely associated to the network. The competition authorities of the Member States have the obligation to inform the Commission in writing before or without delay after commencing the first formal investigative measure, when acting under Article 81 or Article 82 of the Treaty. No later than 30 days before the adoption of a decision requiring that an infringement be brought to an end, accepting commitments or withdrawing the benefit of a block exemption Regulation, the competition authorities of the Member States shall inform the Commission. To that effect, they shall provide the Commission with a summary of the case, the envisaged decision or, in the absence thereof, any other document indicating the proposed course of action.</p>	<i>Survey - Qs 19, 20, 21, 22 Website</i>

Processes

Key feature		Description	Sources
Management	Management bodies	National competition authorities cooperate on all levels of administration. Furthermore, the network establishes working groups on both general and sector specific issues. Decision-making relies on consensus, thus there are no voting rules within the network.	<i>2004 Network notice, Joint Statement</i>
	Role of the Commission	The EC uses the ECN to communicate with the competition authorities of the Member States. The Commission has the ultimate but not the sole responsibility for developing competition policy.	<i>Ibidem</i>
Structure	Structure description	Structure of the network: star The ECN is hosted by the national competition authorities.	<i>Study team assessment Website</i>
	Host structure	Public (National authorities)	<i>Ibidem</i>
	Selection procedures of the relays	Member States create their national competition authorities.	<i>Ibidem</i>
	Geographical coverage	28 EU MS The network is present through the national competition authorities, usually located in the capital cities of the MS (an exception is represented by Germany)	<i>Ibidem</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: no	<i>Ibidem</i>
	Presence	Physical: yes Virtual: yes	<i>Ibidem</i>
	Number of Relays	28 One per MS, in some cases with more offices (indicated by 1 NO) ⁵	<i>Website Survey Q 29</i>
	User access	Centralised access Physical: yes Virtual: yes	<i>Website</i>

⁵ List of competition authorities is available at http://ec.europa.eu/competition/ecn/competition_authorities.html.

Key feature		Description	Sources
		The ECN is open to the competition authorities of the Member States, and can thus be only accessed via them.	
Monitoring	Existence of a monitoring system	NA	

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	NA EC: NA MS: NA	
	Description	NA	
	Average budget per Network	NA	
	Average budget per relay	NA	
	Average budget per communication activities	NA	
	Type of support provided by the EC	NA	
Available human resources	Human resources	EC: NA Network: NA Per communication activities: Only 1 NO provided a response, indicating that 2-5 people are tasked with communication activities in the ECN.	<i>Survey - Q 66)</i>
	Tasks	EC: NA Network: NA	
Available infrastructures	Physical	Yes: The ECN does not have any physical infrastructure as a network per se, but its members (i.e. national competition authorities) do	<i>Interview: EC official</i>

			<i>Website</i>
	IT	Yes: A network's website exists, even if hosted by the EC competition's website. The network's members do have their own IT infrastructures	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	NA	-
With other networks	EIP-AGRI, ECCs, Your Europe, EDICs, EDCs, SALTO-YOUTH, EURODESK, NCP H2020, Erasmus+ N. A.	<i>Interview: EC official Survey - Q 41</i>
	There is no cooperation with other networks. Occasional cooperation occurs with Eurodesk and NCP H2020 while cooperation with ECC-Net is quite formal. <i>However, no convergent information could be retrieved from all networkers' operators.</i>	<i>Website Survey - Q 41</i>
With other EU actors	EC Rep: Yes. Formal cooperation between ECN which is responsible of transferring specific cases when more than three MS are involved from national authorities to the Commission. EDICs: Yes, <i>even if no convergent information could be retrieved on the details on the cooperation</i>	<i>Website Survey - Q 43</i>

Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - Council of the European Union (2002), Council Regulation (EC) No 1/2003 of 16 December 2002 on the implementation of the rules on competition laid down in Articles 81 and 82 of the Treaty, Official Journal of the European Union, L 001, 16 December; - Joint Statement of the Council and the Commission on the functioning of the network of competition authorities, 2003 - European Commission (2004), Commission Notice on cooperation with the Network of Competition Authorities, Official Journal of the European Union, 2004/C 101/03
Remarks	NA

4 EAC

CEDs - Creative Europe Desks

Rationale and background

The Creative Europe programme aims to support the European audio-visual, cultural and creative sector. The Programme builds on and brings together the former Culture, MEDIA and MEDIA Mundus programmes (2007-2013). The countries participating in the Programme, acting together with the Commission establish Creative Europe Desks in accordance with their national law and practice (the "Creative Europe Desks").

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1295/2013 of the European Parliament and of the Council of 11 December 2013 establishing the Creative Europe Programme (2014 to 2020) and repealing Decisions No 1718/2006/EC, No 1855/2006/EC and No 1041/2009/EC Text with EEA relevance	<i>Reg. (EU) No 1295/2013</i>
Start date	2014	<i>Ibidem</i>
End date	2020	<i>Ibidem</i>
Objectives	The main objective of Creative Europe Desks is to provide national advisory and information service for the Creative Europe programme, which aims at strengthening the competitiveness of the European cultural and creative sectors, in particular of the audio-visual sector. Also, according to the majority of NOs, the mandate of the network includes communication activities to the public (84%, n=36) and EU corporate communication (72%, n=31)	<i>Website</i>
Scope	Sectorial. As Creative Europe Desks are the national advisory and information service for the Creative Europe programme, the network's scope covers activities and topics relative to the cultural and creative sectors in EU (e.g. artistic and cultural professions, cinema, film, literary translations, etc.)	<i>Ibidem</i>
Policy area	Education and Culture. Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	EAC - CONNECT	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes	<i>Ibidem</i>

Key feature	Description	Sources
	EC colours: yes Banner: yes	
	Network Logo: no Stars in logo: no Network Slogan: no Website: yes (https://ec.europa.eu/programmes/creative-europe/contact_en) The website is optimised for mobile devices.	<i>Ibidem</i>
		<i>Survey Q 33</i>
Key target group	Specific categories (Companies and professionals in the cultural and creative sector) + General public. The network aims to reach mainly companies/professionals of the cultural and creative sector. However, it also addresses the broader public (e.g. especially younger audiences) and political decision-makers.	<i>Ibidem</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: yes Guidance and advice: yes Other: no The tasks of the Creative Europe Desks include: (a) to provide information about, and promote, the Programme in their country; (b) to assist the cultural and creative sectors in relation to the Programme and provide basic information on other relevant support opportunities available under Union policy; (c) to stimulate cross-border cooperation within the cultural and creative sectors; (d) to support the Commission by providing assistance regarding the cultural and creative sectors in the countries participating in the Programme, for example through the provision of available data on those sectors; (e) to support the Commission in ensuring proper communication and dissemination of the results and impacts of the Programme; (f) to ensure the communication and dissemination of information concerning the Union funding awarded and the results obtained for their country.	<i>Website; Interview: EC official</i>
		<i>Website Reg. (EU) No 1295/2013</i>
Main evolution in recent years	In the past the desks (CCPs until 2006 & MEDIA desks until 2011) were run by DG EAC, while now the network is run by the Agency with a switch on more strategic aspects. Moreover, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (100%, n=43 NO). Actions include enhanced use of social media (25	<i>Survey</i>

Key feature	Description	Sources
	NOs), upgrading/development of websites (14 NOs), organisation and participation to events (19 NOs).	

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on Culture, Media and Audio-Visual topics.	<i>Website</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. They organise workshops, seminars, participate to national relevant events. Events are organised both internally (for the network only) (45% - 37 NOs) and externally (open to public) (49% - 40 NOs). The number of events organised by the network in 2017 depends on the individual CED, varying from 2-5 to more than 20. However, most replies indicate 6-20 events per year (23 NOs out of 29 replying to this question). Newsletters: yes. Social media: Twitter, LinkedIn, Facebook. The network has a social media account, at both EU and national level (37 NOs). Media: yes</p> <p>Main channels used: According to NOs, email (95%, n=41), website (84%, n=36), telephone (91%, n=39) and physical contacts (91%, n=39) are the main channels available to and used by users to contact the network. In the past the desks were run by the DG, while now the network is run by the Agency with a switch on more strategic aspects.</p>	<i>Website Survey - Qs, 35, 64</i>
Users reached	<p>Number: 2419 applicants consulted a desk before applying + 3239 meetings with stakeholders (2017). The average scale of events is heterogeneous, ranging from 20-50 to 50-100 participants According to NOs, also the number of users getting in contact with the network each month (on average) varies, ranging from 5-20 to more than 50. Similarly, also the number of users who got in contact with the network last year varies, with some NOs indicating less than 100, others between 200 and 1000, and others more than 1000 (between phone and physical contacts), plus several thousand visiting the website.</p>	<i>Interview: EC official Survey - Qs 40, 73, 74</i>
Inquiries received	Not available	

Key feature	Description	Sources
Communication strategy	<p>The network has a <i>general communication strategy</i> which is related to the EC corporate communication strategy. For external communication towards stakeholders, basic guidelines are shared, and each Desk defines its own communication strategy, taking into account the national situation, size of the sector, etc. -This is confirmed by most NO (88%, n=37) surveyed. The communication strategy of each Desk is mentioned in its yearly action plan and checked against its yearly reports.</p> <p>The campaigns with the contents and tools are provided by the Commission which also organises some workshops.</p> <p>The network has a <i>social media strategy</i>. Most of the desks regularly use Facebook, Twitter and YouTube in their communication. All of them are requested to detail the communication and social media strategy in the annual action plan. The presence of a social media strategy at the national level is confirmed by 91% of the NOs surveyed (n=39)</p> <p>According to NOs, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (100%, n=43 NO). Actions include enhanced use of social media (25 NOs), upgrading/development of websites (14 NOs), organisation and participation to events (19 NOs).</p>	<p><i>Website</i></p> <p><i>Survey - 8, 9, 36, 57, 58</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: In the recent years the network has been much more involved in building and receiving feedback from the activities of the network itself. - At the decentralised level: Email (34 NOs) and online forms (24 NOs) are the main methods used to collect feedback from users. Other methods include paper forms (10 NOs) and a chat service (9 NOs). Also in terms of timing to collect and provide the feedback, there are differences across national desks, with some saying it can be provided at any time (18 NOs). Most NOS say they analyse feedback randomly few times a year (9 NOs), while others try to do it as soon as they receive it (4 NOs). In most cases feedback is shared with the EC (67%, n=29) and internally (65%, n=28). It can also be shared with relevant stakeholders (47%, n=20) and in few cases with the public (19%, n=8). <p>Feedback from users transferred to the Commission: Stakeholders that apply to the services of the network can fill a little survey relating to their satisfaction. An informal way for the Commission to receive feedback is through the Desks that can advise the Agency on the presence of some frictions within the procedures, through reports (21 NOs) and meetings (7 NOs). The presence of a structured procedure to transfer feedback is acknowledged by most but not all of the NOs surveyed (58%, n=25)</p>	<p><i>Website</i></p> <p><i>Survey - Qs 19, 20, 21, 22, 23, 24, 26</i></p>

Processes

Key feature		Description	Sources
Management	Management bodies	DG EAC and the Education, Audio-visual and Culture Executive Agency work very close to DG CONNECT in the management of the contracts of the desks.	<i>Interview: EC official</i>
	Role of the Commission	The EACEA implements this action and takes care of the contractual issues, working closely with the EC for daily implementation and communication with the network	<i>Ibidem</i>
Structure	Structure description	Structure of the network: wheel, with a central level (EC) coordinating relays at sub-national level The Desks can be hosted by one/two or even more different bodies (legal entities, organisations), both from the public (e.g. public authorities) and private sector (e.g. Film institutes, creative offices, NGOs, etc.).	<i>Study team assessment</i> <i>Interview: EC official</i>
	Host structure	Private (e.g. National Film Institutes, other) and Public (e.g. offices in the Ministry), but mostly public.	<i>Interview: EC official</i>
	Selection procedures of the relays	Member States (Desks are designated bodies. Then there is a quality control on their application at EC level)	<i>Website</i>
	Geographical coverage	28 EU MS EEA countries Iceland and Norway, the Western Balkan countries Albania, Bosnia, Serbia, Montenegro, FYROM, as well as in Kosovo, Georgia, Moldova, Ukraine and Tunisia (Armenia participates in Creative Europe Programme but only in Culture Sub Sub-programme since July 2018). Usually, CED offices are present in the capital cities (both in EU MS and third countries). Depending on the country, there are some offices located at regional level.	<i>Website</i> <i>PPT</i>
	Territorial level	Sub-national: yes National: no EU/EC Representation: yes	<i>Ibidem</i>
	Number of Relays	96 There are 96 desks in 41 countries (EU 28 + Albania, Bosnia and Herzegovina, Former Republic of Macedonia, Georgia, Iceland, Kosovo, Moldova, Montenegro, Norway, Republic of Serbia, Switzerland, Tunisia, Ukraine, Armenia) ⁶	<i>Website</i>

⁶ List of desks is available at: https://ec.europa.eu/programmes/creative-europe/contact_en.

Key feature		Description	Sources
	User access	<p>Decentralised access</p> <p>Physical: yes Virtual: yes</p> <p>Access points at the national level. All the offices have meeting rooms and should be always accessible to users. Where they are located it really depends on their host. Most of the desks are located in the capital. Some have also offices in the different regions (bigger size countries) Normally users go physically to the offices (according to the information provided during the interview) to ask for the services of the network. They also operate by email, phone exchange, Skype conference calls, etc. Many desks have put in place online systems for delivering consultancy through the website, e.g. ticketing system, collaborative space, etc.</p>	<p>Website Survey Q 30; Interview: EC official</p>
Monitoring	Existence of a monitoring system	<p>Yes</p> <p>The first step of the internal monitoring system is made up by the application phase of the desks each year (e.g. proposing the action plan and budget etc.), while the second step are the final reports each desk has to deliver to EACEA. B1 and that are recorded in PEGASUS.</p>	<p>Website; Interview: EC official</p>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	<p>Public EC: 50% MS: 50%</p>	<p>Website C(2017)6002</p>
	Description	<p>There is a fixed maximum ceiling a desk from a specific country can request per year, max. Co-financing rate is 50% of the total eligible budget, with a grant managed by the EACEA. The remaining matching funds have to be covered by Desks' own resources</p>	<p>Interview: EC official PPT</p>
	Average budget per Network	<p>€ 5,600,000.00</p>	<p>Interview: EC official</p>

Key feature		Description	Sources
	Average budget per relay	It differs across countries, depending on the ceiling	<i>Ibidem</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (For 5 NOs communication activities cover 3-5% of the budget, (5 NOs), for 14 NOs, 5-10% (14 NOs), for 19 more than 10% (19 NOs))	<i>Survey - Q 70</i>
	Type of support provided by the EC	Information; Management; Networking Tools; Other (Policy Information, Event organisation, Coordination)	<i>Website</i>
Available human resources	Human resources	EC: 4 Part time PLUS 2 (0,5 FTE) Network: 200 (Not all at 100%) Per communication activities: <i>No convergent information could be retrieved</i> (network operators indicating either 1 FTE (12 NOs), 2-5 (22 NOs), 6-10 (2 NOs), or less than 1 (2 NOs))	<i>Interview: EC official Survey - Q 66</i>
	Tasks	EC: The tasks made by the Human Resources of the Commission relating to Information (e.g. policy update), training and organisation of network internal meetings. The tasks of the staff involved at EACEA level relates to the above mentioned tasks plus the contract management (dealing with applications, amendments, Final reporting, questions) Network: Communication, Assistance, Information, Promotion of the programme at relevant national level events, organisation of conferences and workshops, offering networking possibilities for the relevant stakeholders, also cross-border	<i>Website Interview: EC official</i>
Available infrastructures	Physical	Yes: Normally the access points are located in the premises of their host organisation.	<i>Ibidem</i>
	IT	Yes: The IT infrastructure in terms of dissemination is quite developed, each desk has its own website and each of them contribute to build-up social media campaign (through Twitter and Facebook).	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States.	<i>Survey - Q 47</i>

Key feature	Description	Sources
With other networks	SOLVIT, EUROPASS, EURAXESS, EURYDICE, EEN, ECCs, Your Europe, EDICs, EDCs, SALTO-YOUTH, EURES, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus+ N. A., NARIC	<i>Interview: EC official Survey - Q 41</i>
	The nature of cooperation with other networks is rather occasional. In particular, the cooperation with EPIOS is for the promotion of European Culture & Audio-visual works and support Creative Europe such as LUX Film Prize. Partnerships are in place with Creative Europe Desks, EDICs, Erasmus+ National Agencies and NCP for H2020. <i>However, no convergent information could be retrieved from all network's operators.</i>	<i>Interview: EC official Survey – Qs 49, 55, 56, 41, 45</i>
With other EU actors	EC Rep: Occasional cooperation. CEDs work with EC Representations and Delegations which are multipliers of CEDs information through their communication channels which are used for wider dissemination of CEDs work. EDICs: <i>Yes, even if no convergent information could be retrieved from available resources on the details of the cooperation from the whole network.</i>	<i>Interview: EC official Survey – Q 41, 43, 45, 49, 55, 56</i>

Relevant documents and general comments

- List of main documents
- European Commission (2013), REGULATION (EU) No 1295/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL, Official Journal of the European Union, L 347/221, December 2013;
 - European Commission (2017), 2018 annual work programme for the implementation of the Creative Europe Programme, C(2017)6002, Brussels

Remarks NA

Erasmus+ National Agencies

Rationale and background

National Agencies were created to bring Erasmus+ (and its implementation) as close as possible to participants, making sure that the Programme would work well across different countries.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding REGULATION (EU) No 1288/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC, articles 22 and 27	<i>Reg. (EU) 1288/2013</i>
Start date	2014 (in the current format - originally in 1987)	<i>Website</i>
End date	2020 (at least)	<i>Ibidem</i>
Objectives	The main objective of the National Agencies is to promote and implement the biggest part of the Erasmus+ programme at the national level, including assisting and providing information to programme's participants.	<i>Ibidem</i>
Scope	Sectorial. The main topics covered by the network are those related Erasmus+ programme (e.g. education, research, mobility, youth)	<i>Ibidem</i>
Policy area	Education and Culture. Relevant political priorities: <ul style="list-style-type: none"> - <i>a deeper and fairer internal market;</i> - <i>combining stability with fairness and democratic accountability;</i> - <i>enhancing cooperation between different EU justice systems and preserving the rule of law.</i> 	<i>Ibidem</i> <i>Study team assessment</i>
DG	EAC	<i>Interview: EC official</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Website</i>

Key feature	Description	Sources
	<p>Network Logo: no (the existing logo refers to the Programme, not the network)</p> <p>Stars in logo: no</p> <p>Network Slogan: no</p> <p>Website: yes at the EU level (https://ec.europa.eu/programmes/erasmus-plus/contact/national-agencies_en) and for each NCP.</p> <p>The website is optimised for mobile devices.</p>	<i>Website</i>
Key target group	<p>Specific categories (young, students, and researchers) + General public.</p> <p>The Programme targets a very wide range of stakeholders, both individuals (students, trainees, apprentices, pupils, adult learners, young people, volunteers, professors, teachers, trainers, youth workers, professionals of organisations active in the fields of education, training and youth) and organisations.</p>	<i>European Commission (2018) Erasmus + Programme Guide</i>
Types of service	<p>Problem solving: no</p> <p>Promotion of EU Programme implementation: yes</p> <p>Communication on the development of EU policies and practices: yes (according to 89% of the NOs surveyed, the activities of the network include communication activities to the public)</p> <p>Guidance and advice: yes</p> <p>Other: no</p> <p>The tasks of the Erasmus+ National Agencies include:</p> <p>(a) supporting the mobility of teachers, students and school staff;</p> <p>(b) promoting cooperation and building of strategic partnerships in education;</p> <p>(c) facilitating the transition between education and work, vocational training and apprentices.</p>	<i>Interview: EC official</i>
		<i>Interview: EC official Survey Qs 10.1</i>
Main evolution in recent years	Stronger focus on improving young people's job prospects to tackle youth unemployment compared to predecessor programmes.	<i>Interview: EC official</i>

Dissemination

Key feature	Description	Sources
Content	<p>Specific.</p> <p>The network disseminates information on Erasmus+ and related activities, events, and results.</p>	<i>Website</i>
Channels	<p>Website at the central level: yes</p> <p>Website at the decentralised level: yes</p> <p>Publications: yes. The National Agencies shall develop information and promotion material.</p>	<i>Reg. (EU) No 1288/2013</i>

Key feature	Description	Sources
	<p>Events/Meetings/Focus groups/workshops: yes. The National Agencies shall organise/participate in diverse activities (e.g. meetings, conferences, tutorial modules) that are conducive to attract a sufficient number of interested applicants so as to ensure a genuine competition between good quality applications. Events are organised both internally (for the network only) (52% - 37 NOs) and externally (open to public) (54% - 34 NOs).</p> <p>Newsletters: yes</p> <p>Social media: Twitter, Facebook. According to NOs, such accounts exist at both EU level (18 NOs) and national level (17 NOs).</p> <p>Other: Live chats.</p> <p>Main channels used: National agencies shall use multimedia channels that are the best suited for the identified target groups. According to NOs, email (80%, n=36), website (80%, n=36), telephone (64%, n=85) and physical contacts (58%, n=25) are the main channels available to and used by users to contact the network. Live chats are sometimes available (28%, n=12).</p>	<p>Survey - Qs 35, 64</p>
Users reached	<p>Number: between 2 and 250 (monthly), between 10 and 114,000 (yearly), depending on the National Agency.</p>	<p>Website Survey - Qs 40, 73 and 74</p>
Inquiries received	<p>NA</p>	
Communication strategy	<p>The network has a <i>general communication strategy</i>. National Agencies should implement information and promotion activities, disseminate and exploit the Programme results in line with the strategic framework for the implementation of the Erasmus+ programme. They have to present these actions in their Work Programme.</p> <p>The network has a <i>social media</i> strategy that should be used by National Agencies where possible and appropriate as a timely and effective communication tool.</p> <p>According to half of the NOs surveyed, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (50%, n=23 NOs), including actions to enhance the use of social media (5 NOs), websites (5 NOs), as well as seminars and conferences (5 NOs).</p>	<p>Reg. (EU) No 1288/2013 Survey - Qs 8, 9</p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: The website of Erasmus+ has a dedicated section to collect users' feedbacks. - At the decentralised level: According to NOs, feedback is also collected by national contact points through different instruments, such as emails (33 NOs), online forms (33 NOs), paper forms (15 NOs), social networks (1 NO), chat (4 NOs), twitting platform (1 NO), trainings and personal contact (1 NO) and surveys (1 NO). Users can submit feedback at different times. The analysis of feedback varies across countries, from once a year (2 NO), to 2-3 times a year (1 NO), to whenever there are events 	<p>Reg. (EU) No 1288/2013 Survey - Qs 23, 24 and 26</p>

Key feature	Description	Sources
	<p>or meetings (1 NO), or even once/twice a month. Heterogeneity is present also as regards feedback sharing: all national contact points share it internally (100% - 6 NO), most share it with the EC (80% - 4 NO), with the public (50% - 2 NO), or with other stakeholders (75% - 3 NO).</p> <p>Feedback from users transferred to the Commission: National Agencies report on the implementation of the Delegation Agreements on a yearly basis. National agencies are bound to report annually to the EC. Feedback can be shared also through the Yammer group on Communication for the Erasmus+ programme.</p>	

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>The structure implementing the Programme consists of the EC (DG EAC) and national agencies, responsible for the implementation at the national level. Once designated by the relevant national authority, each Member State determines how it organises the relationship between its national authority and the national agency, giving the EC an ex-ante compliance assessment of the agency. The National Agency becomes responsible for the management at all stages of projects lifecycle in specific Programme actions (learning mobility of individuals, strategic partnerships within the action 'cooperation for innovation and the exchange of good practices', small-scale activities supporting the structured dialogue in the youth field within the action 'support for policy reform'), also issuing grant support to beneficiaries. The use of the budget and the implementation of the Programme is entrusted to the National Agencies through direct management</p>	<p><i>Reg. (EU) No 1288/2013</i> <i>Interview: EC official</i></p>
	<p>Role of the Commission</p> <p>The Commission has to ensure the overall consistency and complementarity of the Programme (and its implementation) with relevant policies and other EU sources of funding in the relevant areas. DG EAC is therefore ultimately responsible for the implementation of the Programme. The Commission is also responsible for formalising the legal responsibilities with regard to the financial agreements, making funds available to the national agencies, setting the requirements for the national agency work programme (AWP), and not making funds available without formal approval of the Annual Work Programme. It therefore manages the budget, validating actions based on the Annual Work Programme of the National Agencies implementing the Programme, sets priorities, targets and criteria for the Programme.</p>	<p><i>Interview: EC official;</i> <i>Reg. (EU) No 1288/2013</i></p>

Key feature		Description	Sources
Structure	Structure description	Structure of the network: wheel, with a central level (EC) coordinating relays at the national level The network consists of National agencies, which can be one or more in the specific country, depending to national law and practice. National agencies are established for the whole duration of the Programme, with adequate management, operation and financial capacity, staff and infrastructure to fulfil its activities, ensuring efficient and effective management of the Programme	<i>Study team assessment</i> <i>Reg. (EU) No 1288/2013</i>
	Host structure	Private and Public National agencies have legal personality or are part of an entity having legal personality, but are not ministries. They can be public entities, established and managed by the national government (e.g. ANG ⁷ in Italy, or SEPIE ⁸ in Spain), or not (e.g. the UK office is run in partnership with Ecorys, a private actor).	<i>Interview: EC official Website</i>
	Selection procedures of the relays	Member States National agencies are designated by national authorities in the participating countries	<i>Ibidem</i>
	Geographical coverage	28 EU MS plus FYROM, Iceland, Liechtenstein, Norway, Turkey National Agencies are usually located in the capital cities (with some exceptions, such as Germany, located in Bonn, or in countries where there is more than one Agency, e.g. FR, IT, UK)	<i>Website</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	54 There are 54 relays in 33 countries (countries with no National Agency - but still partner countries of the Programme - may have National Erasmus+ Offices, to assist the EC and local authorities in the implementation of the Programme) ⁹	<i>Website;</i>

⁷ Agenzia Nazionale per i Giovani.

⁸ Servicio Español para la Internacionalización de la Educación.

⁹ List of National Agencies is available at: http://ec.europa.eu/programmes/erasmus-plus/contact/national-agencies_en?field_nagencies_country_tid=All.

Key feature		Description	Sources
Monitoring	User access	Decentralised access Physical: yes Virtual: yes Offices are open to the public, which can also reach virtually (mail and website), as confirmed by NOs surveyed	<i>Survey Q 30; Interview: EC official</i>
	Existence of a monitoring system	Yes The main scrutiny is through the AWP. The national agency shall report each year to the Commission and to its national authority, being also in charge of implementing the observations issued by the Commission. An independent audit body is also responsible for the review of the implementation of the Programme	<i>Reg. (EU) No 1288/2013</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: 80% MS: 20%	<i>Interview: EC official</i>
	Description	National agencies are appointed by national authorities, and sign a Delegation agreement with the Commission covering the grants to implement the Programme as well as an operating grant for their functioning (co-financing with MS and Participant countries). National Agencies receive national funding (depending on the MS), with the EU providing up to 80% of the overall funding for their functioning. However, the EU budget covers 100% of the Programme's implementation	<i>Ibidem</i>
	Average budget per Network	As part of the budget for the Erasmus+ Programme 14.7 billion euro (2,705 M€ for AWP 2018) - In 2016, Key Action 1 received 54% of the Erasmus+ total budget and was mainly implemented by the National Agencies. The EU committed EUR 1.24 billion under heading 1 for KA1, slightly more than in 2015. The Erasmus+ National	<i>Ibidem Erasmus+ 2016 Annual Programme</i>

Key feature	Description	Sources
	Agencies used EUR 32.5 million of the Key Action 1 funds for activities fostering international youth cooperation and involving more than 14,500 participants from Partner Countries Neighbouring the EU. - Close to 85 % of the Key Action 2 funds were allocated to the National Agencies, which managed to commit fully the amounts made available to them through the delegation agreements.	
Average budget per relay	NA	
Average budget per communication activities	<i>No convergent information could be retrieved</i> (Less than 1% (10 NOs); 1-3% (6 NOs); 3-5% (3 NOs); 5-10% (6 NOs); More than 10% (4 NOs))	<i>Survey - Q 70</i>
Type of support provided by the EC	Information, Management	<i>Team assessment</i>
Available human resources	Human resources EC: 10 FTEs + extra PTEs (undefined amount) Network: Depends on the national structure of the agencies Per communication activities: <i>No convergent information could be retrieved</i> (ranging from 1 to more than 11 FTEs (one according to 6 NOs, 2-5 according to 18 NOs, 6-10 according to 9 NOs, more than 11 according to 6 NOs))	<i>Interview: EC official;</i> <i>Survey - Q 66</i>
	Tasks EC: Overall management of the programme, monitoring of the work of the National Agencies, definition of the budget (which is 80% decentralised) to be used by National Agencies Network: Implementation of the Programme at the national level, including: providing information on Erasmus+; selecting projects to be funded; monitoring and evaluating Erasmus+; supporting applicants and participants; working with other National Agencies and the EU; promoting Erasmus+; sharing success stories and best practices	<i>Interview: EC official;</i> <i>Website</i>
Available infrastructures	Physical Yes: National Agencies based in Programme Countries, and National Erasmus+ Offices in countries outside the EU	<i>Ibidem</i>
	IT Yes: dedicated website and National Agencies webpages	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network, between relays from different Member States.	<i>Survey - Q 47</i>
With other networks	ENRD, ECE, SOLVIT, EUROPASS, EUROAXEES, PES, OAFCN, GSN, ECN, INFORM, INIO, EURUDICE, EEN, ECCs, Your Europe, EDCs, SALTO-YOUTH, EURES, Fin-Net, Euroguidance, EURODESK, NCP H2020, Erasmus +N.A, NARIC, CED	<i>Interview: EC official Survey - Q 41</i>
	Both formal and occasional cooperation exists with CEDs, Euroguidance, EURES Eurydice, EDCs, National Europass Centres, EDICs, NARIC, Eurodesk, NCP H2020. Partnerships exist with Erasmus+. <i>However, no convergent information could be retrieved from all network's operators.</i>	<i>Survey - Q 49, 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. There is occasionally cooperation with EC Rep. mainly information sharing, meetings and events. EDICs: Yes. <i>No convergent information could be retrieved from available resources on the details of the cooperation</i>	<i>Interview: EC official Survey - Q 43</i>

Relevant documents and general comments

List of main documents - European Parliament (2013), Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC, Official Journal of the European Union, L 347/50, 11 December;
- European Commission (2018), Erasmus+ Programme Guide, Brussels;

remarks *NA*

Rationale and background

"SALTO YOUTH" resource centres are organised by the network of National Agencies in charge of Erasmus+ to deal with extra entrusted tasks to centralise tasks and/or expertise in a number of priority areas to the benefit of the whole network.

Mission

Key feature	Description	Sources
Legal Base	Binding Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC Text with EEA relevance Article 15 d	<i>Interview: EC official</i>
Start date	2000	<i>Website</i>
End date	<i>31/12/2020 under the current programming period, but no discontinuation is foreseen after that</i>	
Objectives	SALTO YOUTH offer capacity and expertise in the youth field to the benefit of the whole network of National Agencies for Erasmus+ in the youth field and the programme's beneficiaries, i.e. youth workers and youth organisations and youth policy-makers. There are six resource centres focused on a specific topic or region: <ul style="list-style-type: none"> - SALTO Inclusion & Diversity (Belgium-Flanders) - SALTO Participation & Information (Estonia) - SALTO Training and Cooperation (Germany) - SALTO Eastern Europe and Caucasus (Poland) - SALTO EuroMed (France) - SALTO South-East Europe (Slovenia) 	<i>Website</i>
Scope	Sectorial. The main topics covered by the network regard the youth policy field.	<i>Ibidem</i>
Policy area	Education, Youth and culture. Relevant political priorities: <ul style="list-style-type: none"> - <i>a deeper and fairer internal market;</i> 	<i>Ibidem</i> <i>Study team assessment</i>
DG	EAC	<i>Website</i>

Key feature	Description	Sources
Visual identity	Europa website: no EC logo/EU flag: yes (the logo includes both the EU flag and the indication "Erasmus+") EC colours: yes/no Banner: no	<i>Ibidem</i>
	Network Logo: yes Stars in logo: no Network Slogan: no Website: Yes (https://www.salto-youth.net/) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	Specific categories (Youth workers and youth leaders interested in learning resources and training activities)	<i>Interview: EC official Website</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: yes (EU policies and initiatives addressed to youth) Guidance and advice: yes Other: yes (collection of practices and tools) The main tasks of the network include: (a) providing information on youth work and training resources; (b) providing advice to young people and others working with them; (c) organising events, including training and contact-making activities to support organisations and National Agencies working within Erasmus+; (d) providing a Toolbox comprising almost 300 practices, examples and tools for training and learning	<i>Interview: EC official Website</i>
Main evolution in recent years	Nothing major on the content of the services	<i>Website</i>

Dissemination

Key feature	Description	Sources
Content	Specific.	<i>Website</i>

Key feature	Description	Sources
	The network disseminates information on youth-related topics. Specific topics are dealt with by the different centres, including cultural diversity, inclusion and involvement of young people with fewer opportunities, and in the different geographical area (such as South East Europe or Easter Europe and Caucasus)	
Channels	<p>Website at the central level: yes Website at the decentralised level: NA Publications: yes (e.g. electronic and paper copies of booklets, guides, manuals, reports). Events/Meetings/Focus groups/workshops: yes. In 2017, 168 activities and events (188 in 2016, 223 in 2015). According to NOs surveyed, events are organised both internally (for the network only) and externally (open to public). The number of events organised by the network in 2017 varied between 6 and 10, depending on the centre. The average scale of events is 50-100 participants. Newsletters: yes Social media: Twitter, LinkedIn, Facebook. SALTO centres do have their own social media accounts, used to spread information and raise awareness. Media: yes</p> <p>Main channels used: According to NOs, email, website and telephone are the main channels available to and used by users to contact the network (100%, n=1).</p>	<p><i>Website Survey - Qs 8, 37, 38, 40, 64</i></p>
Users reached	<p>Number: no aggregated figures available. In 2017: - 31 paper publications and 7 e-publications (34+17 in 2016, 32+15 in 2015); - 3,548 participants of residential activities (3,844 in 2016, 5,055 in 2015); - 611 participants to e-learning activities in 2016 (1,336 in 2015). The SALTO Inclusion&Diversity centre organises around 8 activities per year, with over 250,000 visits on the websites and more than 100,000 downloads each year. The newsletter has more than 10,000 subscribers and the SALTO Toolbox of tools for learning and training contains almost 300 tools.</p>	<p><i>Website</i></p>
Inquiries received	NA	
Communication strategy	Yes. Communication strategies may be in place at the national level, as indicated by the only NO responding to the survey.	<i>Survey - Qs 36, 57)</i>
Feedback/reporting mechanisms	Feedback from users:	<i>Survey - Qs 19, 20)</i>

Key feature	Description	Sources
	<ul style="list-style-type: none"> - At the central level: According to NOs surveyed, emails are the main method used to collect feedback and input from users. Feedback can be submitted at any time and is then shared within the network - At the decentralised level: NA Feedback from users transferred to the Commission: NA	

Processes

Key feature	Description	Sources	
Management	Management bodies	SALTO YOUTH resources centres are not own entities, but concern extra entrusted tasks of National Agencies for Erasmus+. There is thus no separate management body or structure in place other than what exists for the National Agencies.	<i>Website</i>
	Role of the Commission	There role of the Commission is the same as for the rest of the work of the National Agencies, as defined in the decentralised management.	<i>Interview: EC official Study team assessment</i>
Structure	Structure description	The six SALTO YOUTH resource centres are all hosted by a different Erasmus+ National Agency: <ul style="list-style-type: none"> - SALTO Inclusion & Diversity (Belgium-Flanders) since 2017 - SALTO Participation & Information (Estonia) since 2017 - SALTO Training and Cooperation (Germany) - SALTO Eastern Europe and Caucasus (Poland) since 2003 - SALTO EuroMed (France) since 2001 - SALTO South-East Europe (Slovenia) since 2002 	<i>Study team assessment</i> <i>Website</i>
	Host structure	Public	<i>Interview: EC official</i>
	Selection procedures of the relays	The EC is responsible for the selection of the centres.	<i>Website</i>
	Geographical coverage	28 EU MS + Programme Countries of Erasmus+	<i>Ibidem</i>

Key feature		Description	Sources
	Territorial level	Sub-national: no National: no EU/EC Representation: yes	<i>Website</i>
	Number of Relays	Not applicable. The six SALTO YOUTH resource centres ¹⁰ are entrusted tasks for the network of Erasmus+ National Agencies (54) for different themes and regions.	<i>Website</i>
	User access	Centralised access Physical: yes Virtual: yes The network is accessible at central EU level by all EU citizens, both in person and through the SALTO website	<i>Interview: EC official; Website Survey Q 30; Interview: EC official</i>
Monitoring	Existence of a monitoring system	Through National Agencies Work Programme	<i>Interview: EC official</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: NA MS: NA	<i>Interview: EC official</i>
	Description	Funding is provided by the EC through Erasmus+ funding (with both EC and MS funding), aimed at supporting the activities to be implemented by the networks of the Programme supporting it	<i>Interview: EC official</i>
	Average budget per Network	€ 2,000,000	<i>Ibidem</i>
	Average budget per relay	Available financial resources differ from centre to centre: - SALTO Inclusion & Diversity (Belgium-Flanders): €350,000 - SALTO Participation & Information (Estonia): €320,000 - SALTO Training and Cooperation (Germany): €420,000	<i>Ibidem</i>

¹⁰ List of resources centres (and contact details) is available at <https://www.salto-youth.net/rc/>.

Key feature	Description	Sources
	<ul style="list-style-type: none"> - SALTO Eastern Europe and Caucasus (Poland): €290,000 - SALTO EuroMed (France): €340,000 - SALTO South-East Europe (Slovenia): €270,000 	
	Average budget per communication activities According to the unique respondent, the percentages of budget for comm. activities varies between 1 and 3%	<i>Survey - Q 70</i>
	Type of support provided by the EC Other (Funding)	<i>Interview: EC official</i>
Available human resources	Human resources EC: NA Network: 16 FTEs Per communication activities: <i>No convergent information could be retrieved</i>	<i>Survey - Q 66</i>
	Tasks EC: NA Network: People are in charge of the actual work of the centres, in all their activities and functions (including information, awareness raising and publications)	<i>Website</i>
Available infrastructures	Physical Yes: Physical infrastructures are provided by the Erasmus+ national agencies who are in charge of the SALTO YOUTH tasks	<i>Ibidem</i>
	IT Yes: dedicated Website and dedicated local centres websites	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network according to all network's operators	<i>Survey - Q 47</i>
With other networks	EUROPASS, EURYDICE, EDICs, EDCs, Euroguidance, EURODESK, Erasmus+ N. A., CED	<i>Interview: EC official Survey - Q 41</i>
	Occasional cooperation exists with SALTO-YOUTH Network <i>However, no convergent information could be retrieved from all network's operators.</i>	<i>Survey - Q 49, 55, 41 Interview: EC official</i>
With other EU actors	<i>NA. No convergent information could be retrieved from available resources on the details of the cooperation both for EC Rep and EDICs.</i>	

Relevant documents and general comments

List of main documents *NA*
Remarks *NA*

Rationale and background

In the late 1980s, information on the EU was very difficult to find in most EU Member States. Eurodesk began life in March 1990 as a small regional project to service the youth work field in Scotland. The basic idea was simple: to gather in one place all the EU information relevant to young people and youth workers, and present it in an easily understandable way. In addition, it was recognised that a strategy of raising the youth field's awareness of EU issues would also be necessary if maximum use was to be made of the information available.

Originally, funding was obtained from the European Union, central and local government in Scotland and sponsorship from a technical company (Apple Europe). The Eurodesk service was launched in Edinburgh in March 1990. The success of the service was almost immediate with the numbers of users and the demand for services growing rapidly in a short space of time.

The early Eurodesk service was clearly shaped by the real needs of the field. This client-orientated approach to information has been an important factor in the continuing development of Eurodesk. After some months, despite there being no further advertising, the use of the Eurodesk service was growing rapidly. Since then, Eurodesk has evolved in tune with the needs of its users. Finding reliable and quality information on opportunities for young people in a European context is still a big challenge, albeit for different reasons than 30 years ago. At the same time, young people have a need and interest in personalised information and services on top of elements they can view online.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding REGULATION (EU) No 1288/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC, article 15 The same Regulation mentions EURODESK, together with other networks, as "essential in order to achieve the objectives of the Programme".	<i>Web-search</i>
Start date	1990	<i>Ibidem</i>
End date	Not foreseen	
Objectives	The mission is to raise awareness among young people on mobility opportunities and to encourage them to become active citizens. Eurodesk gives young people and professionals working with young people easy access to information on European opportunities on learning mobility. The network contributes to the implementation of the EU Youth Strategy. In this capacity, the Network also works as a support organisation to Erasmus+ in the implementation of the Programme supplementing the information and personalised assistance on offer.	<i>Website Interview: EC official</i>
Scope	Sectorial.	<i>Website</i>

Key feature	Description	Sources
	The main topics covered by the network are international mobility opportunities attractive for young people.	
Policy area	Education, Youth and culture. Relevant political priorities: <ul style="list-style-type: none"> - <i>combining stability with fairness and democratic accountability</i> - <i>Democratic change: Making the EU more transparent and democratically accountable</i> 	<i>Website</i> <i>Interview: EC official</i>
DG	EAC	
Visual identity	Europa website: yes (.eu website) EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Website</i>
	Network Logo: yes Stars in logo: no Network Slogan: no Website: Yes (www.eurodesk.eu), plus websites of the different national centres and (most of) multipliers. The website is optimised for mobile devices.	<i>Website</i> <i>Survey - Q 33</i>
Key target group	Specific categories (Young people and professionals working with young people)	<i>Ibidem</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: yes (considering the support provided to the implementation of Erasmus+) Communication on the development of EU policies and practices: yes (the Network is the main source of information on general European policies, mobility information and opportunities for young people). This is confirmed by most NOs surveyed (78%, n=43). Guidance and advice: yes Other: no The tasks of the network include:	<i>Website</i> <i>Survey - Qs 10.1</i>
	(a) To provide high quality, timely, relevant and easy to understand information and personal assistance to young people and those who work with them, about international learning mobility opportunities; (b) To support the European Commission in developing and maintaining the European Youth Portal;	<i>PPT</i> <i>Website</i>

Key feature	Description	Sources
	(c) To support organisations in being active in the actions, including in relation to policy supported under Erasmus+; Youth. (d) Contribute content (articles, news, events...) to the European Youth Portal.	
Main evolution in recent years	No major changes in the type of services provided in recent years	<i>Ibidem</i>

Dissemination

Key feature	Description	Sources
Content	Specific and general. The network disseminates information on international mobility opportunities, Erasmus+, and general EU policies.	
Channels	<p>Website at the central level: yes. Website at the decentralised level: yes, even if not all NOs surveyed confirmed the presence of a website at relay level. Eurodesk (both Eurodesk Brussels Link and the national and regional Eurodesks) contribute content to the European Youth Portal. Publications: yes Events/Meetings/Focus groups/workshops: yes. Events (both directly organised by the network and by others) are also used to raise visibility and accessibility. Events have very different scales, being either small (targeting less than 50 people) or quite big (more than 100 people). In 2017 the network organised 2.354 trainings for young professionals. Some national offices do communicate regularly to young people through events, some do not, depending on the national structure they work in. Newsletters: yes. Social media: Twitter, LinkedIn, Facebook. The Eurodesk Brussels Link has a general Facebook page, a Twitter account and a YouTube channel. Many National Centres have their own websites and social media accounts in their native languages. Media: yes (465 videos in 2017).</p> <p>Main channels used: According to NOs, email (82%, n=37), website (75%, n=33), telephone (60%, n=26) and physical contacts (73%, n=33) are the main channels available to and used by users to contact the network. Live chats are sometimes available (27%, n=12).</p>	<i>Interview: EC official Website 2017 Eurodesk Annual Overview Survey – Qs 10.2, 31, 35, 64</i>
Users reached	Number: between 2 and more than 250 (monthly), between 75 and thousands yearly, depending on the desk.	<i>2017 Eurodesk Annual Overview;</i>

Key feature	Description	Sources
	Altogether, in 2017, there were 10.2 million of websites visits, 3.1 million of social media followers, 144,148 subscribers to the newsletter, and 40.236 participants on Eurodesk trainings.	<i>Survey - Qs 40, 73, 74</i>
Inquiries received	Number: 338,116 (2017). 338,116 enquiries answered by the Eurodesk in 2017 (compared to 295,523 in 2016).	<i>2017 Eurodesk Annual Overview; PPT</i>
Communication strategy	The network National Coordination Offices have a <i>general communication strategy</i> . A monthly newsletter with priorities and important messages from the Commission is shared among network centres and multipliers, to be passed onto users. Bases on NOs replies, the communication strategy is developed at the national level by Eurodesk offices but in synergy with the Commission. The network has a <i>social media strategy</i> . According to the majority of NOs, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (87%, n=40 NOs). Actions include info sessions, promotional events (ad local and/or national level) and other material (e.g. online campaigns, flyers and posters), seminars, social media campaigns (with inclusion of an increasing number of partners)	<i>Website Survey - Qs 8, 9 36, 57, 58</i>
Feedback/reporting mechanisms	Feedback from users: NA. Feedback from users transferred to the Commission: The bi-annual evaluation of the Annual Work Programme made by DG EAC foresees also an official mechanism to share feedback: an online form is filled by national offices and submitted to the Eurodesk Brussels Link, which is then responsible to communicate the feedback to the EC.	<i>Interview: EC official</i>

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>EURODESK is administered by an Executive Committee (EEC), composed of 5 to 7 members (all national coordinators), including a President. The EEC is the governing body of the network, and has the mandate to define the strategy and direction of the organisation, as well as the activities and campaigns to be carried out at both European and national level. The members of the EEC have also a role in building partnerships with other organisations, whenever it is in the benefit of Eurodesk. The overall coordination is provided by the Eurodesk Brussels Link (EBL). The EBL support Eurodesk national coordinating offices in carrying out the mission of Eurodesk at</p>	<i>Website</i>

Key feature		Description	Sources
		<p>the national level, and facilitate communication about the ongoing projects both internally and to the public. The EBL is responsible for publishing material, initiating and coordinating campaigns and events at the EU level, which are to be carried out in the 34 countries.</p> <p>The EBL is also in charge of providing information, tools for training, information management, quality assessment and communication to the Eurodesk officers. It also supports the EC in developing and maintaining the European Youth Portal.</p>	
	Role of the Commission	<p>While Eurodesk is coordinated by the EBL, and governed by the EEC. The Commission (DG EAC) as main funder of their grants under Erasmus+ has a decisive influence over the directions for the network (for general management and coordination) and EURODESK national coordinating offices.</p> <p>As a condition for receiving the grant, DG EAC assesses the activity of national Eurodesk, by evaluating their Annual Work Programmes and EACEA that for the Brussels Link.</p>	<i>Interview: EC official Website</i>
Structure	Structure description	<p>Structure of the network: wheel, with a central level (EC/EBL) coordinating relays at the national level (coordinators), which coordinate other relays (multipliers) at sub-national level</p> <p>The EURODESK Network is an international non-profit association composed of national coordinators and local youth providers ('multipliers').</p> <p>National coordinating offices work together to carry out Eurodesk's mission at the national level and are usually part of the Erasmus+ National Agencies (except for some countries such as DE and FR).</p> <p>National coordinating offices provide support to multipliers in organising their events, as well as channel youth information to them, while, at the national level, they manage the European Youth Portal, and organise national events and campaigns. National coordinating offices release publications and communication materials whenever it is appropriate.</p> <p>Local relays ('multipliers') are regional or local organisations working with young people, providing youth information and advising them on mobility opportunities.</p> <p>Multipliers compose the body of the system, making sure that young people receive youth information and counselling based on their personal profiles.</p> <p>A specific function is entrusted to the Eurodesk Brussels Link (EBL), which is both the coordinating body of the network and also the managing body of the Eurodesk brand in all participating countries.</p>	<p><i>Study team assessment</i></p> <p><i>Interview: EC official; Website</i></p>

Key feature		Description	Sources
	Host structure	Private (Non-for profit association composed of national offices)	<i>Interview: EC official</i>
	Selection procedures of the relays	Member States are responsible for the selection of national coordinating centres and multipliers	<i>EPEC (2008)</i>
	Geographical coverage	36 countries: 28 EU28 + FYROM, Iceland, Liechtenstein, Norway, Switzerland, Ukraine and Turkey	<i>Website</i>
	Territorial level	Sub-national: yes National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	Eurodesk Brussels Link ¹¹ + 36 There are 36 national coordinating offices + 1,034 local information providers (multipliers) ¹² According to NOs, the number of network's offices is: - more than 20 (57%, n=26) - only one (24%, n=11) - 11-20 (13%, n=6)	<i>Website; Survey Q 29</i>
	User access	Centralised (EBL) + Decentralised access (National coordinator offices and access points) Physical: yes Virtual: yes Access can be either physical (through specific offices over the territory) or virtual, through the website of the national coordinating offices and multipliers (where present). EURODESK national coordinating offices are usually incorporated into Erasmus+ National Agencies for the sake of clarity, synergy and efficiency. Users can access the network either directly through multipliers, or through national coordinating offices, which will send users to separate multipliers (youth centres, associations, municipalities etc.) spread over the country for specific assistance.	<i>Website Survey Q 30; Interview: EC official</i>

¹¹ Eurodesk Brussels Link, Rue aux Fleurs 32, Brussels, Belgium.

¹² List of national coordinating offices and multipliers is available at: <https://map.eurodesk.eu/>.

Key feature	Description	Sources
	Moreover, events are organised both at national and at local level (by multipliers).	
Monitoring	<p>Yes</p> <p>The overall monitoring of the functioning of the national offices is carried out by the EURODESK Brussels Link.</p> <p>In addition, National Eurodesks are evaluated annually by DG EAC through the Annual WP they have to submit</p>	<i>Interview: EC official; Website</i>

Resources

Key feature	Description	Sources
Funding arrangements and budget use	<p>Type of funding</p> <p>Public</p> <p>EC: 60%</p> <p>MS: 40%</p> <p>For Eurodesk Brussels Link (EBL)</p> <p>EC: 95%</p> <p>MS: 5%</p>	<p><i>PPT</i></p> <p><i>Interview: EC official</i></p>
	<p>Description</p> <p>The national offices (apart from Switzerland) are funded through the annual grants to Erasmus+ National Agencies for Youth, whilst Eurodesk Brussels Link (coordinating body) receives a grant managed by DG EAC through the Education, Audio-visual and Culture Executive Agency (EACEA).</p> <p>The grant specification documents contain descriptions of the tasks expected from the Eurodesks, including that the information and opportunities should not be limited to the Erasmus+ or EU programmes, but should cover all types of European programmes and opportunities relevant to young people.</p> <p>National Eurodesk offices receive 60% of eligible costs from funding managed by the European Commission (they are responsible for raising the additional funds from national resources). The Eurodesk Brussels Link (coordinating body) grant covers 95% of its eligible costs.</p>	<i>Ibidem</i>
	<p>Average budget per Network</p>	<p>€ 2,335,000 in total in 2017, of which:</p> <ul style="list-style-type: none"> - € 1,735,000 from the EC

Key feature	Description	Sources
	- € 600,000 allocated to the Eurodesk Brussels Link	
	Average budget per relay	It depends nationally <i>Ibidem</i>
	Average budget per communication activities	Varies according to surveyed network operators. The majority 51.4%, n=18) indicates more than 10% of their budget, with other 14% (n=5) indicated between 5 and 10%. <i>Survey - Q 70</i>
	Type of support provided by the EC	Grants are awarded through Erasmus+ to EBL and the national offices. <i>Interview: EC official</i>
Available human resources	Human resources	MS: 24 FTEs (2 FTEs/month) Network: 1000+ FTEs and 6 FTEs EBL Per communication activities: <i>No convergent information could be retrieved</i> (According to NOs, allocation varies, ranging from less than 1 FTE (7 NOs), to 1 (18 NOs), to 6-10 (2 NOs) or more. 1 NO indicated that there are 3 FTE (paid by the EC) + 45 information officers (part time, not paid by the EC)) <i>Website</i> <i>Interview: EC official</i> <i>Survey - Q 66</i>
	Tasks	EC: Liaison on policy priorities in the youth field and strategic direction of the Network, including assessment of the NOs Work Programmes. <i>Interview: EC official</i>
Available infrastructures	Physical	Yes: the network partly choses to rely on the physical infrastructures of the Erasmus+ National Agencies, and of the multipliers throughout the Member States. In addition, there is also the Eurodesk Brussels Link, acting as a Europe-wide coordination body <i>Ibidem</i>
	IT	Yes: dedicated website and dedicated webpages on national coordinating offices' websites <i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States	<i>Survey - Q 47</i>
With other networks	EIP-AGRI, ENRD, ECE, SOLVIT, EUROPASS, EUROAXEES, PES, OAFCN, GSN, ECN, INFORM, INIO, EURYDICE, EEN, ECCs, Your Europe, EDCs, SALTO-YOUTH, EURES, Fin-Net, Euroguidance, Team Europe, NCP H2020, Erasmus +N.A, NARIC, CED	<i>Interview: EC official</i> <i>Survey - Q 41</i>

Key feature	Description	Sources
	<p>Formal cooperation is not foreseen with other EC networks. National Eurodesks and Erasmus+ form a partnership and they are both hosted by National Agencies and contribute to the implementation of the Programme.</p> <p><i>On formal and occasional cooperation between networks there is no convergent information could be retrieved from all network's operators.</i></p>	<p><i>Survey - Qs 49, 55, 56, 45, 41</i></p> <p><i>Interview: EC official</i></p>
With other EU actors	<p>EC Rep: Yes. Occasional cooperation.</p> <p>There are daily and monthly contacts coordination meeting between Eurodesk Brussels Link (EBL) staff and the European Commission (DG EAC.B3) on European Youth Portal (EYP).</p> <p>EDICs Rep: Yes. Occasional cooperation.</p>	<p><i>PPT</i></p> <p><i>Survey - Qs 41, 43, 45, 49, 55, 56</i></p>

Relevant documents and general comments

- List of main documents
- Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+': the Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC
 - 2016 Eurodesk Annual Overview
 - EPEC (2008), Streamlining European Commission Networks – Synergies, cooperation and consolidation- A feasibility study
 - PPT "Outreach to citizens"- Networks - Questionnaire (Annex 2 to TS)

Remarks

EURYDICE

Rationale and background

The Eurydice network was created to support and facilitate European cooperation in the field of lifelong learning by providing information on education systems and policies and by producing studies on issues common to European education systems.

Mission

Key feature	Description	Sources
Legal Base	Yes, non-binding Resolution of the Council and Ministers for Education, meeting within the Council of 6 December 1990 concerning the Eurydice Education Information Network in the European Community Mentioned in the Erasmus + Regulation Erasmus+ Programme - Key Action 3 Support for Policy Reform	<i>Web search</i> <i>Interview: EC official</i>
Start date	1980	<i>Interview: EC official</i>
End date	NA	
Objectives	The main objective of EURYDICE is to provide those responsible for education systems and policies in Europe with European-level analyses and information which will assist them in their decision making.	<i>Website</i>
Scope	Sectorial The main topics covered by the network are those related to education and learning.	<i>Ibidem</i>
Policy area	Education and culture. Relevant political priorities: - <i>a deeper and fairer internal market;</i> - <i>combining stability with democratic fairness and accountability.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	EAC	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: no Stars in logo: no Network Slogan: yes 'Better knowledge for better education policies' Website: yes (https://webgate.ec.europa.eu/fpfis/mwikis/eurydice) The website is not optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>Specific categories (education community) + General public. The main target group is formed by the public authorities and national policy makers in the area of education.</p>	<i>Ibidem</i>
Types of service	<p>Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (the main objective of supporting Eurydice's national units' Network is to provide the EC with regular, updated information to support policy actions and enhanced cooperation in the education field in the Erasmus+ countries) Guidance and advice: no Other: no The main task of the network is to explain how education systems are organised in Europe and how they work. The Eurydice network primarily focuses on the way education in Europe is structured and organised at all levels. It provides a vast source of information, including: (1) Detailed descriptions and overviews of national education systems; (2) Comparative thematic reports devoted to specific topics of Community interest; (3) Factual reports related to education, such as national education structures, school calendars, comparison of salaries and of required taught time per countries and education levels. All reports are available free of charge or in print (if in stock) upon request.</p>	<i>Ibidem</i>
		<i>Website</i>
Main evolution in recent years	<p>Since 2008, the management of the Network is coordinated by a unit based in EACEA. Since 2014, Eurydice has been included in Erasmus+, the EU programme for education, training, youth and sport. It is an action of Key Action 3 (Support for policy reform) of the programme.</p>	<i>Ibidem</i>

Dissemination

Key feature	Description	Sources
Content	Specific.	<i>Website</i>

Key feature	Description	Sources
	The network disseminates information on how education systems are organised in Europe and how they work, providing information useful for decision-making.	
Channels	<p>Website at the central level: yes Website at the decentralised level: yes (national units' websites) Publications: yes (Eurydice publications such as descriptions of national education systems, comparative reports, news and articles related to the field of education). Events/Meetings/Focus groups/workshops: yes. Events are organised both internally (for the network only) (21% - 9 NOs) and externally (open to public) (17% - 7 NOs). According to NOs, the number of events organised by the network in 2017 varied between 1 and 10 depending on the NO. Newsletters: yes Social media: Twitter, Facebook. According to 11 NOs, social media accounts exist also at the national level. In recent years Social media activities are becoming more important Media: yes Main channels used: According to NOs, email (86%, n=418), website (81%, n=17), telephone (60%, n=12) and physical contacts (55%, n=11) are the main channels available to and used by users to contact the network.</p>	<p><i>Website</i> <i>Survey - Qs 37, 38</i> <i>Interview: EC official</i></p>
Users reached	<p>Number: between 2 and more than 50 (monthly), between 20 and 250 or more (yearly), based on NO information. The activities report indicates the following data: - Presentations about Eurydice reports and activities at 29 events across Europe; - 330,288 visitors of the website in 2017; - 7,779 likes on Facebook. This was a total net increase of 1,280 likes over the course of the 2017; - Eurydice was mentioned over 2,000 times on Twitter between October 2017 and February 2018, reaching a potential audience of 1 million people; - From January 2017 to December 2017, 13 reports were published and 9 'Focus On' articles, with a total of 97,353 views.</p>	<p><i>Promotional Activities Report 2017</i></p>
Inquiries received	Number: 69 (2017)	<i>Ibidem</i>
Communication strategy	<p>The network does not have a <i>general communication strategy</i>. According to NOs, no communication strategy is in place at the national level (53%, n=10). All Eurydice contents are coherent with the Commission's Corporate Communication. According to NOs, the network <i>does not have a social media strategy</i> (62%, n=13).</p>	<p><i>Survey - Qs 36, 57, 58)</i> <i>Interview: EC official</i></p>

Key feature	Description	Sources
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: NA - At the decentralised level: Feedback can be submitted at any time (9 NOs) even though 4 NOs state that no feedback is collected. According to the relative majority of NOs, feedback is analysed randomly few times a year (27%, n=4). According to surveyed NOs, there is not a convergent opinion on the sharing of feedbacks: Some of them indicated that feedback is shared internally (45%, n=10), some that is shared with the stakeholders (18%, n=4), some that is shared with the EC (14%, n=3), while 14 NOs stated that feedback is not shared. <p>Feedback from users transferred to the Commission: very good two-way communication with DG EAC on various levels: board of directors, coordination meetings between directorates every three months, mirror unit meetings every 6-8 weeks, meetings with EAC officials responsible for the individual domains; operational meetings at the staff level on individual projects, the A7 staff participated in the thematic working group meetings organised by DG EAC on different policy topics</p>	<p>Website Survey - Qs 19, 20, 21, 22</p>

Processes

Key feature	Description	Sources	
Management	Management bodies	The coordination of the implementation of the work programme is done by EACEA A7. The grant management is done by EACEA A1. National contact points provide the information for the National descriptions of education systems and for the comparative reports	<i>Interview: EC official</i>
	Role of the Commission	DG EAC approves the work programme and supervises the implementation	<i>Ibidem</i>
Structure	Structure description	<p>Structure of the network: Wheel, with a central level (EACEA) coordinating relays at the national level</p> <p>The network is made by 42 national units based in 38 countries participating in the Erasmus+ programme (28 Member States, Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Iceland, Liechtenstein, Montenegro, Norway, Serbia, Switzerland and Turkey). Moreover, a coordinating unit¹³ based in the EU Education, Audio-visual and Culture Executive Agency in Brussels.</p>	<p><i>Study team assessment</i></p> <p><i>Website</i></p>

¹³ EACEA European Unit of Eurydice, Avenue du Bourget 1, Brussels, Belgium.

Key feature		Description	Sources
	Host structure	Public National units are usually hosted by national authorities (e.g. Spain), national foundations and research institutes (e.g. UK) and/or Erasmus+ national agencies (e.g. Italy)	<i>Website</i>
	Selection procedures of the relays	Member States The Units of the network are bodies designated by the national authorities of participating countries	<i>Interview: EC official</i>
	Geographical coverage	38: 28 EU MS + EFTA + candidate countries + partner countries	<i>Interview: EC official</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: no	<i>Website</i>
	Number of Relays	42 ¹⁴	<i>Interview: EC official;</i>
	User access	Centralised access Physical: no. The network is hosted by EACEA and <i>there is no convergent information on the physical access</i> : It is unclear whether offices are open to the public (9 NOs replied "Yes", 9 NOs replied "No") Virtual: yes	<i>Website</i> <i>Interview: EC official;</i> <i>Survey Q 30</i>
Monitoring	Existence of a monitoring system	Yes Eurydice Work Programme (approved by DG EAC) and the related grant application The output of each national unit is checked via an annual activity report	<i>Ibidem</i>

Resources

Key feature		Description	Sources
	Type of funding	Public	<i>Website</i>

¹⁴ List of national units is available at: https://eacea.ec.europa.eu/national-policies/eurydice/contacts_en.

Key feature	Description	Sources	
Funding arrangements and budget use		EC: NA MS: NA Funding and related shares varies across countries. For instance, the Eurydice unit for England, Wales and Northern Ireland is funded by the UK Government, while the Scottish Unit is funded by the Commission.	<i>Interview: EC official</i>
	Description	Erasmus + programme -Key Action 3 Support for Policy Reform - restricted call output based grant based on implementation of the work programme	<i>Ibidem</i>
	Average budget per Network	€ 2,600,000 from Erasmus+ budget	<i>Interview: EC official</i>
	Average budget per relay	It varies, based on the assessment of criteria to fulfil	<i>Ibidem</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (Less than 1% (5 NOs); 1-3% (2 NOs); 3-5% (4 NOs); 5-10% (3 NOs))	<i>Survey - Q 70</i>
	Type of support provided by the EC	Other (Supervision and cooperation)	<i>Interview: EC official</i>
Available human resources	Human resources	EC: 27 FTEs Network: based on formula in Regulation Per communication activities: <i>No convergent information could be retrieved</i> (According to NOs, allocation ranges from less than 1 FTE (2 NOs), to 1 FTE (11 NOs) and to 2-5 (5 NOs))	<i>Interview: EC official;</i> <i>Survey - Q 66</i>
	Tasks	MS: Coordination of the network, implement the work programme, manage the website Network: implementation of the work programme	<i>Interview: EC official</i>
Available infrastructures	Physical	Yes: central office hosted within EACEA A7, plus the national units.	<i>Ibidem</i>
	IT	Yes: Website on Europa - extranet via CIRCABC. New website launched in March 2018	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States. Partnerships are in place with EURYDICE relays.	<i>Survey - Q 47</i>
With other networks	ENRD, SOLVIT, EUROPASS, EUROAXEES, PES, INFORM, INIO, EEN, Your Europe, EDCs, SALTO-YOUTH, EURES, Euroguidance, NCP H2020, Erasmus +N.A, NARIC, CED, EURODESK	<i>Interview: EC official Survey - Q 41</i>
	According to NOs operators formal/ occasional cooperation exists with Erasmus+ National Agencies, EURODESK network, EDCs, and NARIC, Euroguidance. Partnerships are in place with Erasmus+ National Agencies and Euroguidance. <i>However, no convergent information could be retrieved from available resources from all network's operators.</i>	<i>Interview: EC official Survey - Qs 55, 56, 41, 45</i>
With other EU actors	EC Rep: No. <i>No convergent information could be retrieved from available resources on the details of the cooperation</i> EDICs: No, <i>No convergent information could be retrieved from available resources, even if 82% of NOs state that cooperation with EDICs ranges from never to occasionally.</i>	<i>Website Interview: EC official Survey - Qs 55, 56, 41, 45</i>

Relevant documents and general comments

List of main documents	- EURYDICE network work programme 2018-19; - 2018 call; - 2018 Funding rules; - 2018 Promotion Report
Remarks	NA

Network website

NARIC - National Academic Recognition Information Centres

Rationale and background

The network was formed in 1984 as an initiative of the EC to support the recognition of diplomas and periods of study undertaken in other countries.

Mission

Key feature	Description	Sources
Legal Base	Yes, non-binding Lisbon Convention on the Recognition of Qualifications concerning Higher Education in the European Region, 1997 Directive 2005/36/EC improved the system for recognition of professional qualifications for access to regulated professions, encouraging automatic recognition of professional qualifications and simplifying administrative procedures NARIC is mentioned in the Erasmus+ Regulation	<i>Web-search</i>
Start date	1984	<i>Website</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objective of the NARIC is to promote the recognition of diplomas and periods of study undertaken in other countries. The sister European Network of Information Centres also provides information on education systems in both foreign countries and the ENIC's own country and opportunities for studying abroad, including information on loans and scholarships, as well as advice on practical questions related to mobility and equivalence.	<i>Website</i>
Scope	Sectorial. The main topics covered by the network regard the mobility of students, teachers and researches and the recognition of academic diplomas, degrees and other academic qualifications, and periods of study in another country.	<i>Ibidem</i>
Policy area	Education and culture. Relevant political priorities: - <i>a deeper and fairer internal market.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	EAC	<i>Website</i>
Visual identity	Europa website: no	<i>Ibidem</i>

Key feature	Description	Sources
	<p>EC logo/EU flag: yes (small logo of the EC together with those of UNESCO and Council of Europe on the website and Logo) EC colours: no Banner: no</p> <p>Network Logo: yes - as ENIC-NARIC network Stars in logo: no Network Slogan: as ENIC-NARIC network 'Gateway to recognition of academic and professional qualifications' Website: Yes (http://www.enic-naric.net/) The website is optimised for mobile devices.</p>	<p></p> <p><i>Ibidem</i></p>
Key target group	<p>Specific categories (Education institutions, students and teachers). The main users of NARIC services are higher education institutions, students and their advisers, parents, teachers and prospective employers.</p>	<p><i>Interview: EC official</i></p>
Types of service	<p>Problem solving: yes Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes Guidance and advice: yes Other: No</p> <p>The tasks performed by the NARIC generally include:</p> <ul style="list-style-type: none"> (a) Providing advice and information concerning the academic recognition of diplomas and periods of study undertaken in other States (b) Using such information and assistance to solve problems and issues related to them <p>However, the specific status and scope of work of individual centres differs from country to country. In most countries, higher education institutions are autonomous, taking their own decisions on the admission of foreign students, as well as any exemptions for students on the basis of education undertaken abroad. Moreover, some NARIC centres may also have other tasks on professional (not only academic) recognition, but these are outside the mandate given by DG EAC. While some NARIC centres make binding decisions on recognition cases, most offer advice on international education systems and qualifications.</p>	<p><i>Interview: EC official</i> <i>Website</i></p>
Main evolution in recent years	<p>There has not been a real evolution in recent years. However, there have been changes in terms of specific topics, with refugees now much more on the agenda, and specific projects.</p>	

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on academic recognition of diplomas.	<i>Website</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. Events are organised both internally (for the network only) (64% - 7 NOs) and externally (open to public) (36% - 4 NOs). According to NOs, the network in 2017 organised from 1 to 5 events, depending on the centre. The scale of events oscillates between 50 and 250 participants. Newsletters: yes Social media: Twitter, LinkedIn, Facebook. The network has a Facebook and twitter account at both central (EU) and national level, as confirmed by NOs, stating that social media accounts exist also at the national level</p> <p>Main channels used: According to NOs, email (67%, n=4), website (71%, n=5) and physical contacts (43%, n=3) are the main channels available to and used by users to contact the network. Telephone is sometimes used (29%, n=2)</p>	<i>Website Survey - Qs 35, 40, 64, 73, 74</i>
Users reached	Number: between 20 and 50 or more (monthly), between 2000 and 6000 or more (yearly)	<i>Survey - Qs 40, 73, 74</i>
Inquiries received	NA	
Communication strategy	<p>The network does not have a <i>general communication strategy</i>, as also confirmed by most NOs surveyed (67%, n=4). NARIC provides elements to impact council conclusions, but NARIC does not really have a role. The network does not have a <i>social media strategy</i>, as also confirmed by most NOs surveyed (71%, n=5). According to the majority of the NOs surveyed, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (86%, n=6 NOs). Actions include updating/developing websites (4 NOs), organising seminars (4 NOs), and making enhanced use of social media including opening new accounts (3 NOs).</p>	<i>Interview: EC official Survey Survey Qs 8, 9,</i>
Feedback/reporting mechanisms	Feedback from users: - At the central level: NA	<i>Interview: EC official</i>

Key feature	Description	Sources
	<p>- At the decentralised level: NOs responding to the survey indicated various methods to gather feedback from users, such as email (6 NOs), online forms (2 NOs), paper form (1 NO) and customer surveys (1 NO). The feedback is shared mainly internally (71%, n=5) and with relevant stakeholders (57%, n=4). To a lower extent it is also shared with the public (43%, n=3) and with the EC (14%, n=1).</p> <p>Feedback from users transferred to the Commission: according to NOs, there is no structured procedure to share feedback with the EC (57%, n=4). NARIC gives input to DG EAC through the survey to NARIC centres, with feedback based on contacts with stakeholders. It does vary from centre to centre. Feedback is shared also through annual NARIC and ENIC-NARIC meetings.</p>	<p><i>Survey - Qs 23, 24, 26</i></p>

Processes

Key feature		Description	Sources
Management	Management bodies	The system is build, managed and implemented by Member States.	<i>Interview: EC official</i>
	Role of the Commission	<p>The EC acts as secretariat for the network, together with UNESCO and the Council of Europe on the ENEC. The two networks have a management board, where the EC is co-secretariat.</p> <p>It mainly steers the work of the network, identifying the issues to deal with. It has a strategic rather than an operational role.</p> <p>Members of the network do make the ultimate decision on the functioning and implementation of activities.</p> <p>The EC also funds projects through Erasmus + (and this is rather an important part of the E+ budget). However, centres do not receive funding just to exist, but for projects, with high quality of the applications.</p> <p>The EC is also responsible for the website and to cover the cost of NARIC meetings</p>	<i>Ibidem</i>
Structure	Structure description	<p>Structure of the network: Wheel, with a central level (EC) coordinating relays at the national level</p> <p>The network consists of national centres (recognition authorities) in the countries covered by the Erasmus+ programme and works closely with the wider European Network of Information Centres (ENIC) covering the whole of the European Higher Education Area. There may be more than one centre in the country (e.g. BE), it very much varies across countries, with bodies designated by MS.</p>	<p><i>Study team assessment</i></p> <p><i>Website;</i> <i>Interview: EC official</i></p>

Key feature		Description	Sources
	Host structure	Public (in agencies or ministries)	<i>Interview: EC official</i>
	Selection procedures of the relays	National centres are designated by the Ministries of Education in each country. The status and the scope of work of individual NARICs may differ according to the autonomy and role that higher education institutions may have	<i>Website</i>
	Geographical coverage	EU28 + EEA + Turkey	<i>Ibidem</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	32 At least one per country, with some cases of countries with more than one ¹⁵	<i>Interview: EC official;</i>
	User access	Decentralised access: national centres Physical: yes Virtual: yes Offices are not usually open to the public (5 NOs) Offices have a website to be used to access network's content and phone numbers to contact them. Each designated national centre has the purpose to assist the mobility of students, teachers and researchers by providing authoritative advice and information concerning the academic recognition of diplomas and periods of study undertaken in other States.	<i>Website Survey Q 30; Interview: EC official; Survey Q 31</i>
Monitoring	Existence of a monitoring system	No There is a certain monitoring of the projects found under Erasmus+, which are monitored by the EEA. Since the EC does not fund the network fully, it does not monitor it directly	<i>Ibidem</i>

Resources

Key feature		Description	Sources
	Type of funding	Public	<i>Website</i>

¹⁵ List of national centres is available at: <http://www.enic-naric.net/country-pages.aspx>.

Key feature	Description	Sources	
Funding arrangements and budget use		EC: 0% MS: 100%	<i>Interview: EC official</i>
	Description	MS funding (for daily activities), plus EC funding for specific projects under Erasmus+ budget	<i>Interview: EC official</i>
	Average budget per Network	€ 1,200,000	<i>Ibidem</i>
	Average budget per relay	NA	
	Average budget per communication activities	<i>No convergent information could be retrieved (Available budget for communication activities changes among centres, according to network operators. 1 NO answered that no figures are available on this. The other NOs provided non convergent information: less than 1% (1 NO); 1-3% (1 NO); 3-5% (1 NO); 5-10% (1 NO))</i>	<i>Survey - Q 70</i>
	Type of support provided by the EC	Secretariat, Funding (through Erasmus+), Software tools, Training, Information	<i>Interview: EC official</i>
Available human resources	Human resources	EC: 1 FTE Network: data unavailable (at the sole discretion of the MSs) Per communication activities: <i>No convergent information could be retrieved (According to NOs, the allocation ranges from 2-5 FTEs (2 NOs), to 6-10 (2 NOs) to more than 11 (2 NOs))</i>	<i>Interview: EC official;</i> <i>Survey - Q 66</i>
	Tasks	EC: Steering the work of the network, acting as secretariat Network: Implementation and daily work of the Centres	<i>Interview: EC official</i>
Available infrastructures	Physical	Yes: each designated national centre has a physical office	<i>Website</i>
	IT	Yes: dedicated website	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States	<i>Survey - Q 47</i>

Key feature	Description	Sources
With other networks	SOLVIT, EUROPASS, EUROAXEES, PES, EURYDICE, Your Europe, EDCs, EURES, Euroguidance, NCP H2020, Erasmus +N.A, NARIC, CED, EURODESK	<i>Interview: EC official Survey - Q 41</i>
	NARIC cooperates occasionally with others Networks (EURES, EURYDICE, NARIC and NCP for H2020) since the topic they address is very specific. Formal cooperation or partnerships can happen on a case-by-case basis with Erasmus+, EURYDICE and National Europass Centres. <i>However, no convergent information could be retrieved from all network's operators.</i>	<i>Interview: EC official Survey - Qs 49, 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. The cooperation with EC is occasional. EDICs: No. <i>No convergent information could be retrieved from all network's operators.</i>	<i>Survey - Q 41, 45, 49, 55, 56,</i>

Relevant documents and general comments

List of main documents *NA*
Remarks *NA*

5 EMPL

ECE - European Centre of Expertise in the field of labour law, employment and labour market policies

Rationale and background

The European Union has created a European centre of expertise in the field of labour law, employment and labour market policies in 2016 replacing the European Labour Law Network and the European Employment Policy Observatory. The centre of expertise covers legal, regulatory, economic and policy aspects of employment and labour markets, including reforms, in the 28 Member States, European Economic Area (EEA) countries, candidate countries and potential candidates eligible for participation in the Progress axis of the European Union Programme for Employment and Social Innovation.

Mission

Key feature	Description	Sources
Legal Base	No	
Start date	2016	<i>Website</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objectives of the network are: (a) to ensure a correct application of EU law; (b) to monitor reforms in labour legislation across all Member States.	<i>Website</i>
Scope	Sectorial. The topics covered by the network are legal, regulatory, economic and policy aspects of employment and labour markets, including reforms.	<i>Ibidem</i>
Policy area	Employment, social affairs and inclusion. Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i>	<i>Ibidem</i>
DG	EMPL	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: no Stars in logo: no Network Slogan: no Website: No, information is available on the DG EMPL webpage (http://ec.europa.eu/social/main.jsp?catId=157)</p>	<i>Ibidem</i>
Key target group	<p>Specific categories (European Commission and public authorities' officials) The direct target group of ECE services are Commission officials. However, experts/practitioners in labour law issues and labour market polices, public administrations, social partners, academics, citizens might indirectly become target of ECE communication.</p>	<i>Ibidem</i>
Types of service	<p>Problem solving: no Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: yes (concerning employment and labour market) Guidance and advice: yes Other: No The tasks of the network include: (a) Advice to the Commission through replies to <i>ad hoc</i> requests for analysis of employment and labour market related issues; (b) Thematic Reviews in the field of employment and labour market related issues; (c) Developing the content for, and/or participating in, relevant events, seminars or meetings. ECE provides a stable and continuous capacity in legal analysis, in the form of a network of labour law experts and an ad hoc capacity in labour market policies analysis, based on an appropriate and flexible pool of experts.</p>	<i>Website Fondazione Giacomo Brodolini</i>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	<p>Specific. The network disseminates information on labours, law, employment and labour market policies.</p>	<i>Website</i>
Channels	Website at the central level: yes	<i>PPT</i>

	<p>Website at the decentralised level: no</p> <p>Publications: yes. The network produces monthly reports on labour law, annual report on labour law, thematic reviews and replies to ad hoc question on labour law or labour market policies.</p> <p>Events/Meetings/Focus groups/workshops: no (annual conferences, seminars, meetings). They produce the output report of the various events such as thematic seminars or annual conference. They are available on the ECE portal and disseminated in DG EMPL and other services. The information gathered and analyses produced by the centre, including the network, are stored in a user-friendly database in English, searchable online and accessible to the Commission services.</p> <p>Newsletters: no</p> <p>Social media: no.</p> <p>Media: no</p> <p>Main channels used: Reports, annual conferences (approx. 250 participants), thematic seminars (approx. 30 participants) and expert meetings (approx. 20 participants).</p>	
Users reached	NA	
Inquiries received	NA	
Communication strategy	The network does not have a <i>general communication strategy</i> nor a <i>social media</i> strategy. Conferences are widely advertised, but there is no specific strategy.	<i>Ibidem</i>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: Regular feedback is given after deliverables. Conferences and workshops are subject to a satisfaction survey. - At the decentralised level: NA <p>Feedback from users transferred to the Commission: More centrally, the provision of information by the network is extensively used by DG EMPL officials (and from some other services as well). The contract is monitored following general rules of Commission procurement with required deliverables (inception, interim and final report) and the corresponding meetings with the contractor.</p>	<i>Ibidem</i>

Processes

Key feature		Description	Sources
Management	Management bodies	<p>The European Centre of Expertise in the field of labours, law, employment and labour market policies is hosted by DG EMPL and included internal and external experts.</p> <p>The ECE is only accessible for members, which meet regularly</p>	<i>Ibidem</i>

Key feature		Description	Sources
	Role of the Commission	The Commission manages the service.	<i>Ibidem</i> <i>PPT</i>
Structure	Structure description	<p>Structure of the network: Null</p> <p>The network is run via a service contract of the European Commission under the supervision of DG EMPL officials. In practice, the network is run by consultancy firms, academics and experts.</p> <p>The network is a merge of two previous networks:</p> <ul style="list-style-type: none"> - ELLN, European labour law network (VT/2011/065) - EEPO, European Employment Policy Observatory (VT/2012/005) <p>DG EMPL serves as the only contact point for the network.</p>	<p><i>Study team assessment</i></p> <p><i>PPT</i></p> <p><i>Website</i></p>
	Host structure	Public (EC)	<i>Website</i>
	Selection procedures of the relays	Commission	<i>Ibidem</i>
	Geographical coverage	28 EU MS + Norway and Iceland.	<i>PPT</i>
	Territorial level	Sub-national: no National: no EU/EC Representation: yes	<i>Ibidem</i>
	Number of Relays	1	<i>Ibidem</i>
	User access	Centralised access Physical: NA Virtual: NA	<i>Ibidem</i>
Monitoring	Existence of a monitoring system	<i>NA</i>	

Resources

Key feature	Description		Sources
Funding arrangements and budget use	Type of funding	Public EC: 100% MS: 0%	<i>PPT</i>
	Description	The Commission contracted ECAS to implement YEA, it funds the network 100%	<i>Ibidem</i>
	Average budget per Network	€ 6,973,761	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	<i>Ibidem</i>
	Average budget per communication activities	<i>NA</i>	<i>Ibidem</i>
	Type of support provided by the EC	Information; Management; Other (Secretarial)	<i>Ibidem</i>
Available human resources	Human resources	EC: 0.6 FTEs Network: <i>NA</i> Per communication activities: <i>NA</i>	<i>Ibidem</i>
	Tasks	EC: Management, coordination Network: <i>NA</i>	<i>Ibidem</i>
Available infrastructures	Physical	The network is hosted by DG EMPL and members meet in its premises	<i>Website</i>
	IT	<i>NA</i>	

Partnership/Cooperation

Key feature	Description	Sources
Within the network	<i>NA</i>	
With other networks	<i>The ECE does not cooperate with other networks</i>	<i>Survey- Q 49, 55, 41</i>

Key feature	Description	Sources
With other EU actors	<i>NA</i>	

Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - European Commission (2017), European Centre of Expertise (ECE) in the field of labour law, employment and labour market policy: Labour Market Policy Thematic Review 2017: An in-depth analysis of the impact of reforms on inequality, Publications Office of the European Union, 2017; - European Parliament (2013), Regulation (EU) n°1296/2013 of the European parliament and of the council of 11 December 2013 on a European Union Programme for Employment and Social Innovation ("EaSI") and amending on Decision n°283/2010/EU establishing a European Progress Microfinance Facility for employment and social inclusion, Official Journal of the European Union, L 347/238, 11 December; - European Commission (2017), Annual work programme for grants and procurement for the European Union Programme for Employment and Social Innovation ("EaSI") for 2018, [C(2017) 8347 of 14 December 2017], Brussels
Remarks	<i>NA</i>



EURES

Rationale and background

Set up in 1994, EURES is a co-operation network between the European Commission and the Member States (EU countries plus Norway, Iceland, Liechtenstein, and Switzerland) whose aim is facilitating the free movement of workers.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) 2016/589 of the European Parliament and of the Council of 13 April 2016 on a European network of employment services (EURES), workers' access to mobility services and the further integration of labour markets, and amending Regulations (EU) No 492/2011 and (EU) No 1296/2013	<i>Website</i>
Start date	1994	<i>Ibidem</i>
End date	Not foreseen	<i>Ibidem</i>
Objectives	EURES aims at facilitating the free movement of workers within the EU 28 countries plus Switzerland, Iceland, Liechtenstein and Norway. Moreover, it contributes to (a) implementing the coordinated strategy for employment and, in particular, for promoting a skilled, trained and adaptable workforce; (b) improving the functioning, cohesion and integration of the labour markets in the Union, including at cross-border level; (c) promoting voluntary geographical and occupational mobility in the Union, including in cross-border regions, on a fair basis and in compliance with Union and national law and practice; (d) supporting transitions into the labour market, thereby promoting the social and employment objectives referred to in Article 3 TEU.	<i>Ibidem</i>
Scope	Sectorial The main topics covered by the network relate primarily to employment, labour markets, workers' rights, and the mobility of workers.	<i>Ibidem</i>
Policy area	Employment, social affairs and inclusion.	<i>Ibidem</i>

Key feature	Description	Sources
	Relevant political priorities: <ul style="list-style-type: none"> - <i>stimulating investment and creating jobs;</i> - <i>bringing down barriers to unlock online opportunities;</i> - <i>a deeper and fairer internal market;</i> - <i>combining stability with fairness and democratic accountability;</i> - <i>open trade – without sacrificing Europe's standards;</i> - <i>enhancing cooperation between different EU justice systems and preserving the rule of law;</i> 	<i>Study team assessment</i>
DG	EMPL	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: yes (https://ec.europa.eu/eures/public/homepage) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	Specific EURES targets all people looking for employment, workers and employers.	<i>Ibidem</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: yes</p> <p>Promotion of EU Programme implementation: no</p> <p>Communication on the development of EU policies and practices: yes (concerning employment)</p> <p>Guidance and advice: yes</p> <p>Other: no</p> <p>The tasks of the EURES include:</p> <ul style="list-style-type: none"> (a) For each MS, make available on the EURES portal all job vacancies made publicly available through PES as well as those provided by the EURES Members and, where relevant, the EURES Partners; (b) For each MS, make available on the EURES portal, all job applications and CVs available through PES as well as those provided by the other EURES Members and, where relevant, the EURES Partners (c) Provide workers and employers with basic information concerning the EURES portal, including the job-application and CV database, and the EURES network, including contact details of relevant EURES Members and Partners at the national level, information on the recruitment channels that they use and the relevant web links; (d) upon the request of a worker or of an employer, provide general information on post-recruitment assistance (such as training on intercultural communication) and the contact details of organisations which offer post-recruitment assistance. 	<i>Ibidem</i>
Main evolution in recent years	<p>Regulation (EU) 2016/589 introduced a new composition of the Network (the European Coordination Office – ECO, the National Coordination Offices – NCOs, the EURES Members and the EURES Partners), new governance, and key innovations (full transparency of job vacancies and CVs; multi-lingual skills based matching through ESCO; a broader network through transparent admission systems; minimum support services; apprenticeship and traineeship available in the portal; cooperation on information exchange and programming cycle). The Regulation produced effects also on the type of services provided by the Network through an increased result-oriented approach on intra-EU matching, placement and recruitment activities. Therefore, the network has now a stronger focus on matching instead of just information provision.</p>	<p>Reg. (EU) 2016/589</p> <p><i>Interview: EC official</i></p>

Dissemination

Key feature	Description	Sources
Content	Specific.	<i>Website</i>

Key feature	Description	Sources
	The network disseminates information on employment and free movement of people	
Channels	<p>Website at the central level: yes. The website went is going through a revamping, regarding both the public part and the extranet (under development).</p> <p>Website at the decentralised level: yes</p> <p>Publications: yes</p> <p>Events/Meetings/Focus groups/workshops: yes. The scale of events ranges from 20 to more than 250 participants.</p> <p>Newsletters: yes</p> <p>Social media: Twitter, LinkedIn, Facebook, Google+, and YouTube. Social media accounts exist at both EU and national level.</p> <p>Media: yes</p> <p>Main channels used: according to NOs surveyed, emails, website, telephone and personal contacts are the main channels used to get in contact with the network.</p>	<i>Survey - Qs 35, 40, 64, 73, 74</i>
Users reached	<p>Number: 6,000,000 (over an unspecified time period)</p> <p>On average, users reached in person are more than 50 (monthly) and between 2,400 and over 67,000 (monthly). One NO reports over 800,000 visits on the webpage</p>	<i>Website Survey - Qs 40, 73, 74</i>
Inquiries received	<p>Number: 500,000 (monthly).</p> <p>Each month around 500,000 people visit the EURES website.</p>	<i>Website</i>
Communication strategy	The network has a <i>general communication strategy</i> . Communication strategies/plans at the national level exist in most cases, as confirmed by 82% of the NOs surveyed. National coordinators are the ones in charge of developing a communication strategy at the national level (7 NOs). The network communication strategy derives from the EC corporate communication strategy as the idea of the network reinforces the core value of free movement of people. The website has a unique design and is not held in the general corporate design, but it is evident that it is an EU website. The network has a <i>social media</i> strategy. Social media strategy exists only according 50% (n=4) of NOs.	
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: NA - At the decentralised level: According to network operators, the main methods used to collect feedback and input from users are email (6) and online forms (7). Paper forms are also used (2). Feedback can be submitted at any time. There is no common approach in the analysis of feedback (50% of respondents saying "few times a year"). Feedback received is mainly shared within the 	<i>Survey - Q 19, 20, 21, 22, 23, 24, 26</i>

Key feature	Description	Sources
	<p>network (90%, n=9), and with the EC (57%, n=4). In some cases, it might be also shared with the public and relevant stakeholders (1 NOs)</p> <p>Feedback from users transferred to the Commission: There is not a structured procedure to share feedback with the EC. One NO indicated EURES is implementing a performance measurement system. However, the EURES Extranet is the main method to share feedback. An annual report is published according to 86% of NOs (n=6), mainly for internal consultation (71.4%, n=5)</p>	

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>The network is composed of: the European Coordination Office (ECO), the National Coordination Offices (NCOs), EURES Members and Partners. ECO shall assist the EURES network in carrying out its activities, in particular for: (a) the formulation of a coherent framework and the provision of horizontal support activities for the benefit of the EURES network, (b) the analysis of geographic and occupational mobility, c) the development of an appropriate cooperation and clearance structure within the Union for apprenticeships and traineeships.</p> <p>Each NCO shall be responsible for: (a) the organisation of work relating to the EURES network in the Member State, (b) cooperation with the Commission and the Member States, (c) providing ECO with any available information on discrepancies between the number of job vacancies notified and the total number of job vacancies at the national level and (d) the coordination of actions within the Member State concerned and together with other Member States in accordance with the exchange of information and programming cycle.</p>	<i>Website</i>
	<p>Role of the Commission</p> <p>The Commission shall be responsible for managing the European Coordination Office. There is a designated EURES sector in DG EMPL, D1. As of 2020 (TBC), the European Coordination Office is transferred to the new European Labour Authority.</p>	<i>Interview: EC official; Website</i>
Structure	<p>Structure of the network: wheel, with a central level (EC) coordinating relays at the national level (national centres), which then coordinate relays at sub-national level</p>	<p><i>Study team assessment</i></p> <p><i>Website</i></p>

Key feature	Description	Sources
	Member States shall appoint the PES relevant for the activities in the EURES network as EURES Members. Each Member State shall have in place a system to admit organisations to become EURES Members and Partners, to monitor their activities and their compliance with the applicable law when applying this Regulation and, where necessary, to revoke their admission. The human pillar of EURES relays on the staff currently present in the offices of its Members and Partners.	
Host structure	Private and Public	<i>Website</i>
Selection procedures of the relays	Member States	<i>Website</i>
Geographical coverage	EEA countries and Switzerland	<i>Ibidem</i>
Territorial level	Sub-national: yes National: yes EU/EC Representation: yes	<i>Website</i>
Number of Relays	1000+ The number of network's offices varies across countries from 2 to more than 20 ¹⁶	<i>Website; Survey Q 29</i>
User access	Decentralised access Physical: yes. According to 100% of NOs, offices are open to public Virtual: yes Users can access EURES via its website or via one of the offices of its Members and Partners	<i>Website; Survey Q 30)</i>

¹⁶ List of relays is available at (in countries): <https://ec.europa.eu/eures/public/en/eures-in-countries>, and (in cross-border regions) <https://ec.europa.eu/eures/public/en/eures-in-cross-border-regions#/list>.

Key feature		Description	Sources
Monitoring	Existence of a monitoring system	Yes The NCOs and the European Coordination Office shall be given the opportunity to review together all draft national work programmes. Upon finalisation of that review, the national work programmes shall be adopted by the respective NCOs.	<i>Website</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: <i>NA</i> MS: <i>NA</i> The distinction between EC and MS budget is not straightforward, since the EC finances only some activities through EaSI, while the operational functioning of the network depends on other resources, either national funds or ESF funding, whose share may vary across MS.	<i>Website</i>
	Description	In the past, the European Commission funded all the activities of the network through an annual grant. Now the activities are partially funded by European resources (EaSI programme for the horizontal support), while the MS have the possibility to rely on both European resources (like the ESF) and/or national budget.	<i>Interview: EC official Website</i>
	Average budget per Network	€ 11,000,000 The European Commission supports the network with horizontal activities. The annual budget is around €11 million.	<i>PPT EC official</i>
	Average budget per relay	There are no figures about the national budgets. An impact assessment in 2013 estimated the total national budgets to EURES (essentially staff costs) to be €60 million.	<i>Website</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (Non convergent information. Less than 1% (1 NO); 1-3% (1 NO); 3-5% (1 NO); 5-10% (1 NO); More than 10% (1 NO); No dedicated budget (1 NO))	<i>Survey Q 70</i>

Key feature		Description	Sources
	Type of support provided by the EC	Information, Management, Networking Tools, Training;	Website
Available human resources	Human resources	MS: 4 FTEs Network: 1000+ FTEs Per communication activities: <i>No convergent information could be retrieved</i> (1 FTE (2 NOs) 2-5 FTEs (3 NOs), more than 10 (4 NOs))	Interview: EC official; Website; Survey - Q 66
	Tasks	EC: (a) the formulation of a coherent framework and the provision of horizontal support activities for the benefit of the EURES network; (b) the analysis of geographic and occupational mobility, taking into account the different situations in the Member States; (c) the development of an appropriate cooperation and clearance structure within the Union for apprenticeships and traineeships. Network: Implementation of the activities of the network at local level (e.g. implementing the coordinated strategy for employment; improving the functioning, cohesion and integration of the labour markets in the Union, including at cross-border level, etc.)	Website
Available infrastructures	Physical	Yes: EURES relies on the premises of its Members and Partners	Website
	IT	Yes: dedicated website	Website

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Yes	Survey - Q 47
With other networks	SOLVIT, EUROPASS, EUROAXEES, PES, INIO, EURUDICE, EEN, ECCs, Your Europe, EDICs, EDCs, Euroguidance, EURODESK, NCP H2020, Erasmus +N.A, NARIC, CED,	Interview: EC official Survey - Q 41
	EURES cooperation with PES Network and EURES under formal cooperation or partnership. The majority of NOs indicates that cooperation, when present, is rather occasional. <i>However, no convergent information could be retrieved from all network's operators.</i>	Website Survey - Qs 49, 55, 56, 45, 41

**With other
EU actors**

EC Rep: Yes. Cooperation with the EC Representation varies across countries. *No convergent information could be retrieved from available resources on the details of the cooperation.*
EDICs: Yes. Occasional cooperation, even if *no convergent information could be retrieved from available resources from the whole network.*

*Website
Survey - Qs
49, 55, 56, 45,
41,43*

Relevant documents and general comments

List of main documents	Regulation (EU) No 492/2011 Commission Decision 2012/733/EU EURES Charter (2013) Regulation (EU) 2016/589
Remarks	NA

Rationale and background

Euroguidance is a European network of national resource and information centres for guidance, established in 1992. Euroguidance centres operate in about 35 countries. The rationale of the networks is to support the development of the guidance community on the European dimension of lifelong guidance.

Mission

Key feature	Description	Sources
Legal Base	Yes, non-binding Council Resolution on better integrating lifelong guidance into lifelong learning strategies, 2905th EDUCATION, YOUTH AND CULTURE Council meeting, Brussels, 21 November 2008. Mentioned in the Erasmus+ Regulation.	<i>Web-search</i>
Start date	1992	<i>Website</i>
End date	Employment, social affairs and inclusions (guidance for education and vocational training)	<i>Ibidem</i>
Objectives	The main objectives of the Euroguidance centres are: (a) to promote the European dimension in guidance for education and vocational training; (b) to provide quality information on lifelong guidance and mobility for learning purposes.	<i>Ibidem</i>
Scope	Sectorial. The main topics covered by the network regard education and vocational training.	<i>Ibidem</i>
Policy area	Employment, social affairs and inclusion. Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	EMPL	<i>Website</i>
Visual identity	Europa website: yes (.eu) EC logo/EU flag: yes (Erasmus+ logo) EC colours: no Banner: no The website has a unique design and is not held in the general corporate design. It can be recognised as a a European website only thanks to the "Erasmus +" logo at the bottom of the page	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: yes Stars in logo: yes Network Slogan: no Website: yes (https://www.euroguidance.eu) The website is optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>Specific categories (practitioners and policy makers from both the educational and employment sectors) + General public. The main target group of Euroguidance is guidance practitioners and policy makers from both the educational and employment sectors in all European countries. However, the final beneficiaries of the Euroguidance service are the citizens, either directly or via the guidance counsellors and local guidance centres.</p>	<i>Ibidem</i>
Types of service	<p>Problem solving: yes Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: yes (concerning education and vocational training). This is confirmed by most NOs surveyed (84%, n=25). Guidance and advice: yes Other: no The tasks of the network include:</p> <ul style="list-style-type: none"> - Production of information packages on the educational and training systems; - Organisation of training sessions for guidance professionals; - Promotion of transnational visits and exchanges for guidance practitioners; - Organisation of international seminars and conferences in coordination with others Euroguidance and the European Commission; - Identification of appropriate information resources available on the Web, concerning learning opportunities, practical information, national education and training systems, etc.; - Provide content for the PLOTEUS, the European portal on learning opportunities.; - Answer queries submitted through PLOTEUS. 	<p><i>Interview: EC official Euroguidance Highlights 2016</i></p> <p><i>Website</i></p>
Main evolution in recent years	<p>The scope of the network is larger: 33 relays in 2016 / 35 relays in 2017. A new website has been launched in October 2017.</p>	<i>Website</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information and raises awareness on education, vocational training and mobility.	<i>Website</i>
Channels	<p>Website at the central level: yes. Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. The network organises both public events (24 out of 24, 100%) and internal events (23 out of 24, 96%). Events target from 20 to more than 250 participants. Newsletters: yes Social media: Facebook page at central (EU) level. Other social media accounts (Twitter, LinkedIn, Facebook, YouTube, and Instagram) can be present at the decentralised level: 49% (n=39) of the NOs interviewed state that the network has a social media account also at the national level. Media: yes</p> <p>Main channels used: Emails and official website are the most frequently used communication channels according to 76% of NOs interviewed (n=25). All NOs interviewed state that actions aiming to improve the network have been taken in the past few years (n=24), including website reorganisation (5 NOs), publications, newsletter, conferences (6 NOs), attendance to fairs and events (5 NOs), organisation of trainings (6 NOs).</p>	<p><i>Euroguidance highlights 2017</i></p> <p><i>Website</i></p> <p><i>Survey - Qs 8, 9, 35, 64</i></p>
Users reached	<p>Number: 33,000 (2017). Altogether there were around 33,000 individual users visiting the Euroguidance website in 2017. This is an increase of 10% compared to 2016. The Euroguidance network's Facebook Account reached over 2,400 followers in 2017. 641 users were reached on average with a single post in 2017. Based on replies by the NOs, users reached vary between 20 and 50 or more (monthly), between 27 and thousand (yearly), depending on the centre. For instance, one NO reported more than 800 000 visits on website, 1200 Interview: youngsters and students in the centres, 1300 direct answers to user's request, 250 guidance professionals participating in training session on mobility issues, 6,000 subscribers to the National Network Newsletters (Euroguidance education + Euroguidance employment)</p>	<p><i>Euroguidance highlights 2016, 2017</i></p> <p><i>Interview: EC official Survey - Qs 40, 73, 74</i></p>
Inquiries received	NA	

Key feature	Description	Sources
Communication strategy	The network has <i>general communication strategy</i> defined by the <i>Communications and promotion working group (CPWG)</i> , aimed at increasing the visibility of the Euroguidance Network, its products and services towards its primary target group and beyond. This includes a social media strategy. It is not possible to define whether the network strategy is linked to the EC corporate communication strategy. Communication strategies exist at the national level according to 91% of the NOs surveyed (20).	Survey - Qs 36, 57, 58
Feedback/reporting mechanisms	Feedback from users: - At the central level: There is no dedicated tool to collect users' feedback. - At the decentralised level: During all activities organised, users are welcomed to provide their insights, ideas, and perspectives. Feedback is mostly collected through online forms (19 NOs out of 53), paper forms (15 NOs out of 53) and emails (13 NOs out of 53). Feedback is analysed from few times a year to once a year, or once/twice a month, when it is received. According to the majority of NOs interviewed, feedback received is shared with the network (88%, n=25), the Commission (83%, n=23), and relevant stakeholders (71%, n=24), but not with the public (84%, n=19). Feedback from users transferred to the Commission: Annual reports are developed by Euroguidance Centres and allow to share feedback with the European Commission in a structured way, as confirmed by most NOs surveyed (86%, n=22).	Survey - Qs 19,20, 21, 22, 23, 24, 26) Interview: EC official

Processes

Key feature		Description	Sources
Management	Management bodies	There is a grant agreement with every Euroguidance centre. The European Commission defines yearly Terms of Reference and indicates broad orientations for the activities of the network.	PPT
	Role of the Commission	The Commission hosts and manages the website.	Website
Structure	Structure description	Structure of the network: star The Euroguidance centres are hosted within national authorities, the majority within the Ministries of Education or Labour, or National Employment agencies	Study team assessment PPT
	Host structure	Public	Ibidem

Key feature		Description	Sources
	Selection procedures of the relays	Member States The centres are run by public or private bodies designated by national authorities that are responsible for qualifications. The first Euroguidance centres were established in 1992 by the European Commission within the Petra Programme.	<i>Ibidem</i>
	Geographical coverage	Euroguidance centres operate in about 35 countries	<i>PPT</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: no	<i>Website</i>
	Number of Relays	37 There is a relay for each country, with some exceptions (3 agencies in Belgium for the Flemish community, French community, German community; 2 agencies in France, one for the education sector and one for the employment sector; 2 agencies Poland, one for the education sector, and one for the employment sector) ¹⁷	<i>Website; Survey Q 29</i>
	User access	Decentralised access Physical: yes Virtual: yes The Euroguidance website acts as a central access point for the network and then users can have access locally by phone, mail or physically to national offices. 68% of the NOs interviewed state that offices/physical points are open to the public (n=25).	<i>PPT Website Survey Q 30</i>
Monitoring	Existence of a monitoring system	<i>NA</i>	

¹⁷ List of relays is available at: <https://www.euroguidance.eu/contact-us>.

Resources

Key feature	Description	Sources	
Funding arrangements and budget use	Type of funding	Public EC: 50% MS: 50%	<i>PPT</i>
	Description	The centres can submit an application for an action grant (funded by the ERASMUS + Programme). The centres are run by public or private bodies designated by national authorities that are responsible for qualifications. These bodies are financed through direct grants from the European Union and the other 50% through funding from the designating authorities.	<i>Ibidem</i>
	Average budget per Network	€ 4,800,000	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	
	Average budget per communication activities	<i>No convergent information could be retrieved (1-3% (3 NOs); 3-5 % (3 NOs); 5-10% (6 NOs); more than 10% (9 NOs))</i>	<i>Survey - Q 70</i>
	Type of support provided by the EC	<i>NA</i>	
Available human resources	Human resources	EC: no effective FTEs, 1 planned FTE Network: 55 FTEs Per communication activities: <i>No convergent information could be retrieved (According to NOs, the allocation ranges from 1 FTE (5 NOs), to 2-5 FTEs (14 NOs), 6-10 (2 NOs).)</i>	<i>PPT Euroguidance highlights 2016 Survey - Q 66</i>
	Tasks	EC: The management of the network was transferred from EACEA to DG EMPL in 2017; therefore, for the moment information is available only for EACEA. In EACEA, 1 FTE was in charge of the Euroguidance network i.e. selection and evaluation of proposals, monitoring visits, providing financial and administrative advice, coordinating experts' assessments of final reports etc. Network: According to the 2016 report of Euroguidance, on average, all Euroguidance Centres hires 1.85 full-time equivalent. Some centres have larger	<i>PPT Euroguidance highlights 2016</i>

Key feature	Description		Sources
		teams in which several staff members allocate a small amount of their annual working time to Euroguidance-related activities, whereas in other Centres there are small core teams with staff mainly working on Euroguidance duties only.	
Available infrastructures	Physical	Yes, national offices	Website
	IT	Yes, website	Website

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network, between relays from different Member States	Survey - Q 47
With other networks	EIP-AGRI, ECE, SOLVIT, EUROPASS, EUROAXEES, PES, OAF CN, EEN, ECCs, Your Europe, EDICs, EDCs, SALTO-YOUTH, EURODESK, NCP H2020, Erasmus + N.A, NARIC, CED	Interview: EC official Survey - Q 41
	Cooperation with Europass and Erasmus+ is rather formal on information sharing activities. However, no convergent information could be retrieved from network's operators on the type of cooperation.	Survey- Qs 41, 45, 55, 5
With other EU actors	EC Rep: Yes, cooperation is rather occasional. EDICs: Yes.	Euroguidance highlights 2017 Survey - Q 41, 43 45, 55, 56

Relevant documents and general comments

List of main documents	Euroguidance Highlights 2017 & 2016 PPT "Outreach to citizens"- Networks - Questionnaire
Remarks	NA

Rationale and background

The European Commission and CEDEFOP (European Centre for the Development of Vocational Training) set up a forum on transparency of vocational qualifications in 1998. The aim was to remove obstacles to mobility due to lack of transparency of qualifications. Initially it provided two documents, a European CV and a certification supplement. It also set up a network of national contact points. In the following years, together with the Council of Europe and the UNESCO it developed three more documents, a diploma supplement, the language passport and a mobility document. In 2002, the forum was replaced by a working group that aimed to integrate existing documents and initiatives into one single framework and further develop the cause. This led to the set-up of the Europass Network by 2005.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding DECISION No 2241/2004/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 15 December 2004 on a single Community framework for the transparency of qualifications and competences (Europass) Mentioned in the Erasmus+ Regulation	<i>Web-search</i>
Start date	2005	<i>Website</i>
End date	Not foreseen	<i>Ibidem</i>
Objectives	The main objective of the network is increasing transparency in vocational education and training across Europe by means of the creation of a personal, coordinated portfolio of documents, to be known as 'Europass', which citizens can use on a voluntary basis to better communicate and present their qualifications and competences throughout Europe. The objective is to help citizens communicate their skills and qualifications effectively when looking for a job or training, help employers understand the skills and qualifications of the workforce and help education and training authorities define and communicate the content of curricula. 80% of NOs surveyed (4) agree that the mandate includes EU corporate communication.	<i>Website Survey</i>
Scope	Sectorial. The main topics covered by the network regard vocational qualifications and competences (CV, skills passport, language passport, mobility, certificates, etc.)	<i>Website</i>
Policy area	Employment, social affairs and inclusion Relevant political priorities:	<i>Ibidem</i>

Key feature	Description	Sources
	<ul style="list-style-type: none"> - stimulating investment and creating jobs; - a deeper and fairer internal market. 	Study team assessment
DG	EMPL	Website
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: no	Ibidem
	Network Logo: yes Stars in logo: yes Network Slogan: yes ('Opening doors to learning and working in Europe') Website: yes (http://europass.cedefop.europa.eu/) The website is optimised for mobile devices.	Ibidem
Key target group	General public + specific categories (young people, education and training institutions)	Ibidem
Types of service	Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (concerning qualifications, education and training). This is confirmed by all NOs surveyed (n=5). Guidance and advice: yes Other: no Europass provides five documents displaying skills and qualifications. These documents are a CV, a language passport, a mobility record, a certificate supplement and a diploma supplement. Europass is available in 27 languages.	Website Interview: EC official Survey
Main evolution in recent years	In 2011, the website and the graphic identity underwent a redesign.	Website

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on aspects related to Europass (CV, skills passport, language passport, mobility, certificates).	Website

Key feature	Description	Sources
Channels	<p>Website at the central level: yes. Website at the decentralised level: yes. The central website is maintained by CEDEFOP, the national websites by the respective authority hosting the Europass Centre. Websites of the Europass centres provide information about and links to other Outreach networks related to professional qualifications Publications: yes Events/Meetings/Focus groups/workshops: yes. All NOs surveyed (5) state that the network organises public and private events. According to NO, the number of events organised in 2017 varies between 2 and more than 20, depending on the centre. Events involve on average between 20 and 50 users. Newsletters: yes Social media: yes. Twitter and Facebook accounts are present at central (EU level). National relays may have own accounts, as confirmed by 67% (n=4) of NOs</p> <p>Main channels used: Methods that users/public mostly use to get in contact with your network: Official website (n=5; 100%); Email (n=3; 60%); telephone (n=3; 60%).</p>	<p><i>Interview: EC official Survey – Q 64 Interview: EC official Survey - Qs 73, 74, 40</i></p>
Users reached	<p>26,816,336 (2016, documents) Number of website visits in 2016. According to NOs, users reached are between 25 and 50 or more (monthly) and around 100 (yearly)</p>	<p><i>Europass website activity report</i></p>
Inquiries received	<p>Number: 19,586,968 (2016, website) Number of documents created 2016</p>	<p><i>Ibidem</i></p>
Communication strategy	<p>The network has a <i>general communication strategy</i>. A communication strategy/plan is in place at the national level according to 100% n=5 of network operators. Head of National Europass Centre (50% n=2) and The Manager and the Coordinator of the NEC (50% n=2) are in charge of developing your network's national communication strategy. It is not possible to define whether it derives from the EC corporate communication strategy. The network has a <i>social media strategy</i>. A social media strategy is in place according to 60% n=3 of network operators. According to NOs (100% n=13), in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability, including focus on PR activities, addressing the target groups via social media, mainly FB (topic specific campaigns, competitions), comprehensive annual work plans of the National Europass Centre.</p>	<p><i>Survey - Qs 8, 9 36, 57, 58</i></p>
Feedback/reporting mechanisms	<p>Feedback from users: - At the central level: NA</p>	<p><i>Survey - Qs 19, 20, 21, 22</i></p>

Key feature	Description	Sources
	<p>- At the decentralised level: Feedback from users is collected by the network mainly through the national websites (with online forms) (22%, n=2), emails (44%, n=4) and, to a lower extent, chats and paper forms during events (11%, n=1). Feedback can refer to either activities carried out by the network or the usability of tools and resources (including the website), and can be provided at any time (80%, n=4). The analysis of feedback depends on the office, largely being once (33%, n=1) or few times a year (33%, n=1). Feedback is shared internally (3 out of 3, 100%) and with the Commission (4 out of 4, 100%)</p> <p>Feedback from users transferred to the Commission: According to all NOs (n=5, 100%) there is a structured procedure to share feedback with the Commission through annual reports.</p>	<i>Interview: EC official</i>

Processes

Key feature		Description	Sources
Management	Management bodies	Member States designate a respective Europass centre. The Europass Centres has multiple tasks such as coordinating with relevant national stakeholders, set up national information centres, promote the use of Europass, facilitate provision of information and manage the EC financial support for Europass Centres.	<i>Website</i>
	Role of the Commission	<p>The Commission provides coordination support. It shall ensure consistency with other EU programmes and involvement of relevant stakeholders.</p> <p>In 2017, the management of the Europass Network was transferred from EACEA to DG EMPL.</p>	<i>Interview: EC official</i> <i>Qualitative Website</i>
Structure	Structure description	<p>Structure of the network: star</p> <p>The Europass Centres can be either public or private entities. In some countries they operate together with Erasmus+ agencies.</p>	<i>Study team assessment</i> <i>Interview: EC official</i>
	Host structure	Private and Public	<i>Ibidem</i>
	Selection procedures of the relays	<p>Member States</p> <p>The Europass Centres are designated by the National Authorities</p> <p>Each Member State shall designate a National Europass Centre (NEC), which shall be responsible for the coordination at the national level of all activities referred to in this Decision and which shall replace or develop, where appropriate, existing bodies currently carrying out similar activities</p>	<i>Decision No 2241/2004/EC</i>

Key feature		Description	Sources
	Geographical coverage	EU28 + Albania, Bosnia and Herzegovina, Montenegro, Iceland, Liechtenstein, Macedonia, Norway, Switzerland, Serbia and Turkey.	<i>Ibidem</i>
	Territorial level	Sub-national: No National: yes EU/EC Representation: no	<i>Website</i>
	Number of Relays	38 ¹⁸	<i>Ibidem</i>
	User access	Decentralised access Physical: yes Virtual: yes According to NOs, offices/physical points are open to the public (80% n=4). Moreover, users can access the Europass forms via the Europass website or the respective national Europass websites.	<i>Website; Survey Q 30; Interview: EC official</i>
Monitoring	Existence of a monitoring system	Yes The Commission provides an evaluation report to the Council and the Parliament every 4 years.	<i>Interview: EC official</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: 50% MS: 50%	<i>PPT Interview: EC official</i>
	Description	The EC provides financial support via operating grants to the National Europass Centres through the Erasmus+ programme. The co-financing rate does not exceed 50%.	<i>Ibidem</i>
	Average budget per Network	€ 4,800,000	<i>Interview: EC official</i>

¹⁸ List of relays is available at: <https://europass.cedefop.europa.eu/about/national-europass-centres>.

Key feature		Description	Sources
	Average budget per relay	It depends nationally	<i>Ibidem</i>
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (Budget allocated to communication varies among network centres. - According to NOs, communication activities cover at least 5% of the budget (5-10% according to 1 NO and more than 10% according to 4 NOs))	<i>Survey – Q 70</i>
	Type of support provided by the EC	Management, Secretariat	<i>Website</i>
Available human resources	Human resources	MS: <i>NA</i> Network: 1 FTE Per communication activities: <i>No convergent information could be retrieved</i> (2 out of 5 NOs state the 1 FTE is dedicated to communication activities, while 3 NOs state the number is between 2-5)	<i>Interview: EC official</i> <i>Survey - Q 66</i>
	Tasks	MS: <i>NA</i> Network: <i>NA</i>	
Available infrastructures	Physical	Not at the EU level Yes at the national level through the national centres	<i>Interview: EC official</i> <i>Website</i>
	IT	Yes: dedicated page within CEDEFOP main website at the EU level	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States according to 100% of NOs.	<i>Survey - Q 47</i>
With other networks	ECE, SOLVIT, EURAXESS, PES, EURYDICE, EEN, Your Europe, EDICs, EDCs, SALTO-YOUTH, EURES, Euroguidance, EURODESK, NCP H2020, Erasmus + N.A., NARIC, CED	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Examples of formal cooperation with other networks related to professional qualification such as EURES and ENIC-NARIC exist. <i>However, no convergent information could be retrieved valid for the whole network.</i>	<i>Survey - Qs 41, 45, 55</i>

Key feature	Description	Sources
With other EU actors	EC Rep: Yes. Europass cooperates occasionally with the EC representation. EDICs: Yes.	<i>Survey - Q 41, 43, 45, 55</i>

Relevant documents and general comments

List of main documents Decision No 2241/2004/EC
 Europass website activity report since February 2005
 COM(2013) 899 final Evaluation of the Europass initiative
 Ecotec Evaluation of Europass (2008)
 Regulation (EC) No 45/2001
 Decision 1999/51/EC (OLD)

Remarks

INIO - Informal Network of ESF Information Officers

Rationale and background

The Commission was required to set up EU networks comprising members, designated by the Member States, in the field of the ESI Funds, to ensure exchange of information on the results of the implementation of the communication strategies, the exchange of experience in implementing the information and communication measures, and the exchange of good practices. For this purpose, INIO was established as the European network of national communication coordinators for the European Social Fund (ESF) animated by the European Commission.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund and the European Maritime and Fisheries Fund and repealing Council Regulation (EC) No 1083/2006 of Regulation (EU) No 1303/2013, Article 117	<i>Web search</i>
Start date	2014	<i>Interview: EC official</i>
End date	NA	<i>Ibidem</i>
Objectives	The main objective of the network is to provide assistance in and ensure the exchange of information on the results of the implementation strategies of the European Social Fund, exchanging practices and views, in coordination across Member States.	<i>Ibidem</i>
Scope	Sectorial. The main topics covered by the network related to the European Social Fund, its objectives and funded actions.	<i>Web search</i>
Policy area	Employment, social affairs and inclusion Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i>	<i>Interview: EC official</i> <i>Study team assessment</i>
DG	EMPL	<i>Interview: EC official</i>

Key feature	Description	Sources
Visual identity	Europa website: no EC logo/EU flag: no EC colours: no Banner: no There is no current website of the network, therefore no actual central EU landing page respecting the visual identify of the EC. However, there is an obligation to have a website per MS and for each program financed by the ESF.	<i>Ibidem</i>
	Network Logo: no Stars in logo: no Network Slogan: no Website: no	<i>Ibidem</i>
Key target group	Specific categories (information officers of ESF managing authorities)	<i>Ibidem</i>
Types of service	Problem solving: no as main service provided but the exchange between the participants helps in solving many everyday problems Promotion of EU Programme implementation: Yes Communication on the development of EU policies and practices: Yes (on the results of communication strategies and implementation under the European Social Fund) Guidance and advice: no Other: yes (Exchange of information and practices) The tasks of the network include: <ul style="list-style-type: none"> - the exchange of information on the results of the implementation of the communication strategies; - the exchange of experience in implementing the information and communication measures; - the exchange of good practices among ESF communication officers in EU MS. 	<i>Webpage of the Register of Commission expert groups and other similar entities Interview: EC official</i>
Main evolution in recent years	There has been a transformation of the membership/real participants, with the extension of the membership to all people communicating ESF locally and not only one per MS	<i>EC official</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on ESF.	<i>Website</i>

Key feature	Description	Sources
Channels	<p>Website at the central level: no, but the central ESF website http://ec.europa.eu/esf/home.jsp is promoting national material when relevant</p> <p>Website at the decentralised level: One website is at least present at the national level for the specific relays (i.e. national authorities)</p> <p>Publications: no</p> <p>Events/Meetings/Focus groups/workshops: yes. According to NOs, events are organised both internally (for the network only) and externally (open to public). The network organised between 2 and 5 events last year. Event feature between 50 and 250 participants or more.</p> <p>Newsletters: no</p> <p>Social media: no</p> <p>Other: live chat</p> <p>Main channels used: According to NOs, email (100%, n=2), website – when present at authority level - (100%, n=2), live chat (100%, n=1) and physical contacts (100%, n=2) are the main channels available to and used by users to contact the network. Telephone is also used (50%, n=1)</p>	<p><i>EC Official</i></p> <p><i>Survey - Qs 8, 9, 31, 35, 37, 38, 64)</i></p>
Users reached	Number: users reached are between 2 and 5 (monthly and between less than 20 and more than 250 (yearly).	<i>Survey - Qs 40, 73 and 74</i>
Inquiries received	NA	
Communication strategy	<p>The network has a <i>general communication strategy</i>. A communication strategy/plan is in place at the national or regional level (100%, n=2) and is developed by the Managing authority (1 NO).</p> <p>The network does not have a comprehensive <i>social media</i> strategy but members are frequently pushed to be very active in this area.</p>	<p><i>Survey - Qs 36, 57, 58</i></p> <p><i>EC Official</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: all discussions, conclusions new requests and guidance are communicated through email. - At the decentralised level: to NOs, feedback from users is collected mainly by email (2 NOs), chat (1 NO), online form (1 NO) or paper form (1 NO). Feedback can be submitted at any time (2 NOs). Only one network operators answered to analyse feedback, once a week or even more. The feedback is shared with other actors to a different extent, according to network operators: it is shared with the EC (100% - 1 NOs) and with the stakeholders (100% - 2 NO), to a lower extent with the rest of the network (50% - 1 NO) and the public (50% - 1 NO). An annual report is published and available to the general public. 	<p><i>EC Official</i></p> <p><i>Survey - Qs 19, 20, 21, 22, 36, 57, 58</i></p>

Key feature	Description	Sources
	Feedback from users transferred to the Commission: According to NOs, there is a structured procedure to share feedback with the EC (100%, n=2) through annual reports. Moreover, feedback can be transferred through network meetings, Yammer, e-mails.	

Processes

Key feature	Description	Sources	
Management	Management bodies	Information and coordination officers who are members of the networks are responsible for the coordination of the national network of Fund communicators (where it exists), as well as the creation and maintenance of the website or relevant portal. The EU network is set up by the Commission to ensure exchange of information on the results of the implementation of the communication strategies, the exchange of experience in implementing the information and communication measures, and the exchange of good practices	<i>Regulation (EU) No 1303/2013</i>
	Role of the Commission	To animate, motivate and improve the communication work to be done locally by the members of the network.	<i>EC Official</i>
Structure	Structure description	Structure of the network: star Relays are located normally within the offices of the Ministry of Labour and Social Policy of the EU Member States or another Ministry coordinating ESIFs.	<i>Study team assessment</i> <i>Website</i> <i>Regulation (EU) No 1303/2013</i>
	Host structure	Public	<i>Regulation (EU) No 1303/2013</i>
	Selection procedures of the relays	Member States Network operators are selected by public authorities: each Member State designates one person, the others (at the national level) are designated by the managing authorities of the fund for each operational programme	<i>Ibidem</i>
	Geographical coverage	28 EU MS	<i>Ibidem</i>

Key feature		Description	Sources
	Territorial level	Sub-national: yes (last two years) National: yes EU/EC Representation: no	<i>Interview: EC official</i>
	Number of Relays	28+ According to NOs, the number of network's offices is: - only one (50%, n=1 NO) - 6-10 (50%, n=1 NO)	<i>Interview: EC official; Survey Q 29</i>
	User access	No access Physical: no, only for authorities that are members of the network Virtual: no, only for authorities that are members of the network The network can be accessed (physically and virtually) through the authorities that are members of INIO, as by nature it is not open to the public (2 NOs)	<i>Survey Q 30 Interview: EC official</i>
Monitoring	Existence of a monitoring system	<i>NA</i>	

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	From both the EC and the MS. The EC funds the organisation of meetings 2-3 times per year, MS fund their presence in the meetings EC: n.a. MS: n.a.	<i>EC official</i>
	Description	<i>NA</i>	
	Average budget per Network	80k € per year from EC side	<i>EC official</i>
	Average budget per relay	<i>NA</i>	

Key feature		Description	Sources
	Average budget per communication activities	<i>NA</i>	
	Type of support provided by the EC	<i>NA</i>	
Available human resources	Human resources	MS: <i>NA</i> Network: 2 persons in charge from EC side Per communication activities: According to the only 2 NOs responding, 2-5 FTEs are allocated to comm. activities	<i>EC official Survey – Q 66</i>
	Tasks	MS: <i>NA</i> Network: <i>NA</i>	
Available infrastructures	Physical	Not at the EU level. Physical infrastructures are provided by the national authority hosting the network relay	<i>Website Regulation (EU) No 1303/2013</i>
	IT	Not at the EU level. IT infrastructures are provided by the national authority hosting the network relay	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network, between relays from different Member States	<i>Survey - Q 47</i>
With other networks	ENRD, INFORM, EURYDICE, EDICs, EDCs, EURES, EURODESK, Erasmus +N.A.	<i>Interview: EC official Survey - Q 41</i>
	Partnerships are in place with INIO, INFORM. In particular, INIO and INFORM Network hold joint meetings (last in May 2017). <i>However, no convergent information could be retrieved valid for the whole network.</i>	<i>Interview: EC official</i>
With other EU actors	EC Rep: Yes. Cooperation with the EC Rep is frequent.	<i>Survey - Q 41, 43, 49, 55, 56</i>

EDICs: Yes. *No convergent information could be retrieved from network's operators on the details of the cooperation.*

Relevant documents and general comments

List of main documents *NA*
Remarks *NA*

Rationale and background

The European network of Public Employment Services was established in 2014 following a Decision by the Council and the European Parliament to maximise efficiency of public employment services (PES).

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Decision No 573/2014/EU of the European Parliament and of the Council of 15 May 2014 on enhanced cooperation between Public Employment Services (PES)	<i>Web-search</i>
Start date	2014	<i>Website</i>
End date	The PES Decision foresees, in its article 1, an end date of 31 December 2020	<i>Decision No 573/2014/EU</i>
Objectives	<p>The European network of Public Employment Services connects the public employment services (PES) in Europe. The main objectives of the network are to:</p> <ul style="list-style-type: none"> (a) compare PES performance through benchmarking; (b) identify evidence-based good practices and foster mutual learning (individual PES practices can be found in the PES Repository and outputs from the network activities can be found in the PES Knowledge Centre); (c) promote the modernisation and strengthening of PES service delivery, including of the Youth Guarantee; (d) prepare inputs to the European Employment Strategy and the corresponding national labour market policies <p>The Network has to ensure that it complements and does not have to replace nor duplicate actions undertaken as part of the European Employment Strategy within the meaning of Title IX of the Treaty, in particular those of EMCO (the Employment Committee) and its tools such as the Joint Assessment Framework (JAF), as well as the Mutual Learning Programme.</p>	<i>Website</i>
Scope	Sectorial. The main topics covered by the network concern employment and labour market policies.	<i>Ibidem</i>
Policy area	Employment, social affairs and inclusion.	<i>PPT</i>

Key feature	Description	Sources
	Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market.</i>	<i>Study team assessment</i>
DG	EMPL	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: no (information about the network is available on the Europa website http://ec.europa.eu/social/main.jsp?catId=1100&langId=en)	<i>Ibidem</i>
Key target group	Specific categories (Public authorities and institutions involved in the delivery of Public employment services).	<i>Ibidem</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (the combined knowledge of the Network on the delivery aspects of employment policies and the comparative analyses of PES assist policy decision-makers, at both Union and national level, in assessing and designing employment policies) Guidance and advice: yes Other: no The main tasks of the network include: (a) development and implementation of a European-wide Bench learning initiative (Bench learning is the process of creating a systematic and integrated link between benchmarking and mutual learning activities that consists of identifying strong and weak performances through qualitative assessment and indicator-based benchmarking systems and of using the findings for mutual learning activities); (b) strengthen and encourage co-operation between PES; (c) cooperation with relevant labour market stakeholders including other providers of employment services and social partners.	<i>Decision No 573/2014/EU Comment from one EC official PPT</i>

Key feature	Description	Sources
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information about employment, labour policy, and youth unemployment.	<i>Decision No 573/2014/EU</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. In 2017, the PES network organised more than 20 events (1 NO). Events are open to the public and internal (1 NO, 100% for both). The network has organised national and pan-European online job fairs, regular communication with media and targeted stakeholders (joint events, workshops etc.). The average scale of the network events is more than 250 participants according to the NO interviewed. Newsletters: yes. In 2016, the PES Network issued its first Newsletter. Social media: no. Other: no</p> <p>Main channels used: According to the only NO interviewed, emails, live chat, official website and telephone are used very often by users to get in contact with the network.</p>	<i>Survey - Qs 8, 9, 37, 38,40</i>
Users reached	NA	
Inquiries received	NA	
Communication strategy	The network does not have a <i>general communication strategy</i> . The Commission has to ensure that the Secretariat of the Network cooperates closely with that of EMCO. In this perspective, the coherence of the Commission's corporate communication can be assured. The network does not have a <i>social media strategy</i> .	<i>Decision No 573/2014/EU PPT</i>
Feedback/reporting mechanisms	Feedback from users: - At the central level: NA - At the decentralised level: Feedbacks is collected by chat, email and online. There are structured feedback forms after each mutual learning event. According to the NO interviewed,	<i>Survey - Qs 19, 20, 21, 22 Interview: EC official</i>

Key feature	Description	Sources
	<p>users can submit feedback at any time. Feedback received is analysed few times a year, randomly, and shared with the network and with the European Commission but not with the public nor with the stakeholders.</p> <p>Feedback from users transferred to the Commission: The Commission is a member of the Network and the Commission hosts its Secretariat, so the Commission is always aware of what is going on in the Network¹⁹</p>	

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>The network is governed by a Board, where each Member State and the Commission are represented by two members. The Board meets twice a year to conduct strategic discussions and take decisions on the activities of the Network. Due to the variety of PES models, tasks and forms of service delivery, it is up to Member States to nominate, from the senior management of the PES, one member and one alternate member for the Board of the Network. Where applicable, the member or the alternate member should represent, on the Board, other PES from his or her Member State. Where it is not possible, for constitutional reasons, for a Member State to nominate only one PES, the relevant PES should be identified, keeping their number to a minimum and without changing the rule that one Member State equals one vote on the Board. The members of the Board should make every effort to ensure that the opinions and experiences of local and regional authorities are incorporated into the Network's activities, and that such authorities are kept informed of those activities. The members of the Board should have the authority to take decisions on behalf of their PES. In order to ensure the involvement of all PES in the Network, activities should be open to the participation of PES from all levels.</p>	<p><i>PPT</i> <i>PES Network Annual Report 2017;</i> <i>Decision No 573/2014/EU</i></p>
	<p>Role of the Commission</p> <p>Furthermore, in order for synergies to be made, the Commission has to ensure that the Secretariat of the Network cooperates closely with that of EMCO.</p>	<p><i>Decision No 573/2014/EU</i></p>
Structure	<p>Structure description</p> <p>Structure of the network: wheel, with a central level (EC) coordinating relays at the national level</p>	<p><i>Study team assessment</i></p>

¹⁹ According to the NO interviewed, there is a structured procedure to share feedbacks with the Commission. It consists in a biannual reporting on performed activities and services delivered to the targeted groups. This report is only for internal consultation.

Key feature	Description	Sources
	The Secretariat of the European Network of Public Employment Services is hosted by DG EMPL. It serves as the contact point for all the public employment services of the 28 EU Member States, Norway, Iceland.	<i>PPT</i>
Host structure	Public	<i>Ibidem</i>
Selection procedures of the relays	<i>NA</i>	
Geographical coverage	28 EU countries + Norway, Iceland.	<i>PPT</i>
Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
Number of Relays	33 ²⁰	<i>Website Survey Q 29</i>
User access	Centralised access Physical: yes Through secretariat within the European Commission, Indirectly through network members in the Member States Virtual: yes Jobseekers have access to the work of the PES Network through the website.	<i>Website Survey Q 30</i> <i>PPT</i>
Monitoring	Existence of a monitoring system	<i>NA</i>

²⁰ List of relays is available at: <https://ec.europa.eu/social/main.jsp?catId=105&langId=en>.

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: 100% MS: 0%	<i>PPT</i>
	Description	The network is entirely funded by the Commission which provides €3,200,000 for the implementation of the annual work programme of the network, €140,000 as a presidency grant to organise to Board meetings a year, €150,000 for the organisation of the meetings (2/year) for the Afepa (Advisers for European PES affairs), €100,000 to reimburse participants for the AFEPA meetings.	<i>Ibidem</i>
	Average budget per Network	€3,600,000	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	<i>Ibidem</i>
	Average budget per communication activities	<i>NA</i>	<i>Ibidem</i>
	Type of support provided by the EC	Information; Management; Networking Tools; Secretarial	<i>Ibidem</i>
Available human resources	Human resources	EC: 1 FTE Network: <i>NA</i> Per communication activities: <i>NA</i>	<i>Ibidem</i>
	Tasks	EC: <i>NA</i> Network: <i>NA</i>	
Available infrastructures	Physical	Yes, provided by the secretariat and the network's members	<i>Website</i>
	IT	Yes: Database on PES Practices and PES Knowledge Centre The database PES Knowledge Centre has been launched recently (in 2016).	<i>Website PES Annual Report 2017</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	NA	-
With other networks	SOLVIT, EUROPASS, EURAXESS, EURYDICE, EEN,ECCs, Your Europe, EDICs, EDCs, EURES, Euroguidance, EURODESK, Erasmus +N.A., NARIC	<i>Interview: EC official Survey - Q 41</i>
	The network cooperates with other networks on involving them in relevant activities and meetings and by exchanging information and data.	<i>PPT</i>
With other EU actors	EC Rep: Yes. Occasional cooperation. EDICs: Yes. <i>No convergent information could be retrieved from available resources on the details of the cooperation from all network's operators.</i>	<i>Survey – Q 41,43</i>

Relevant documents and general comments

List of main documents	Decision No 573/2014/EU of the European Parliament and of the Council of 15 May 2014 on enhanced cooperation between Public Employment Services (PES) (Text with EEA relevance) OJ L 159, 28.05.2014 (specially p. 32–39) PES Network - Bench learning manual, October 2017 PPT "Outreach to citizens"- Networks - Questionnaire PES Network Strategy 2020 and beyond PES Network annual report 2017
Remarks	Mail address: EMPL-PES-SECRETARIAT@ec.europa.eu

6 ENV



GSN - Green spider network

Rationale and background

The Green Spider Network (GSN) was formed in 1995 as an informal network of professional environmental information/communication officers from Member State environment ministries and national environmental agencies/institutes. The Network has been one of the expert groups of the European Commission since 1998.

Mission

Key feature	Description	Sources
Legal Base	No The GSN is an informal expert network, hence there is no formal legal base.	<i>Website</i>
Start date	1995	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The GSN can be classified as an expert network. The main objective of the network is to raise awareness for and promote public participation in environmental issues. The mandate is agreed upon by all members.	<i>Interview: EC official</i> <i>Website</i>
Scope	Sectorial. The main topics covered by the network regard environment-related policy, initiatives and issues.	<i>Website</i>
Policy area	Environment. Relevant political priorities: - <i>making energy more secure, affordable and sustainable.</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	ENV	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: yes Stars in logo: yes Network Slogan: no Website: yes (http://ec.europa.eu/environment/networks/greenspider/index_en.htm) The website is optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>Specific categories (Public authorities and national policy makers in the area of environment) + General public (as secondary target). GSN is targeted primarily at national authorities and institutions for environmental issues.</p>	<i>Website Interview: EC official</i>
Types of service	<p>Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (concerning environment and related issues) Guidance and advice: no Other: yes (e.g. expert group for the Commission) The main tasks of GSN include: (a) promoting co-operation between national environmental institutions, the European Environment Agency and the European Commission (DG Environment) in the field of environmental information and communication; (b) serving as a forum for sharing information, ideas and best practices; (c) providing a platform for developing coordinated ways in which European environment policies can most effectively be communicated to target groups.</p>	<i>Website Interview: EC official</i>
Main evolution in recent years	<p>In the past the network was focussed on meetings, now it is more focussed on creating synergies between the members, connecting them to other networks and involving them systematically in DG ENV's outreach activities.</p>	<i>Interview: EC official</i>

Dissemination

Key feature	Description	Sources
Content	<p>Specific. The network disseminates information on environmental priorities, issues and best practices. There is the possibility of temporary working groups to develop coordinated communication actions.</p>	<i>Website Interview: EC official</i>

Key feature	Description	Sources
Channels	<p>Website at the central level: yes Website at the decentralised level: no Publications: yes Events/Meetings/Focus groups/workshops: yes Newsletters: yes. The network has seven newsletters. They are considered too costly and questionable in terms of added value). Social media: no. The network has no social media account, as it is considered too costly and questionable in terms of added value. Media: yes Main channels used: The GSN uses its meetings as well as its website to communicate. Existing communication channels are DG ENV channels; a platform for sharing materials (e.g. WIKI) is being considered at the moment.</p>	<i>Website Interview: EC official</i>
Users reached	No information available	
Inquiries received	No information available	
Communication strategy	No information available on communication strategies. DG ENV frequently uses the GSN to communicate to national authorities.	<i>Ibidem</i>
Feedback/reporting mechanisms	<p>Feedback from users: No information available Feedback from users transferred to the Commission: The meetings allow for regular exchanges between the Commission and the national authorities.</p>	<i>Ibidem</i>

Processes

Key feature	Description	Sources
Management	<p>The secretariat of the green spider network is managed by the communication unit of DG ENV. There are at least 2 meetings per year to coordinate communication actions, exchange best practices, discuss priorities, and align operations. In addition to the meetings there are email exchanges and video conferences. Twice a month, or more often where necessary, there is an update from the EC on policy developments/communication highlights and informal contacts if events are organised</p>	<i>Interview: EC official</i>

Key feature		Description	Sources
	Role of the Commission	DG ENV is an active member, co-chairing the meetings and sharing the presidency. It uses the GSN as a multiplier for its own communication activities, and as a channel to create synergies with MS activities.	<i>Ibidem</i>
Structure	Structure description	Structure of the network: wheel, with a central level (EC) coordinating relays at the national level Network members are professional environmental information/communication officers from Member State environment ministries and national environmental agencies/institutes. The network has 49 members and 3 observers (Switzerland, the EEA and the EC)	<i>Study team assessment</i> <i>Interview: EC official;</i> <i>Website</i>
	Host structure	Public	<i>Website</i>
	Selection procedures of the relays	Member States Network members are nominated by the national authorities in charge of environmental policy in each country	<i>Website;</i> <i>Interview: EC official</i>
	Geographical coverage	EU MS + Switzerland + Norway as observers (Iceland, Lichtenstein and Turkey are not present at the moment but they can join).	<i>Website</i> <i>Interview: EC official</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	49 ²¹	<i>Website</i>
	User access	Centralised access Physical: yes (for members during meetings and forums) Virtual: yes (through the website and the repository of best practices)	<i>Ibidem</i> <i>Interview: EC official</i>
	Monitoring	Existence of a monitoring system	Meetings are used to collect feedback on the activities of the MS relays; surveys are used to check users' and stakeholders' satisfaction

²¹ List of contacts of the network at national level is available at: http://ec.europa.eu/environment/networks/greenspider/contacts_en.htm.

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: 100% MS: 0%	<i>PPT</i> <i>Interview: EC official</i>
	Description	The Commission may provide financial support in the framework of its yearly budget for missions (travel + accommodation for annual meetings) In 2017 it was decided to revamp it, giving it a higher political profile: the budget and the number of meetings was increased; the presidency was shared between EC and MS holding the Presidency of the Council; a core group (3 Presidencies) was created to prepare meetings, leading to increased ownership of MS, and better alignment of priorities (policies and communication) to the EU. All changes are already implemented. First action under the new mandate took place in September 2017.	<i>Interview: EC official</i>
	Average budget per Network	€45,000	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	
	Average budget per communication activities	<i>NA</i>	
	Type of support provided by the EC	Other (EC covers costs, supports logistics and organisation in MS, provides speakers, experts)	<i>Ibidem</i>
Available human resources	Human resources	EC: 0.2 FTE Network: 25 FTEs Per communication activities: <i>NA</i>	<i>Ibidem</i>
	Tasks	EC: Scattered and divided among several colleagues. Setting the agenda with MS, organising meetings, providing guidance and information, updates, putting members in contact with each other and other networks. Network: <i>NA</i>	<i>Ibidem</i>
	Physical	Yes: Fora and meetings organised at the central level	<i>Website</i>

Key feature	Description	Sources
Available infrastructures	IT Yes: dedicated website	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	<i>While no specific information could be retrieved, the very nature of the network as a group of authorities sharing information and practices would suggest that cooperation within the network exists</i>	-
With other networks	INFORM, EDICs, EDCs, EURODESK, Erasmus + N.A.	<i>Interview: EC official Survey - Q 41</i>
	<i>No convergent information could be retrieved from available resources</i> The GSN cooperates with no other EC networks.	<i>Website</i>
With other EU actors	EC Rep: No EDICs: Yes. <i>No convergent information could be retrieved from available resources on the details of the cooperation from all network's operators.</i>	<i>Survey - Q 41, 43</i>

Relevant documents and general comments

List of main documents	GSN Framework 2017
Remarks	NA

7 FISMA



Fin-Net - Financial dispute resolution network

Rationale and background

In order to have confidence in buying financial services from providers established in other Member States, consumers need to know that they would have easy access to resolution mechanisms in case of dispute. If consumers complain about a foreign financial services provider, the complaint would normally be handled by a complaints scheme which operates in the Member State where the provider is established. This situation may prove complicated for the consumer who would have to know of the existence and details of foreign alternative dispute resolution schemes, and have to deal with such schemes in a foreign language. FIN-NET was set up by the European Commission in 2001 to with the aim of simplifying the situation by ensuring that consumers can deal with a national scheme in their own language.

Mission

Key feature	Description	Sources
Legal Base	<p>Yes, non-binding</p> <p>Memorandum of Understanding on a Cross-Border Out-of-Court Complaints Network for Financial Services (MoU) in 2001 outlined the mechanisms and conditions for cooperation and exchange of information on cross-border complaints.</p> <p>Directive 2013/11/EU of the European Parliament and of The Council of 21 May 2013 on alternative dispute resolution for consumer disputes and amending Regulation (EC) No 2006/2004 and Directive 2009/22/EC mentions the FIN-NET network in recital 53, stating how it should be strengthened (as other networks) within the Union.</p> <p>2015 Annual Report Official Journal of the European Union 2013</p>	<p>Website <i>Fin-Net activity report 2001-2006</i></p>
Start date	2001	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	<p>FIN-NET is a voluntary network of national organisations responsible for settling consumers' complaints in the area of financial services out of court. The main objectives of the network are to:</p> <p>(a) promote cooperation between national ombudsmen in financial services;</p>	Website

Key feature	Description	Sources
	(b) provide consumers with easy access to alternative dispute resolution (ADR) procedures in cross-border disputes about provision of financial services.	
Scope	Sectorial. The main topics covered by the network regard consumers' rights and alternative dispute resolution in the area of financial services.	<i>Ibidem</i>
Policy area	Financial stability, financial services and capital markets. Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market;</i> - <i>Enhancing cooperation between different EU justice systems and preserving the rule of law</i> - <i>Digital single market</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	FISMA	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: no Website: yes (https://ec.europa.eu/info/fin-net_en) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	General public (EU citizens – as consumers). The main target group are individuals, companies and organisations, to support them in exploiting the rights and opportunities provided by the European Union.	<i>Interview: EC official</i> <i>Website</i>
Types of service	Problem solving: yes (in the capacity of each single member) Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (concerning financial services) and carried out by members of the network individually Guidance and advice: yes Other: no	<i>Website</i>
	Description: If consumers have a problem with a financial service provider not in their country of residence, they need to contact the provider first. If the answer is not satisfactory, FIN-NET offers a	<i>Interview: EC official</i> <i>PPT</i>

Key feature	Description	Sources
	<p>form for cross border complaints as well as direct contacts to FIN-NET members. The filled out form should be sent to a FIN-NET member in the country of residence of either the plaintiff or the provider. The FIN-NET member will then assess whether it can resolve the problem or transfer the case to another organisation. Most FIN-NET's members help free of charge or at a low cost. They usually reach an outcome within 90 days. Whether financial services providers are obliged to follow the decisions of FIN-NET members depends on national legislation. If a solution put forward by a FIN-NET member is not accepted by the provider, the plaintiff would need to go to court.</p> <p>There is <i>no agreement</i> at national level about the inclusions of EC corporate communication in the mandate of the network, as only 43% (n=3) of NOs agree that network's activities include raising public awareness and understanding of the EU in general and key EU developments, EU policies and programmes (according to n=3, 43% of NOs and n=2; 29% who are neutrals).</p>	
Main evolution in recent years	<p>The Memorandum of Understanding (MoU) was a novelty introduced between end 2015 and beginning 2016. Previously, the members of the network had to adhere to the recommendations on ADRs issued by the Commission. With the drafting of the ADR Directive, the new MoU requires members to be compliant with the directive. The Directive calls for MS to set up a national authority which decides whether ADR schemes are compliant. As some MS take longer than envisioned by the Directive, FINNET set a transition period for previous historical members, while new members have to be recognised nationally to be a part of FINNET. Moreover, the new MoU allows for countries not covered by the Directive (e.g. Switzerland and the Channel Islands) to be affiliated. They can become members of FIN-NET by adhering to the previous Commission guidelines on ADR schemes by respecting at a minimum the principles of Commission Recommendation N. 98/257.</p>	<p><i>Website</i> <i>Interview: EC official</i></p>

Dissemination

Key feature	Description	Sources
Content	<p>Specific. The network disseminates information on alternative dispute resolution regarding financial activities.</p>	<p><i>Website</i></p>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes. The FINNET website was recently revamped, to make it more consumer friendly. There are plans in the future to design it in a more interactive way. Publications: yes Events/Meetings/Focus groups/workshops: Only internal meetings. Between 2 and-5 internal meetings, not open to the public were organised in 2017. Newsletters: no</p>	<p><i>Website</i> <i>Interview: EC official</i> <i>Survey - Qs 35, 38, 37, 64</i></p>

Key feature	Description	Sources
	<p>Social media: no. Social media: the network does not have a social media account. DG FISMA is currently running a promotion campaign for FINNET on social media.</p> <p>Media: yes</p> <p>Main channels used: According to NOs, telephone (n=5), email (n=3) and physical contacts (n=2) are the main channels available to and used by users to contact the network.</p>	
Users reached	<p>Number: 2,571 (2015)</p> <p>Users reached are between 25 and 50 or more (monthly) and 2571 and 10,000 (yearly), based on NOs surveyed.</p>	<i>2016 Activity Report Survey - Qs 40, 73, 74</i>
Inquiries received	<p>Number: 2,571</p> <p>FINNET handled 2571 cases (2016)</p>	<i>2016 Activity Report</i>
Communication strategy	<p>Communication strategies/plans exist at the national level according to 43% (n=3) of the NOs surveyed. The network does not have a <i>social media</i> strategy, as confirmed by 83% of NOs surveyed (n=5).</p> <p>According to most NOs responding to the survey (85% n=6), actions have been taken in the past three years aimed at improving the network's visibility/accessibility/traceability</p>	<i>Interview: EC official Survey - Qs 8, 9 36, 57, 58</i>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: NA - At the decentralised level: Feedback from users is collected by the network mainly through the national websites (with online forms) (n=2, 18%), emails (n=2, 18%) and, to a lesser extent, paper forms during events (n=1, 9%). Feedback can refer to either activities carried out by the network or the usability of tools and resources (including the website), and can be provided at any time (n=2, 28%). The analysis of feedbacks is done once time or less a year (n=2, 40%). <p>Feedback received is shared with the stakeholders (66%, n=2)</p> <p>Feedback from users transferred to the Commission: According to 80% n=4 network operators, there is a structured procedure to share feedback with the Commission, through annual statistics on cross border cases to the Commission and, as mentioned by one NO, an annual report.</p>	<i>Survey - Qs 19, 20, 21, 22</i>

Processes

Key feature		Description	Sources
Management	Management bodies	There is a FIN-Net secretariat within the European Commission. 12 FIN-NET members constitute the Steering Committee, that helps suggesting issues for the agenda of the plenary meetings.	<i>Website</i>
	Role of the Commission	Commission provides secretarial services for the group (such as the organisation of steering group and plenary meetings for the exchange of best practices) without acting as a member or participant or executing any tasks in relation to the out-of-court settlement and other follow-up on disputes.	<i>Interview: EC official</i>
Structure	Structure description	Structure of the network: Star, with a central level (EC) organising two events per year for FIN-NET members to inform them about the ongoing legislative work (as they will apply it) and to receive feedback about the application of current legislation, with the ultimate aim of facilitating networking for a smoother cooperation in cross-border disputes resolution While in some MS only one institution is part of FIN-NET, others have multiple members. Members differ greatly in size among MS, from organisations with 3 employees up to 4000.	<i>Study team assessment</i> <i>Interview: EC official</i>
	Host structure	Private and Public	<i>Ibidem</i>
	Selection procedures of the relays	Member States Member States have to transpose the Alternative Dispute Resolution Directive into national law appointing institutions.	<i>Activity report (2016)</i>
	Geographical coverage	28 EU MS, Three Countries of the EEA (Norway, Lichtenstein and Iceland) Two affiliated countries (Switzerland and Channel Islands)	<i>Interview: EC official</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	60 ²²	<i>Ibidem</i>

²² List of relays per country is available at: https://ec.europa.eu/info/business-economy-euro/banking-and-finance/consumer-finance-and-payments/consumer-financial-services/financial-dispute-resolution-network-fin-net/fin-net-network/members-fin-net-country_en.

Key feature		Description	Sources
	User access	Decentralised access through network's members. Physical: indirect, at the EU level. At the national level physical access can be present, with Access points open to the public at the national level. Virtual: yes	<i>Website;</i> <i>Interview: one EC official</i>
Monitoring	Existence of a monitoring system	Yes, it relies on self-reporting to a great extent.	<i>Ibidem</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public and private (depending on each case) EC: pays travel and accommodation expenditures for meetings MS: Each FIN-NET member has its own financing scheme (be it fee-based, privately or public funded, or a combination)	<i>PPT</i>
	Description	It has an annual Commission budget of 100 000 (2017), to finance meetings and related costs. For Public ADR schemes, it only reimburses travel costs, private schemes receive travel and hotel expenses and a per diem. Each FIN-NET member has its own financing scheme (be it fee-based, privately or public funded, or a combination)	<i>Ibidem</i>
	Average budget per Network	€ 100,000 covered by the EU budget	<i>Interview: EC official</i>
	Average budget per relay	<i>NA</i>	
	Average budget per communication activities	<i>N.</i> <i>No convergent information could be retrieved</i>	<i>Survey - Q 70</i>
Type of support provided by the EC	Secretariat	<i>Website</i>	

Key feature		Description	Sources
Available human resources	Human resources	EC: 0.33 FTE Network: 1 FTE Per communication activities: <i>No convergent information could be retrieved (3 out of 6 NOs state that 2-5 FTE are tasked with communication activities)</i>	<i>Interview: EC official</i> <i>Survey - Q 66</i>
	Tasks	EC: NA Network: The FIN-NET members assess complaints and whether they can resolve the problem or transfer the case to another organisation.	<i>PPT</i>
Available infrastructures	Physical	Not at the EU level, yes at the decentralised level: national members usually have physical offices	<i>Interview: EC official</i>
	IT	Yes, at both the central and decentralised level	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Yes	<i>Survey - Q 47</i>
With other networks	SOLVIT, EEN, ECCs, Your Europe, EDICs, EDCs	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Cooperation between FINNET and ECC and SOLVIT is rather formal. <i>No convergent information could be retrieved from available resources on the details of the cooperation with other networks</i>	<i>Interview: EC official</i>
With other EU actors	EC Rep: No. FIN-NET does not have cooperation mechanisms with the EC Rep. EDICs: Yes.	<i>Survey - Q 43, 41, 45, 55</i>

Relevant documents and general comments

- List of main documents
- Memorandum of Understanding on a Cross-Border Out-of-Court Complaints Network for Financial Services
 - 2016 Annual Report
 - Official Journal of the European Union 2013
 - PPT "Outreach to citizens"- Networks - Questionnaire (Annex 2 to TS)

Remarks N/A

8 GROW



EEN - Enterprise Europe Network

Rationale and background

The European Commission launched the Enterprise Europe Network in 2008, to contribute to the objectives of the COSME programme by providing European small and medium enterprises (SMEs) with a package of advisory and partnership services to support SMEs with international growth and competitiveness, and innovation. This includes services to help SMEs that seek to exploit new opportunities in the single market, and internationally.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1287/2013 of the European Parliament and of the Council of 11 December 2013 establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) and repealing Decision No 1639/2006/EC	<i>Web-search Interview: EC official</i>
Start date	2008	<i>Website</i>
End date	NA	
Objectives	The EEN is the world's largest support network for SMEs aiming to establish themselves in the single market and internationally. The main objectives of the network is to help businesses: (a) innovate and grow on a European and international scale; (b) remain competitive; (c) take up new opportunities in the single market and beyond. There is no convergent opinion among NOs surveyed on the fact that the mandate of the network includes raising public awareness and understanding on the EU in general, its key developments and policies, since only 43% (n=3) of respondents agree on that.	<i>PPT Survey - Qs 10.2</i>
Scope	Sectorial. The main topics covered by the network are related to SMEs, innovation, growth and competitiveness.	<i>PPT</i>
Policy area	Industry and entrepreneurship. Relevant political priorities: - <i>stimulating investment and creating jobs;</i>	<i>Ibidem Study team assessment</i>

Key feature	Description	Sources
	<ul style="list-style-type: none"> - a deeper and fairer internal market; - open trade- without sacrificing Europe's standards - Strengthening the global role of Europe 	
DG	GROW	Website
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: no	Ibidem
	Network Logo: yes Stars in logo: yes Network Slogan: yes ('Helping companies innovate and grow internationally') Website: yes (http://een.ec.europa.eu/)	Ibidem
Key target group	Specific categories (SMEs). The network targets SMEs businesses with potential for growth, including innovative businesses, in particular those doing cross-border business in a European and international level, or businesses that have the capacity to do so.	PPT
Types of service	Problem solving: no Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (concerning SMEs, innovation and growth) Guidance and advice: yes Other: no The network offers a wide range of services, including: <ul style="list-style-type: none"> (a) international partnerships (maintaining a partnership database, brokerage events and targeted meeting between different companies and experts); (b) advisory support (advising on EU law and standards, market intelligence and IPR expertise); (c) innovation support (supporting access to finance, offering innovation management services and technology transfer). These services are co-funded through the COSME programme. The Network may also receive support for providing services related to other EU programmes. It currently receives support under the Horizon 2020 programme for delivering a specific package of services to help SMEs enhance their innovation management capacities.	Website

Key feature	Description	Sources
Main evolution in recent years	The network moved from a one-stop-shop to a value added service for SMEs. Since 2014, the legal base for this network is the COSME programme.	<i>Ibidem</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on SMEs' innovation, growth and competitiveness in the Single Market.	<i>Website</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. The Network organises a number of internal and external events. External events include B2B events and trainings for SMES while internal events range from annual conferences, staff exchanges and mentoring to training sessions and sector groups. It is up to the members to participate and organise the events. In 2017, the EEN network organised from 2 up to 355 events, depending on the NO. Newsletters: yes Social media: Facebook, twitter, YouTube, LinkedIn. 52% (n=17) of the NOs interviewed state that the network has a social media account also at national and local levels. Other: <i>NA</i></p> <p>Main channels used: The common way to contact the network is email (14 NOs), followed by the Official website, personal contact of the Telephone (7 NOs each)</p>	<p><i>Survey - Qs 35, 37, 38,</i> <i>PPT</i></p>
Users reached	<p>Number: 1,700,000 (2008-2014) 1,700,000 participated in EEN events between 2008 and 2014. Every year, around 90,000 companies attend events. Based on NOs replies, users reached are between 5 and more than 50 (monthly) and between 350 and 15,000 yearly. For instance, one NO reported 15,000 users attending seminars and 386,000 receiving digital information.</p>	<p><i>Website</i></p> <p><i>Survey - Qs 40, 73, 74</i></p>
Inquiries received	<p>Number: 600,000 (2008-2014) 600 000 questions answered on EU issues between 2008 and 2014. Every month, around 10,000 questions are answered.</p>	<i>Website</i>

Key feature	Description	Sources
Communication strategy	<p>The network has a communication strategy (developed by EASME, endorsed by DG GROW). There is close cooperation with Network partners for formulating and implementing this strategy (EEN Communication Champions). EEN partners contribute to the EU Open4business campaign (an annual campaign run by DG GROW since 2015) to raise SMEs' awareness about how they can exploit concrete opportunities offered by COSME and the single market (access to finance, access to partners and access to new markets). 83% (n=15) of NOs consulted confirm there is also a communication strategy/plan at the national level. 82% (n=17) of the NOs state that the network has a social media strategy. Moreover, EEN can contribute to other corporate communications activities (to be examined on a case-by-case basis), e.g. through messaging on web sites and social media. All of the NOs state that actions have been taken in the past three years to improve the network's visibility/accessibility/traceability (n=18). The actions include:</p> <ul style="list-style-type: none"> - a national press officer has been contracted (1 NO); - a dedicated press agent working for the visibility of the network in Italy (1 NO); - through closer collaboration with other stakeholders, local and regional agencies, chambers of commerce and the REC (1 NO); - brokerage event, client meetings in public bodies are organised (1 NO); - events about network services for SMEs are organised and booklet/brochures/e-bulletins about network services are published (1 NO); - presentation and information to stakeholders are organised (3 NOs) 	<p><i>Survey Qs 8, 9 36, 57, 58 Interview: EC official</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: EEN gathers information on what concerns SMEs both spontaneously through an SME feedback database and in response to specific requests from Commission services (SME panels and online SME consultations through EEN). EEN also refers cases to SOLVIT. EEN collects feedback from SMEs on legislative proposals and other EU matters via questionnaires, and/or encourages SMEs to respond directly to public consultations. - At the decentralised level: According to the NOs consulted, users can submit feedback either after closing the case by the case-handler (1 NO) or at any time (4 NOs). The feedback received is analysed at different times (from once/twice a month to less than once a year). According to the NOs consulted, feedback is shared with the network (94%, n=17) and with the European Commission (76%, n=17) but not with the public (88%, n=17) nor with stakeholders (47%, n=16). <p>Feedback from users transferred to the Commission: There is a structured procedure to share feedback with the Commission, which consists in the reporting system managed by EASME (3 NOs) and in a survey platform (2 NOs). The annual report is also part of the structured procedure to share feedback (1 NO).</p>	<p><i>Interview: EC official Survey - Qs 19, 20, 21, 22, 23, 24, 26</i></p>

Processes

Key feature		Description	Sources
Management	Management bodies	EEN has a Steering and Advisory Group that provides advice on strategic and operational matters related to the network	<i>Interview: EC official</i>
	Role of the Commission	The European Commission is responsible for policy matters related to the network. EASME deals with operational management and contractual matters. The Commission provides strategic guidance and orientations for the network. The Commission deals with higher level budgetary matters related to the network but the publication of calls and day-to day financial management and monitoring is delegated to EASME. The Commission supervises the overall process.	<i>Ibidem</i>
Structure	Structure description	Structure of the network: wheel, with a central level (EC) coordinating relays at sub-national level The network contact points are hosted by different organisations, ranging from chambers of commerce to innovation support organisations at regional/local level.	<i>Study team assessment</i> <i>Website</i>
	Host structure	Private and Public Members of the network include technology poles, innovation support organisations, universities and research institutes, regional development organisations, and chambers of commerce and industry.	<i>Website</i>
	Selection procedures of the relays	Commission Members of the network were selected through calls for proposals under the COSME programme and multi-annual framework partnership agreements covering their COSME and Horizon-2020 related activities have been concluded for the period up to 2021. Non-EU organisations respond to special calls to become Business Cooperation Centres (BCCs) without any EU financial support. The BCCs provide a more limited set of focus on partnership services.	<i>Interview: EC official</i>
	Geographical coverage	28 EU MS + Albania, Argentina, Armenia, Belarus, Bosnia and Herzegovina, Brazil, Cameroon, Chile, China, Egypt, Georgia, Iceland, India, Indonesia, Israel, Japan, Jordan, Macedonia (FYROM), Mexico, Moldova, Montenegro, New Zealand, Nigeria, Norway, Peru, Qatar, Russia, Serbia, Singapore, South Korea, Switzerland, Taiwan, Tunisia, Turkey, Ukraine, USA, Vietnam	<i>PPT Website</i>

Key feature		Description	Sources
	Territorial level	Sub-national: yes (EEN is primarily a regional network. SMEs contact the EEN partner based in their region) National: no EU/EC Representation: yes	<i>Interview: EC official</i>
	Number of Relays	600 ²³ The number of relays varies across countries, between 2 and more than 20	<i>Website; Survey Q - 29</i>
	User access	Decentralised access Physical: yes. According to most NOs responding to the survey (96%, n=17), offices/physical points are open to the public. Virtual: yes The central website lists contact points for each country in which the EEN is present.	<i>Website; Survey Q 30</i>
Monitoring	Existence of a monitoring system	Yes The EEN network has moved increasingly towards impact-generating services, making continued advances with quality and efficiency. The KPIs for the network have been revised. Greater emphasis is given to ratios that measure efficiency and impact. A number of new activity areas have been established such as support to scale-ups. Work for integrating EEN services across consortia has started and will continue in future. EASME assesses the performance, quality and effectiveness of network consortia and partners, and informs the Commission of key conclusions and any major issues. A number of external evaluations have also been carried out, one specifically on EEN, and the more recent interim-evaluation of the COSME programme. Both were highly positive about the quality, efficiency, impact and additionality of the network.	<i>Interview: EC official; Website</i>

Resources

Key feature		Description	Sources
	Type of funding	Both Public and Private	<i>PPT</i>

²³ List of relays is available (under "Find a local Network contact point") at: <https://een.ec.europa.eu/>.

Key feature	Description	Sources	
Funding arrangements and budget use		EC: 60% MS: 40%	
	Description	The Network is co-financed by the European Commission under the Union's programme for the competitiveness of SMEs (COSME). The network also receives co-financing from Horizon 2020 for a well-defined set of deliverables for enhancing SMEs' innovation management capacities. No further calls are foreseen under the current programme.	<i>Interview: EC official</i>
	Average budget per Network	The total EU funding for COSME related EEN activities is €53,000,000. Co-financing generally is around 40%-60%. The total budget of the network (including contributions from the host organisations) is over 180 M€.	<i>PPT</i>
	Average budget per relay	<i>NA</i>	
	Average budget per communication activities	Total outreach budget for the EEN network is approximately 10% of the budget for COSME-related EEN services. This is mostly for promoting EEN, but on the other hand part of EEN's information budget is also potentially relevant. 10% total is therefore a realistic estimate (€5.3 million). <i>No convergent information could be retrieved</i> (According to NOs, the part of the budget allocated to communication activities is: less than 1% (6 NOs); 1-3% (12 NOs); 3-5% (1 NO); 5-10% (5NOs); more than 10% (2 NOs))	<i>PPT</i> <i>Survey Q - 70</i>
	Type of support provided by the EC	Other (Strategic and policy guidance)	<i>PPT</i>
Available human resources	Human resources	EC: 3 FTEs Network: 300 FTEs Per communication activities: <i>No convergent information could be retrieved</i> (According to NOs, comm. activities are allocated with the following resources: only 1 FTE (6 NOs); 1,5/2 FTEs (1 NO); 11+ FTEs (1 NO); All network partners contribute to some extent to communication activities (1 NO))	<i>PPT</i> <i>Survey - Q 66</i>
	Tasks	EC: There are 3 FTEs working on policy matters for EEN (annual policy guidance, vision, follow up of national networks, contribution to governance-related matters). The unit also deals with other policy files such as contribution to trade negotiations and business dialogues with third countries, corporate social responsibility, Erasmus for Young Entrepreneurs, and Innosup).	<i>PPT</i>

Key feature	Description	Sources	
	<p>Network: It is estimated that 10% EEN staff (and resources) are deployed on activities where there could be some synergies with EC corporate communication.</p> <p>Part of each of the following headings</p> <ul style="list-style-type: none"> - Information services account for approximately 8% of EEN budget and manpower - Approximately 10% of the network's 3,000 staff members are engaged in communication, mostly for promoting the EEN network - Primarily activities to enhance the visibility of EEN, in order to ensure that EEN attracts the type of SME client that can make the best use of EEN services. - Promotion to regional stakeholders is also important. - Occasional contribution as multipliers to other communications activities (Open for Business campaign, etc.) - EEN information events and or business to business events (themes designated bottom up according to local needs) 		
Available infrastructures	Physical	Yes, provided by relays	<i>Interview: EC official</i>
	IT	Yes, online database plus those provided by relays	<i>Interview: EC official</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	NA	-
With other networks	ENRD ECE, SOLVIT, EUROPASS, EURAXESS, PES, INFORM, EURYDICE, ECCs, Your Europe, EDICs, EDCs, EURES, Fin-Net, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus + N.A.	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Cooperation with SOLVIT, Your Europe Business and NCPs for H2020 is rather formal. All network partners are invited to cooperate with local partners of EU network present in their region. The interaction has been evolving due to issuance of guidelines on closer and more continuous interaction.	<i>PPT</i> <i>Interview: EC official</i>

With other EU actors	<p>EC Rep: Yes. Cooperation occurs occasionally between EEN and EC Representative. National network are advised to periodically invite a representative from the EC representation.</p> <p>EDCIs: Yes, <i>however no convergent information could be retrieved from available resources on the details of the cooperation from all network's operators.</i></p>	<p><i>PPT Survey - Q 41, 43, 45, 55, 56</i></p>
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Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - European Parliament (2013), REGULATION (EU) No 1287/2013 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) (2014 - 2020) and repealing Decision No 1639/2006/EC, Official Journal of the European Union, L 347/33, 13 December; European Parliament (2006), Decision No 1639/2006/EC of the European Parliament and of the Council of 24 October 2006 establishing a Competitiveness and Innovation Framework Programme (2007 to 2013), Official Journal of the European Union, L 310/15, 24 October; - European Commission (2014), COSME EUROPE'S PROGRAMME FOR SMEs, Publications Office of the European Union, Luxembourg; - European Commission (2014), Guide for Applicants - COSME Enterprise Europe Network 2015/2020, Ref. Ares(2014)4049296, Brussels; - European Commission, Enterprise Europe network building presentation "Preparing for the next operational period", Brussels; - European Commission (2015), Call for proposals - COS-WP2014-2-01 - COSME Enterprise Europe Network 2015/2020; Brussels - European Commission (2017), Commission PPT "Outreach to citizens-Networks" questionnaire, Brussels
Remarks	NA



Rationale and background

The SOLVIT network is a body of civil servants supported by the European Commission since 2002. While it is the competency of MS to apply EU law correctly, SOLVIT network reminds the authorities how the EU law applies if EU citizens or business face obstacles when settling in another country. The single market is one of the core principles of the European Union: it includes the right to free movement of people, and thus the right to settle and do business in any of the EU countries. However, single market rules are not always known or implemented correctly by public authorities. SOLVIT aims to ensure the correct application of EU rights across border through cooperation between national authorities.

Mission

Key feature	Description	Sources
Legal Base	Yes, non-binding 2013/461/EU Commission Recommendation of 17 September 2013 on the principles governing SOLVIT Commission Recommendation of 7 December 2001 on principles for using "SOLVIT" -- the Internal Market Problem Solving Network (OLD)	<i>Web-search</i>
Start date	2002	<i>Website</i>
End date	Not foreseen	<i>Ibidem</i>
Objectives	SOLVIT is a free of charge service providing solutions to EU/EEA citizens and businesses when they are experiencing difficulties with their EU rights being recognised by public authorities in particular while moving or doing business cross-border in the EU. The main objective of SOLVIT is to deliver fast, effective and informal solutions to cross-border problems individuals and businesses encounter when their EU rights in the internal market are being denied by public authorities. The mandate of the network is to contribute to the correct application of the EU law, rather than raising public awareness on the EU. However, there is not a convergent opinion among operators on whether the mandate of the network includes raising the public awareness and understanding of the EU in general and on key EU developments, EU policies and programmes, with only 44% of them agreeing on that.	<i>Website Interview: EC official Survey - Q 10.2</i>
Scope	Non sectorial. The main topics covered by the network are related to the single market, Union law and citizens' rights.	<i>Website Interview: EC official</i>

Key feature	Description	Sources
Policy area	<p>Industry and entrepreneurship.</p> <p>Relevant political priorities:</p> <ul style="list-style-type: none"> - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market;</i> - <i>enhancing cooperation between different EU justice systems and preserving the rule of law</i> 	<p><i>Website</i></p> <p><i>Study team assessment</i></p>
DG	GROW	<i>Website</i>
Visual identity	<p>Europa website: yes</p> <p>EC logo/EU flag: yes</p> <p>EC colours: yes</p> <p>Banner: yes</p>	<i>Ibidem</i>
	<p>Network Logo: yes</p> <p>Stars in logo: yes</p> <p>Network Slogan: <i>yes ('Solution to problems with your EU rights')</i></p> <p>Website: <i>yes (http://ec.europa.eu/solvit/)</i></p> <p>The website is optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>General public (EU citizens) + Specific categories (Enterprises).</p> <p>SOLVIT targets citizens taking advantage of the right of free movement as well as businesses aiming to do business in another EU country.</p>	<p><i>Interview: EC official survey Q 10. 1</i></p> <p><i>Website</i></p>
Types of service	<p>Problem solving: yes</p> <p>Promotion of EU Programme implementation: no</p> <p>Communication on the development of EU policies and practices: no</p> <p>Guidance and advice: yes</p> <p>Other: no</p> <p>The main tasks performed by SOLVIT include:</p> <p>(a) dealing with all cross-border problems relating to the four freedoms of movement (persons, goods, services and capital) and policies closely linked to them (such as taxation, employment, social policy and transport);</p> <p>(b) helping with cross-border issues such as getting professional qualifications recognised, visa & residence rights, trade & services (businesses), vehicles & driving licences, family benefits, pension rights, working abroad, unemployment benefits, health insurance, access to education, cross-border movement of capital or payments, and VAT refunds.</p>	<i>Website</i>

Key feature	Description	Sources
	SOLVIT aims to solve a case within 10 weeks of reception. Within one week, applicants should receive a notice whether their case falls under the mandate of SOLVIT.	
Main evolution in recent years	The types of cases handled by SOLVIT has increased since its foundation in 2002. The 2013 Recommendation defines SOLVIT mandate as a solution to deal with cross-border problems caused by a potential breach of Union law governing the internal market by a public authority, where and to the extent such problems are not subject to legal proceedings at either national or Union level. SOLVIT has strengthened and clarified its mandate through the 2013 Recommendation.	<i>Ibidem</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network supports citizens and businesses enforcing their EU rights in another country.	<i>Website</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: not directly accessible via the EU website Publications: no Events/Meetings/Focus groups/workshops: 2 workshops and one training for newcomers are organised every year. Participation is for SOLVIT centres and are not open to the public. Newsletters: no Social media: Facebook. <i>Social media account at the EU level.</i> Media: yes, mainly at national level</p> <p>Main channels used: website, presentations at targeted stakeholder's events According to NOs, website (100%, n=6), emails (100%, n=6), telephone (75%, n=4) and physical contacts (20%, n=1) are the main channels available to and used by users to contact the network. Emails are sometimes used (50%, n=1).</p>	<i>Interview: EC official Survey - Qs 64, 35</i>
Users reached	<p>Number: 5,000 (2016) According to NOs surveyed, users reached are between 20 and more than 50 (monthly) and between 30 and 473 (yearly).</p>	<i>Staff Working Document 2017/0210 Assessment Survey - Q 73, 74, 40</i>

Key feature	Description	Sources
Inquiries received	Number: 4,754 (2017) – 5,377 (2018) In 2017, SOLVIT received 4,754 cases. In 2018, SOLVIT received 5,377 cases.	<i>Staff Working Document 2017/0210 Assessment</i>
Communication strategy	The network shares the <i>general communication strategy of the single market service centre</i> which includes Your Europe, Your Europe Advice, SOLVIT and the Single Market Scoreboard. There is no converging opinion among operators at national level, with communication strategies/plans not present at the national level in all cases (according to 36%, n=4 of NOs consulted). No <i>social media strategy</i> is in place according to 87% (n=7) of network operators. According to NOs (100% n=6), in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability.	<i>Survey - Qs 8, 9 36, 57, 58</i>
Feedback/reporting mechanisms	Feedback from users: - At the central level: NA - At the decentralised level: from users is collected through a user survey sent to applicants after the closure of their case in SOLVIT.	<i>Survey - Qs 19, 20, 21, 22) Website Interview: EC official</i>

Processes

Key feature	Description	Sources
Management	Management bodies	Cases are handled by national SOLVIT centres, with the Commission assisting and coordinating.
	Role of the Commission	The Commission facilitates and coordinates the network and provides a database for case-handling. It organises legal trainings, policy discussions and defines rules to ensure quality of the case handling.
Structure	Structure description	Structure of the network: Wheel, with a central level (EC) coordinating relays at the national level

Key feature	Description	Sources
	Structure of the network: Wheel, with a central level (EC) coordinating relays at the national level SOLVIT is organised in centres, within the national administration of all Member State and Iceland, Liechtenstein and Norway.	<i>Interview: EC official</i> <i>Website</i>
Host structure	Public	<i>Interview: EC official</i>
Selection procedures of the relays	There is no selection procedure. Members States have established SOLVIT centres and decided their position within the national administration.	<i>Evaluation of SOLVIT by the Centre for Strategy & Evaluation Services</i>
Geographical coverage	28 EU MS + Iceland, Liechtenstein and Norway	<i>Ibidem</i>
Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Website</i>
Number of Relays	31 ²⁴	<i>Website;</i>
User access	Centralised access Physical: no Virtual: yes SOLVIT is accessible through the internet, through the central website and online complaint form. It can also be accessed via the Your Europe website. Enquiries received by EDCC and Your Europe Advice can be transferred to SOLVIT where appropriate.	<i>Website;</i> <i>Interview with one EC official</i>
Monitoring	Existence of a monitoring system Yes The Commission monitors case handling and outcomes and can intervene when it believes solutions proposed by SOLVIT are not in line with EU law	<i>Interview: EC official</i>

²⁴ List of relays is available at <http://ec.europa.eu/solvit/contact/>.

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: NA MS: NA	<i>PPT</i>
	Description	The 2016 evaluation stated it was hard to quantify the costs, as the SOLVIT centres were hosted within the national administrations. The EC provides no funding for SOLVIT, apart from paying for travel costs of workshop which are organised as expert meetings as well as some promotional items to be distributed.	<i>PPT</i>
	Average budget per Network	NA	
	Average budget per relay	NA	
	Average budget per communication activities	<i>No convergent information could be retrieved</i> (Less than 1% according to one NO and more than 10% according to another NO)	<i>Survey - Q 70</i>
	Type of support provided by the EC	Management, Training, Software Tools, Other	<i>Website</i>
Available human resources	Human resources	EC: 4 FTEs Network: 58 FTEs Per communication activities: According to all three NOs responding, comm. activities are allocated with 1 FTE	<i>Interview: EC official</i>
	Tasks	<i>Tasks performed by the EC</i> Database development and maintenance Definition of quality criteria for case-handling Legal support to SOLVIT centres Organisation of legal trainings Defining cooperation agreements with other networks or stakeholders <i>Tasks performed by SOLVIT centres</i>	<i>Interview: EC official</i> <i>Website</i> <i>Survey - Q 66</i>

Key feature	Description	Sources
	Case handling and communication with applicants Implementation of cooperation agreements with other networks or stakeholders at national level	
Available infrastructures	Physical	SOLVIT is an online service. <i>Interview: EC official</i>
	IT	Yes: dedicated form submission gateway <i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Yes	<i>Survey - Q 47</i>
With other networks	EUROPASS, EURAXESS, PES, EURYDICE, EEN, ECCs, Your Europe, Your Europe Advice, EDICs, EDCs, EURES, Fin-Net, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus + N.A.	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Cooperation with Europe Direct networks, Your Europe, the Enterprise Europe Network, European Consumer Centres, EURES, Fin-net is rather formal since Commission Recommendation 2013/461/EU states SOLVIT should cooperate with them. Cooperation with Your Europe and Europe Direct is based on network databases linkage allowing transfer of cases directly between SOLVIT Centres, Europe Direct and YEA. Cooperation is limited to exchange of reports and information with other networks.	<i>Interview: EC official</i> <i>Survey - Qs 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. There is occasional cooperation with the EC representations in the Member State according to network operators. SOLVIT regularly attend Commission representation meetings EDICs: Yes.	<i>Survey - Q 41, 43, 45, 55, 56</i>

Relevant documents and general comments

List of main documents	Commission Recommendation 2013/461/EU on the principles governing SOLVIT Communication 2017/255 Action plan on the Reinforcement of SOLVIT: Bringing the benefits of the Single Market to citizens and businesses Staff Working Document 2017/0210 Assessment
Remarks	NA



Your Europe

Rationale and background

The Your Europe website was created with the idea of a one stop shop for citizens and businesses to find answers to questions related to the single market. It has been continuously developed since its creation in 2005 and works closely with networks such as Your Europe Advice, EEN, SOLVIT and others. Its information system is specifically designed to avoid red-tape and unnecessary inconvenience.

Mission

Key feature	Description	Sources
Legal Base	Yes, binding. Regulation (EU) 2018/1724 of the European Parliament and of the Council of 2 October 2018 establishing a single digital gateway to provide access to information, to procedures and to assistance and problem-solving services	<i>Your Europe Editorial board meeting minutes</i>
Start date	2005	<i>Ibidem</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objective of Your Europe as a one stop shop for citizens and businesses is to ensure that they can fully benefit from the single market.	<i>Website</i>
Scope	Non sectorial. The main topics covered by the website are related to the single market (e.g. moving, living, studying, working, shopping or simply travelling in another EU country).	<i>Ibidem</i>
Policy area	Industry and entrepreneurship. Relevant political priorities: - <i>stimulating investment and creating jobs</i>	<i>Ibidem Study team assessment</i>
DG	GROW	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes, EU flag on website header EC colours: yes Banner: yes	<i>Ibidem</i>

Key feature	Description	Sources
	<p>Network Logo: yes, to be adopted by June 2019 as required by Regulation 2018/1724</p> <p>Stars in logo: yes</p> <p>Network Slogan: yes ('Your Europe, your rights')</p> <p>Website: yes (https://europa.eu/youreurope/citizens/index_en.htm)</p> <p>The website is optimised for mobile devices.</p>	<i>Ibidem</i>
Key target group	<p>General public.</p> <p>The Your Europe portal is aimed at all citizens and businesses wishing to inform themselves about their rights and opportunities in the single market.</p>	<i>Ibidem</i>
Types of service	<p>Problem solving: no</p> <p>Promotion of EU Programme implementation: no</p> <p>Communication on the development of EU policies and practices: yes (concerning the single market and related rights for citizens and businesses)</p> <p>Guidance and advice: yes</p> <p>Other: no</p> <p>The main task of Your Europe is to inform EU citizens and businesses on their rights and opportunities. To this end, the website is split into two sections, one for citizens, called life and travel, and one for businesses. The citizens' site covers information related to the topics of travel, work and retirement, vehicles, residence formalities, education & youth, health, family, and consumers. The business website provides information on the topics of running a business, taxation, selling in the EU, human resources, product requirements, finance and funding, dealing with customers. Content is available in all official EU languages except Irish Gaelic.</p>	<i>Ibidem</i>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	<p>Generic.</p> <p>The website raises awareness and disseminates information on EU rights. The Your Europe website informs on the rights of EU citizens and illustrates them using real-life examples and scenarios. It provides links to other Commission and third party websites with relevant information. In all of these, the information is followed by two buttons: "Ask national administrations" providing links to the websites</p>	<i>Website</i>

Key feature	Description	Sources
	of the relevant national administrations and "Get help and advice", linking to relevant assistance service (e.g. Your Europe Advice).	
Channels	<p>Website at the central level: yes Website at the decentralised level: no</p> <p>Publications: yes. Events/Meetings/Focus groups/workshops: yes. Newsletters: no Social media: Facebook, Twitter. The network has a social media account at the EU level. Other: flyers, leaflets, posters, live chat</p> <p>Main channels used: The most frequently used channel is the website, followed by live chat. The development and use of social media was the main evolution in the last years.</p>	<i>EC official Survey - Qs 38, 37</i>
Users reached	<p>Number: 24,000,000 (2018, website) In 2018, around 24 million citizens visited Your Europe portal. In 2017, over 20 million citizens visited the Your Europe portal.</p>	<i>Interview: EC officials Survey - Qs 73, 74, 40</i>
Inquiries received	No information available	
Communication strategy	Your Europe is the main Commission communication portal to citizens and businesses concerning their single market rights.	<i>Survey - Qs 35, 36, 57, 58</i> <i>EC Official</i>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: Users can provide direct feedback on all pages at any time. The Commission also runs an annual user survey. It is analysed by the European Commission Services and shared with the EC and stakeholders. - At the decentralised level: NA <p>Feedback from users transferred to the Commission: The website includes a feedback function. The Commission sends relevant comments to the NOs to receive feedback.</p>	<i>EC Official</i> <i>Website Survey - Qs 19, 20, 21, 22, 23, 24, 26</i>

Processes

Key feature		Description	Sources
Management	Management bodies	The Your Europe Website is managed by DG GROW. The content on the website is complemented by national content provided so far by the Editorial Board, to be replaced by Regulation 2018/1724's coordination group. The coordination group is set up of members of national authorities from each MS. It is up to the national member states to decide which authority is part of the coordination group.	<i>Your Europe Editorial board meeting minutes</i> <i>EC official</i>
	Role of the Commission	The Commission hosts and manages the website in cooperation with MS.	<i>Website</i> <i>Your Europe Editorial board meeting minutes</i>
Structure	Structure description	Structure of the network: Null The Your Europe website is hosted by the European Commission. The Your Europe Website acts as a one-stop shop for all related matters.	<i>Study team assessment</i> <i>Website</i>
	Host structure	Public	<i>Ibidem</i>
	Selection procedures of the relays	<i>NA</i>	
	Geographical coverage	28 EU MS + Iceland, Norway, Liechtenstein and in some cases Switzerland	<i>Website</i>
	Territorial level	Sub-national: no National: no EU/EC Representation: yes	<i>Ibidem</i>
	Number of Relays	1 ²⁵	<i>Ibidem</i>
	User access	Centralised access Physical: no	<i>Website</i>

²⁵ Your Europe contacts fall within the DG for Internal Market, Industry, Entrepreneurship and SMEs – Single Market Centre, Brussels.

Key feature	Description		Sources
		Virtual: yes Users can find all the information on the Your Europe website.	
Monitoring	Existence of a monitoring system	NA	

Resources

Key feature	Description		Sources
Funding arrangements and budget use	Type of funding	Public EC: 100% MS: 0%	<i>Your Europe leaflet</i>
	Description	Your Europe is hosted by the Commission and funded by it 100%.	<i>Ibidem</i>
	Average budget per Network	NA	
	Average budget per relay	NA	
	Average budget per communication activities	Communication activities cover less than 1% of the total budget	<i>Survey - Q 70</i>
	Type of support provided by the EC	Management; Secretarial	<i>Your Europe leaflet</i>
Available human resources	Human resources	MS: 5 FTEs Network: NA Per communication activities: 1 FTE	<i>Interview: EC official</i> <i>Survey - Q 66</i>
	Tasks	MS: Management; Editorial, Translation, and other activities relating to the website Network: NA	<i>Interview: EC official</i>
	Physical	No	

Key feature	Description	Sources
Available infrastructures	IT Yes: dedicated website (Your Europe portal)	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network, between relays from different Member States according to 60% of network's operators (n=3).	<i>Survey - Q 47</i>
With other networks	ECE, SOLVIT, EUROPASS, EURAXESS, PES, ECN, INFORM, EURYDICE, EEN, ECCSs, EDICs, EDCs, EURES, Fin-Net, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus + N.A., NARIC, CED	<i>Interview: EC official Survey - Q 41</i>
	Formal cooperation exists between Your Europe and SOLVIT, as well as with EEN is rather formal since they implement the business section together, while with the others is rather occasional.	<i>Interview: EC officials</i>
With other EU actors	EC Rep: Yes. Cooperation is formal. EDICs: Yes. There is occasional cooperation with the EDIC, <i>but no convergent information could be retrieved on the details of the cooperation.</i>	<i>Survey - Q 41, 43, 55,56</i>

Relevant documents and general comments

List of main documents	-Your Europe Editorial board meeting minutes -Your Europe leaflet -2013 ACTION PLAN -SINGLE DIGITAL GATEWAY PROPOSAL
Remarks	NA

9 JUST



Rationale and background

The ECC network is a result of the merger in 2005 of the two existing consumer protection networks: the Network for the extra-judicial settlement of consumer disputes (EEJ-Net) and the Network of Euro Guichets. To further integrate to single market and strengthen consumer protection especially related to cross border purchases, the European Commission together with the national governments established the ECC-Net in 2005. Some of the centres that are now part of the networks existed before that, but they are they dedicated European Consumer Centres only since 2005.

Mission

Key feature	Description	Sources
Legal Base	No There is no specific legal base establishing the ECC-net. The functioning of the ECCs is supported by means of a joint action of the EU and the hosting countries under the 2014-2020 Consumer Programme in accordance with Regulation (EU) No 254/2014.	<i>Web-research</i>
Start date	2005	<i>ECC-Net Anniversary report</i>
End date	NA	
Objectives	The European Consumer Centres Network is a network of consumer centres in the EU, Iceland and Norway. The main objective of the network is to boost consumers' trust and confidence, enabling them to take full advantage of the opportunities for them that cross-border transactions offer, by providing information on consumer rights and assisting in resolving cross-border disputes.	<i>Website</i>
Scope	Sectorial The main topics covered by the network concern consumer protection, consumers' rights, and the single market.	<i>Study team assessment</i>
Policy area	Justice, fundamental rights and citizenship, internal market and consumer rights. Relevant political priorities: - <i>A deeper and fairer internal market;</i>	<i>Website Study team assessment</i>

Key feature	Description	Sources
	- <i>Enhancing cooperation between different EU justice systems and preserving the rule of law</i>	
DG	JUST	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: yes Stars in logo: yes Network Slogan: yes ('Help and advice for consumers in Europe') Website: yes (https://ec.europa.eu/info/live-work-travel-eu/consumers/resolve-your-consumer-complaint/european-consumer-centres-network_en) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	Specific + General The main target group of the network are EU consumers who have experienced issues with cross-border purchases. However, potentially, the audience of the network includes all consumers (i.e. EU citizens).	<i>PPT</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: yes</p> <p>Promotion of EU Programme implementation: no</p> <p>Communication on the development of EU policies and practices: yes (concerning consumers' rights)</p> <p>Guidance and advice: yes</p> <p>Other: yes (exchange of information and good practices among its members)</p> <p>The main tasks of the network include:</p> <p>(a) providing consumers with information (e.g. on their rights in relation to cross-border purchases of goods and services);</p> <p>(b) assisting consumers with a complaint;</p> <p>(c) assisting consumers with a dispute;</p> <p>(d) organising promotional activities; contributing to ADR development;</p> <p>(e) networking and feedback;</p> <p>(f) cooperating with enforcement authorities;</p> <p>(g) collaborating with traders (associations or professional bodies);</p> <p>(h) ensuring a uniformly high quality standardised service;</p> <p>(i) Acting as an observatory of trends and issues arising in relation to cross border transactions in the single market, and looking to the future, also the Single Digital Market.</p>	<p>Website</p> <p>ECC</p> <p>Vademecum</p> <p>Input from EC official</p>
Main evolution in recent years	The ECC-NET was given additional tasks under EU legislation. They were appointed as contact points.	

Dissemination

Key feature	Description	Sources
Content	<p>Generic/specific.</p> <p>The network disseminates information and advice on EU law and consumer rights, plus support on cross-border disputes.</p>	<p>ECC</p> <p>Vademecum</p>
Channels	<p>Website at the central level: yes</p> <p>Website at the decentralised level: yes</p> <p>Publications: yes (e.g. Press releases)</p> <p>Events/Meetings/Focus groups/workshops: yes. Each Centre organises or participates in a number of events at national and/or EU-level. Those events are mostly addressed to consumers. All NOs surveyed state that EEC-Net organises both external and internal events. In 2017, the ECC-Network organised 2 to 10 events, depending on the centre.</p>	<p>Survey - Qs 8, 9, 35, 37, 38, 64</p> <p>PPT</p>

Key feature	Description	Sources
	<p>Newsletters: yes</p> <p>Social media: Twitter, LinkedIn, Facebook. Each Centre is active on at least one social media platform. The network also has a Twitter account (@ECC_web) at the European level. Furthermore, ECC-net offers a Travel-app. This is confirmed by NOs responding to the survey</p> <p>Media: yes (TV and radio programmes)</p> <p>Main channels used: according to the NOs consulted, the main channels used are emails (83% of NOs interviewed, n=6), website (83% of NOs interviewed, n=6) and phone (67% of NOs interviewed, n=6).</p> <p>All NOs state that actions aiming to improve the network have been taken in the past few years (n=6), including raising the network visibility, improving press releases and social media work (1 NO), through events (consumer fairs, conferences, debates, lectures, webinars), media (press releases, interviews), social media, newsletter, website, posters on 8 main train stations Picture Your Rights - Pictograms on consumers' issues in order to explain consumer rights easily and understandably, Freecard Campaigns Lessons on World Consumer Day</p>	
Users reached	<p>Number: 111,563</p> <p>According to NOs surveyed, the number of users reached by the centres is between 20 and 50 monthly, and between 374 and more than 7,000 yearly</p>	<i>Website Survey - Qs 40, 73, 74</i>
Inquiries received	<p>45.016</p> <p>ECC received 45,016 complaints on cross border purchases in 2016. In 2017 ECCs dealt with over 47,000 complaints and responded to over 50,000 requests for information</p>	<i>Ibidem</i>
Communication strategy	<p>The network has a <i>general communication strategy</i>. The German Centre coordinates the Network's communication strategy. This includes work related to visual appearance of ECC-Net's work and services, harmonised communication strategy and organisation of the annual communication workshop. All the NOs consulted confirmed there is also a communication strategy/plan at the national level (n=6) and that there is also a social media strategy (n=6).</p>	<i>PPT Survey - Qs 36, 57, 58</i>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: NA - At the decentralised level: Feedback is mostly collected through online forms (5 NOs out of 9), sometimes email (3 NOs out of 9) and rarely paper forms (1 NO out of 9). Users can submit feedback anytime according to the majority of NOs surveyed. The received feedback is analysed at different times (from once/twice a month to less than once a year). Feedback received is shared with the European Commission according to all NOs interviewed (n=6) but not with the public nor with relevant stakeholders (83%, n=6). Only 50% of the NOs interviewed say that feedback is also shared with the network (n=6). 	<p><i>Final report - ECC Evaluation</i></p> <p><i>Survey - Qs 23, 24, 26</i></p>

Key feature	Description	Sources
	Feedback from users transferred to the Commission: According to all NOs consulted (n=6), there is a structured procedure to share feedback with the Commission. Such a procedure mostly consists in the final report (3 NOs out of 5) and also in a survey by DG JUST (1 NO). The IT Tool where ECCs encode cases is managed and therefore directly accessible by the Commission, and can be used also to this purpose.	

Processes

Key feature		Description	Sources
Management	Management bodies	There is an ECC in each MS, while the Commission provides general management. The national ECCs cooperate closely with each other.	<i>Ibidem</i>
	Role of the Commission	The Commission's involvement is rather medium. It maintains a database of lodged complaints. From 2015, each ECC has started operating on the basis of a three years strategic partnership which has been signed with the executive Agency CHAFEA. CHAFEA prepares the invitations to submit proposals, manages the evaluation of proposals and the implementation of grants. It assists ECCs with financial questions, conducts regular external audits and develops good visibility practices that Centres should follow. This partnership introduced a more strategic approach and possibility for the Commission to better steer the operations of the ECC-Net towards the Commission's overall priorities.	<i>Final report - ECC Evaluation Website</i>
Structure	Structure description	Structure of the network: Wheel, with a central level (EC) coordinating relays at the national level The ECCs are separate consumer centres in each country: there are 30 European Consumer Centres (ECCs), one for each Member State of the European Union, and also in Norway and Iceland.	<i>Website</i>
	Host structure	Public or private. The host structure varies from country to country, and can be established by public authorities (such as in the UK or in Spain, where the centre is co-funded and managed by the national agency for consumption, food security and nutrition - AECOSAN), or not (such as in Italy, where the centre is managed by the national consumer associations)	<i>Ibidem</i>

Key feature		Description	Sources
	Selection procedures of the relays	National authorities. The directors of the national European Consumer Centres are recruited and appointed by their national host organizations selected by their respective governments. The co-financing national institutions are invited to attend the meetings.	<i>Website EU expert group register</i>
	Geographical coverage	28 EU MS + EEA (Norway and Iceland)	<i>ECC Vademecum</i>
	Territorial level	Sub-national: no National: yes EU/EC Representation: yes	<i>Ibidem</i>
	Number of Relays	30 ²⁶	<i>Website</i>
	User access	Decentralised access Physical: yes Virtual: yes Users can contact the respective ECC of their country physically, by phone or email. Each ECC has an own website, but links to the other members of the network are featured prominently. 83% (n=5) of the NOs state that offices/physical points are open to the public. Only 17% disagree with such a statement (n=1).	<i>Website; Survey Q 30</i>
Monitoring	Existence of a monitoring system	Performance monitoring arrangements are in place for ECC-Net (for instance with indication of resolution of complaints).	<i>IbidemWebsite²⁷</i>

Resources

Key feature		Description	Sources
	Type of funding	Public	<i>PPT</i>

²⁶ List of relays is available at: https://ec.europa.eu/info/live-work-travel-eu/consumers/resolve-your-consumer-complaint/european-consumer-centres-network_en#find-the-consumer-centre-in-your-country.

²⁷²⁷ http://ec.europa.eu/internal_market/scoreboard/performance_by_governance_tool/european_consumer_centre_network/index_en.htm

Key feature	Description	Sources	
Funding arrangements and budget use		EC: 50% MS: 50% These represent the standard participations in co-financing. Exceptions apply according to the position of countries in terms of GDP per head, where EU funding can be higher than 50%	
	Description	ECC-Net are jointly financed by Member States and the EU (through a grant under the Consumer Programme 2014-2020)	<i>Ibidem</i>
	Average budget per Network	€ 11,000,000 annually (6 million € in EU grants and around 5 million € in national contributions)	<i>Ibidem</i>
	Average budget per relay	Variable. ECCs in countries with the lowest quartile of GDP per capita in EU receive 65% as co-funding rate. A co-funding rate of 56% is given to ECCs which lead actions benefiting the whole network, aiming to develop common standards and high quality joint projects.	<i>Ibidem</i>
	Average budget per communication activities	N. <i>No convergent information could be retrieved</i> (Less than 1% (1 NO); 5-10% (2 NOs); more than 10% (1 NO))	<i>Survey - Q 70</i>
	Type of support provided by the EC	<i>Management, information, training, networking tools, Software tools</i>	<i>EC official</i>
Available human resources	Human resources	EC: 1-2 FTEs Network: 116 FTEs Per communication activities: <i>No convergent information could be retrieved</i> (3 NOs state 1 FTE is tasked with communication activities, while 5 NOs put the number between 2 and 5.)	<i>PPT National ECC websites Survey - Q 66</i>
	Tasks	MS: Overall coordination of the Network. Cooperation with Member States. Network: providing consumers with information on their rights in relation to cross-border purchases of goods and services, and assisting consumers with complaints/disputes	<i>PPT ECC Vademecum</i>
Available infrastructures	Physical	Yes. At the relay level, each national ECC has a separate office.	<i>PPT</i>
	IT	Yes: national ECCs' websites, ECC-Net website. IT tool for case handling. Knowledge sharing tool.	<i>Website Interview: EC official</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Yes	<i>Interview: EC official Survey - Q 47</i>
With other networks	SOLVIT, PES, ECN, INFORM, EEN, Your Europe, EDICs, EDCs, EURES, Fin-Net, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus + N.A.	<i>Interview: EC official Survey - Q 41</i>
	The network performs information sharing activities with other EU networks. Cooperation between ECCs and SOLVIT, Europe Direct, FIN-NET is rather formal, focusing on information sharing relevant cases and materials.	<i>Survey - Qs 41, 45, 56, 55</i>
With other EU actors	EC Rep: Yes. Cooperation with ECCs and EC Representations is rather formal and it is mainly related to media campaigns. EDICs: Yes.	<i>PPT Survey - Qs 41, 43, 45, 56, 55</i>

Relevant documents and general comments

List of main documents	<ul style="list-style-type: none"> - European Commission (2015), The European Consumer Centres Network - 10 years serving Europe's consumers - Anniversary Report 2005-2015, Publications Office of the European Union, Luxembourg; - European Commission, ECC-Net Vademecum, Brussels - CPEC (2011), <i>Final report - ECC Evaluation</i>, Brussels - European Parliament (2006), DECISION No 1926/2006/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL establishing a programme of Community action in the field of consumer policy (2007-2013), Official Journal of the European Union, L 404/39, 18 December. - European Commission (2017), Commission PPT "Outreach to citizens-Networks" questionnaire, Brussels
Remarks	NA

10 OLAF



OAFCN - OLAF Anti-Fraud Communicators Network

Rationale and background

The OLAF Anti-Fraud Communicators Network (OAFCN) acts as an information and communication link between the OLAF spokesperson and the public relation/communication officers of the national authorities with which OLAF cooperates.

Mission

Key feature	Description	Sources
Legal Base	No The expert group operates in an informal setting without any formal rules of procedure.	<i>EU expert group register</i>
Start date	2001	<i>Website</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The OACFN is an expert network whose main objectives are: (a) To prevent and deter fraud through a permanent dialogue, reinforced cooperation, and joint communication initiatives bringing together communicators from all the European bodies dealing with anti-fraud issues. As far as it is legally and operationally possible, OAFCN members keep each other informed and learn from each other's best practices in communication & media activities on anti-fraud issues. (b) To raise citizens' and media awareness on the work done by OLAF and its partners in the Member States on protecting the EU budget from fraud and, therefore, citizens' financial interests. By informing the public, OAFCN communication activities aim to strengthen the fight against fraud and corruption across the EU.	<i>Website</i>
Scope	Sectorial The main topics covered by OACFN relate to anti-fraud matters and initiatives.	<i>OAFCN Presentation Interview: EC official</i>
Policy area	Anti-fraud. Relevant political priorities: - <i>stimulating investment and creating jobs;</i>	<i>Website Study team assessment</i>

Key feature	Description	Sources
	- <i>a deeper and fairer internal market</i>	
DG	OLAF	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: no	<i>Ibidem</i>
	Network Logo: yes Stars in logo: no Network Slogan: yes, 'Deterring fraud by informing the public' Website: yes (https://ec.europa.eu/anti-fraud/media-corner/anti-fraud-communicators-network_en) The website is optimised for mobile devices.	<i>Website EC Official</i>
Key target group	Specific categories (Public authorities responsible for anti-fraud) + General public (EU citizens) OAFCN is comprised of national authorities (customs, police, law enforcement agencies, prosecutor's offices) involved in the fight against fraud and corruption. Furthermore, it works closely with the press. It also targets citizens in order to raise their awareness on the job done to protect their financial interests.	<i>Website</i>
Types of service	Problem solving: no Promotion of EU Programme implementation: yes (Hercule) Communication on the development of EU policies and practices: yes (on anti-fraud matters) Guidance and advice: yes Other: yes (exchange of best practices) The main tasks of OAFCN include: (a) communication and exchange of best practices between its members; (b) hosting regular meetings for coordination and exchange of best practices; (c) organising training seminars on communication tools and strategies and briefings for journalists in the Member States; (d) providing joint media coverage on operational activities; (e) implementing an Annual Action Plan; (f) providing members with an image bank and an OAFCN collaborative platform for sharing materials.	<i>Website EC Official</i>

Key feature	Description	Sources
Main evolution in recent years	Development of an annual action plan with more concrete communication actions; more value for money for taxpayers in times of financial crisis by cutting the OAFCN's own administrative costs and showing citizens how we collaborate with our partners to fight fraud and corruption	<i>EC Official</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information to combat fraud, and raise awareness on the work done by OLAF. OAFCN highlights the work of national authorities in their fight against fraud as well as instances of transnational cooperation. OLAF and OAFCN members produce joint press releases to publicise their anti-fraud work and share press releases of mutual interest. Lastly, OAFCN shares best practice with journalists for both parties to better communicate on the fight against fraud.	<i>Interview: EC official</i>
Channels	Website at the central level: yes Website at the decentralised level: yes (network's members) Publications: yes (OAFCN publicises press releases, closely involving the media in its activities.) Events/Meetings/Focus groups/workshops: yes. Most NOs state the network organises internal events, sometimes open to journalists. Between 1 and 2 events are organised every year with around 40-60 participants. Newsletters: no Social media: yes. Most communication on the OAFCN is done via OLAF's Twitter account. A recent Twitter campaign received an overall 71,269 impressions and 831 engagements. According to one NO consulted social media accounts exist also at national level. Media: yes Main channels used: The most common channels to contact the network are Email (2 NO) and the website (1 NO). 4 out of 4 NOs state the network has a website. The OAFCN also has a collaborative platform for sharing information and materials	<i>Survey - Qs 31, 33, 35, 37, 38, 64 Interview: EC official</i>
Users reached	Number: users reached are about 5-10 monthly and around 300 users annually, plus users reached via our occasional Twitter campaigns.	<i>EC official</i>
Inquiries received	NA	
Communication strategy	The network has a <i>general communication strategy</i> , based on its annual action plan. OLAF works to enhance communication on the fight against fraud and corruption within the EU	<i>Interview: EC official</i>

Key feature	Description	Sources
	<p>institutions as well as at Member State level. OLAF informs the OAFCN about Commission Initiatives. For example, in 2017 the Commission amended a customs regulation, but there was no dissemination requirement. Thus, OLAF created a social media campaign, including a fictional scenario, to help stakeholders understand the changes.</p> <p>Besides the network communication strategy, 75% of NOs (3 NOs) indicate there are communication plans at national level.</p> <p>The network does not have a formal <i>social media</i> strategy, as confirmed by most (66%, n=2) NOs consulted, but organises occasional social media campaigns.</p>	<p><i>Survey - Qs 36,57,58</i> <i>EC Official</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At central level: feedback mechanisms exist via evaluation forms at OAFCN events and which can be submitted by email. It is analysed when warnings appear and shared with the network, the EC and stakeholders (100%, n=2) - At decentralised level: NA <p>Feedback from users transferred to the Commission: No structured feedback mechanisms exist. However, the network meets on a regular basis with representatives from the EC.</p>	<p><i>Interview: EC official</i> <i>Survey - Qs 19,20,21,22,23,24,26</i></p>

Processes

Key feature	Description		Sources
Management	Management bodies	OLAF manages the OAFCN. It organises an annual meeting and biennial training seminars.	<i>Interview: EC official</i>
	Role of the Commission	OLAF manages the network by drafting an annual action plan as well as initiating campaigns and ideas for cooperation.	<i>Ibidem</i>
Structure	Structure description	Structure of the network: wheel, with a central level (OLAF) coordinating relays at national level. The OAFCN is run by OLAF with the support of its national partner authorities.	<i>Study team assessment</i> <i>EC official</i> <i>Website</i>
	Host structure	Public	<i>Website</i>
	Selection procedures of the relays	Member States The members of this group are national investigative services (police, customs, judicial authorities) with which OLAF cooperates in the Member States. It is the responsibility of each national authority to delegate representatives. These	<i>EU expert group register</i>

Key feature	Description		Sources
		experts are typically spokespersons and/or communication and public relations officers; their appointment is submitted for OLAF's final approval	
	Geographical coverage	28 EU MS	<i>Ibidem</i>
	Territorial level	Sub-national: no National: no EU/EC Representation: yes	<i>Website</i>
	Number of Relays	131 On average, 2-4 offices in the member countries. ²⁸ The number of OAFCN members has increased since its establishment.	<i>Website; Survey Q 29 EC Official</i>
	User access	Centralised access Physical: yes (through OLAF and meetings) Virtual: yes OAFCN is only accessible for members, who meet regularly. <i>No convergent information is available from primary and secondary sources on the physical access of national members.</i>	<i>Website Survey Q 30</i>
Monitoring	Existence of a monitoring system	NA	

Resources

Key feature	Description		Sources
Funding arrangements	Type of funding	Public EC: 100% MS: 0%	<i>Interview: EC official</i>

²⁸ List of members per country is available at https://ec.europa.eu/anti-fraud/media-corner/anti-fraud-communicators-network/oafcn-members_en.

Key feature		Description	Sources
and budget use	Description	OACFN organises and hosts the annual meetings. OLAF and a Member State authority host the seminars. The budget envelope for the last meeting amounted to 15,500 EUR	<i>Ibidem</i>
	Average budget per Network	€ 15-17,000	<i>Ibidem</i>
	Average budget per relay	<i>NA</i>	<i>Ibidem</i>
	Average budget per communication activities	<i>NA</i>	<i>Ibidem</i>
	Type of support provided by the EC	Management; Secretarial; Training	<i>Ibidem</i>
Available human resources	Human resources	EC: 0.50 FTE Network: <i>NA</i> Per communication activities: According to the sole respondent, 2-4 FTE are staffed on communication activities.	<i>Interview: EC official Survey - Q 66</i>
	Tasks	EC: The workload depends on the upcoming activities and is handled by the OACFN press officers. Network: <i>NA</i>	<i>Ibidem</i>
Available infrastructures	Physical	Yes. Seminars and meetings organised at central level	<i>Website</i>
	IT	Yes: platform for internal use (OACFN provides members with access to a collaborative platform with a secure ECAS access)	<i>Ibidem</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists in terms of communication (press releases) surrounding joint customs operations and on the publication of OLAF's annual report, joint social media campaigns and the co-hosting of joint seminars and press briefings	<i>EC official</i>

Key feature	Description	Sources
With other networks	EURAXESS, INFORM, EDICs, EDCs, Euroguidance, EURODESK, NCPH2020, Erasmus + N.A.	<i>Interview: EC official Survey - Q 41</i>
	Cooperation with other networks is based on information sharing activities with other EU networks	<i>Survey - Qs 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes EDICs: n.a.	<i>Survey - Qs 41, 4, 45, 55, 56</i>

Relevant documents and general comments

List of main documents -OAFCN presentation
 -OAFCN meeting minutes
 -EU expert group register

Remarks *NA*

11 REGIO

INFORM

Rationale and background

The network was established as an *Information and Communication Platform*, to serve as a meeting point for the communication officers, project managers and all those interested in providing information on cohesion policy, and in particular on the European Regional Development Fund (ERDF) and the Cohesion Fund interventions in the Member States. The rationale was then reformulated in 2013, when the network was to be used to ensure exchange of information on the results the implementation of the communication strategies, the exchange of experience in implementing the information and communication measures, and the exchange of good practices.

Mission

Key feature	Description	Sources
Legal Base	<p>Yes, binding</p> <p><i>Regulation No 1083/2006 of 11 July 2006</i> - Article 69 puts in Art. 69 an obligation on the Member States and Managing authorities for the operational programmes to provide information on and publicise operations and co-financed programmes.</p> <p><i>Regulation No 1828/2006 of 8 December 2006</i> lays down specific publicity requirements, including the adoption of a communication plan for every operational programme, the definition of minimal requirements for informing the general public; enhanced networking between Member States and regions on information and communication actions with the aim of better integration of these and mutual learning from best practices.</p> <p><i>Regulation No 1828/2006 of 8 December 2006 - Articles 2-10</i>; lays down the requirements on information and communication officers (and their responsibility of coordinating a network of Fund communicators at the national level), and on the need to set up networks comprising MS members to ensure exchange of information on the results of the implementation of the communication strategies, the exchange of experience in implementing the information and communication measures, and the exchange of good practices.</p>	<i>Web-search</i>
Start date	2008	<i>Interview: EC official</i>
End date	Not foreseen	<i>Ibidem</i>
Objectives	<p>INFORM is an EU-wide network of communication officers responsible for communicating ERDF and Cohesion Fund investments in the 28 Member States. Its main objectives are to:</p> <p>(a) improve the visibility of EU part-financed projects by sharing experiences and good practices;</p>	<i>PPT</i>

Key feature	Description	Sources
	(b) improve the quality of communication activities, in order to increase awareness among the wider public about the benefits of Regional policy projects.	
Scope	Sectorial. The topics covered by the network regard the ERDF and the Cohesion Fund and their application.	<i>Website</i>
Policy area	Regional policy. Relevant political priorities: <i>-stimulating investment and creating jobs</i>	<i>Ibidem</i> <i>Study team</i> <i>assessment</i>
DG	REGIO	<i>Website</i>
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: no Stars in logo: no Network Slogan: no Website: yes (http://ec.europa.eu/regional_policy/en/policy/communication/inform-network/) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	Specific categories (communication officers of ERDF and CF managing authorities) + General public. The primary target group is formed by the ERDF and Cohesion Fund communicators at national and regional level, working in Managing Authorities or Joint Technical Secretariats (in case of Interreg programmes). The ultimate target groups are potential and effective beneficiaries (including economic, institutional and social actors, SMEs and industry representatives) of the Funds and citizens, which are targeted by publicity and communication activities on the Funds	<i>PPT</i> <i>Interview: EC</i> <i>official</i>

Key feature	Description	Sources
Types of service	<p>Problem solving: no Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: yes (on ERDF and Cohesion Fund). Guidance and advice: no Other: yes (exchange of information and best practices)</p> <p><i>Description.</i> The main tasks of the network include:</p> <ul style="list-style-type: none"> (a) to provide a platform to ensure exchange of information on the results, the implementation of the communication strategies, exchange of experience in implementing the information and communication measures, and exchange of good practices among communication officers in EU MS; (b) to enable joint planning or coordination of communication activities between the Member States and with the Commission; (c) to propose recommendations to enhance the outreach and impact of communication activities. 	<p><i>Interview: EC official</i> <i>PPT</i> <i>EPEC (2008)</i></p>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	<p>Specific. The network raises awareness and disseminates information on the European Regional Development Fund (ERDF), and Cohesion Fund.</p>	
Channels	<p>Website at the central level: yes Website at the decentralised level: websites of the authorities composing the network Publications: yes (reports published online) Events/Meetings/Focus groups/workshops: yes. Besides conferences per year to meet, the network organises numerous events every year: particularly noteworthy are the Open EU Project Days, when project beneficiaries open their doors to citizens (and journalists) in the context of the Europe week festivities – which are now integrated in the Europe in My Region campaign. The scale of events varies between 20 participants up to 250 or more, based on NOs surveyed. Newsletters: yes</p>	<p><i>Interview: EC official</i> <i>PPT</i> <i>Survey - Qs 35, 37, 38, 64</i></p>

Key feature	Description	Sources
	<p>Social media: Yammer group. No other social media at central (EU) level Besides events and the website, social media accounts exist and are used to exchange information. However, social media accounts used (and referred to on the website) are those of "EU in my Region" (both on Facebook and Twitter). Five NOs reported to have a social media account at the national level (5 NOs). Other: no</p> <p>Main channels used: According to NOs, email (92%, n=12), website (77%, n=10), telephone (46%, n=6) and physical contacts (75%, n=9) are the main channels available to and used by users to contact the network.</p>	
Users reached	<p>Number: 250-300 final users (data based on Eurobarometer May 2017). In general, 35% of the European population knows structural funds. Based on NOs replies, the number of users reached varies considerably (between 2 and 50 or more monthly, and between 2 and 13,000 yearly)</p>	<p><i>Interview: EC official</i> <i>Survey - Qs 40, 73, 74</i></p>
Inquiries received	No information available	
Communication strategy	<p>The network has a <i>general communication strategy</i>. There is a specific communication strategy for the network, divided into internal communication within the network and external communication targeted at the European science community. Every Operational programme has a seven-year standing communication strategy to increase the visibility of EU Regional policy. Furthermore, INFORM network members have agreed to work together more closely. The first outcome was the Europe in My Region campaign 2016, continued in 2017. There is no convergent opinion on the fact that a social media strategy is in place. In terms of social media, the hashtag #EUinmyRegion is used for the EIRM campaign activities. For conferences, the hashtag #INFORMnetwork is used.</p> <p>According to the majority of NOs consulted, in the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (67%, n=10 NOs), including sharing information on INFORM network with relevant contacts, especially at the national level (e.g. national networks with similar aims, regional programmes to prepare national participation to a meeting) (6 NOs).</p>	<p><i>Survey - Qs 8, 9 36, 57, 58</i></p> <p><i>PPT</i></p>
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: NA - At the decentralised level: According to NOs, the main methods used to collect feedback and input from users are email (10 NOs) and online forms (10 NOs). Chats are also used (2 NOs), even if for 3 NOs no actual feedback collection system exists. Feedback can be submitted at any time (11 NOs), after events (2 NOs). In terms of sharing the feedback received from users, 	<p><i>Survey - Q 19, 20, 21, 22, 23, 24, 26</i></p>

Key feature	Description	Sources
	the majority of NOs consulted (90%-7 NOs) share it with the EC, internally (78%- 9 NOs), and - to a lesser extent – with stakeholders (67% - 6 NOs), but not with the public (62% - 5 NOs). Feedback from users transferred to the Commission: 40% (n=6) of NOs state that there is a structured procedure to share feedback with the Commission, 33% (n=5) of them have an opposite opinion. This feedback procedure may be Annual reports (4 NOs), Surveys (1 NO), Meetings evaluation and campaigns evaluation (1 NO). 33% (n=4) of NOs state that no annual reports are published, 53% (n=3) of them have an opposite opinion. According to NOs, annual reports are published (53%, n= 8)	

Processes

Key feature		Description	Sources
Management	Management bodies	The network is run by DG REGIO.	<i>Interview: EC official</i>
	Role of the Commission	The European Commission's Directorate General for Regional and Urban Policy co-ordinates the INFORM network, participates and contributes to communications meetings organised on a national level, and helps the INFORM network members interpret the information and communication legislation. The Operation programme strategy should be communicated to the EC that however has no veto power on that.	<i>Based on assessment of the elements included in the fiche; Website; Interview: EC official</i>
Structure	Structure description	Structure of the network: Wheel, with a central level (EC) coordinating relays at the sub-national level (managing authorities) The network is composed by members in each MS, within ERDF/CF managing authorities and their communication offices/departments.	<i>Study team assessment Interview: EC official</i>
	Host structure	Public (authorities responsible for ERDF and/or CF implementation in each MS)	<i>Interview: EC official</i>
	Selection procedures of the relays	Network operators are selected by public authorities: each Member State designates one person, the others (at sub-national level) are designated by the managing authorities of the fund	<i>Interview: EC official</i>

Key feature		Description	Sources
	Geographical coverage	EU 28 MS	<i>PPT</i>
	Territorial level	Sub-national: yes National: no EU/EC Representation: yes	<i>Website</i>
	Number of Relays	265 ²⁹	
	User access	Decentralised access Physical: yes (indirectly, through its members) Virtual: yes "Access points" at national and regional level, depending on the coverage of the managing authorities establishing the communication officers. People in need to make inquiries (e.g. potential and current beneficiaries) receive the address where local points are located, in order to get physical access to them, or access through their virtual channels (e.g. email, website)	<i>Interview: EC official; Survey Q 30</i>
Monitoring	Existence of a monitoring system	<i>No</i>	<i>Interview: EC official</i>

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: no figures available (resources from the EC are limited to travel costs) MS: no figures available (resource form the MS are those related to the functioning of the network)	<i>Interview: EC official PPT</i>
	Description	The network is not funded by the Commission directly. However, Technical Assistance budgets from the ERDF or Cohesion Fund can be used to reimburse travel costs for one national information and communication officer per	<i>PPT</i>

²⁹ List of relays is available at: https://ec.europa.eu/regional_policy/en/policy/communication/inform-network/whoiswho.

Key feature	Description	Sources
	conference. Moreover, TA can be used to finance catering and conference related costs	
Average budget per Network	€ 30,000 - 40,000	<i>Interview: EC official</i>
Average budget per relay	The above sum divided among national officers (€1,250/MS) + national budget	<i>Ibidem</i>
Average budget per communication activities	N. <i>No convergent information could be retrieved (1-3% (4 NOs); 3-5% (1 NO); 5-10% (1 NO))</i>	<i>Survey - Q 70</i>
Type of support provided by the EC	Management, training	<i>Interview: EC official</i>
Available human resources	Human resources	EC: 2 FTEs Network: 250-300 FTEs Per communication activities: <i>No convergent information could be retrieved (According to NOs, the allocation ranges from less than 1 FTE (1 NO), to 1 FTE (1 NO), 2-5 FTEs (3 NOs), and to 6-10 (2 NOs))</i>
	Tasks	EC: Coordinate and animate the network, provide training sessions when requested, oversee the working programme, plan joint communication campaigns Network: Implementation and management of the network's activities
Available infrastructures	Physical	Yes: provided by national and sub-national members
	IT	Yes: Yammer network plus websites and online presence of network's members

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Yes	<i>Survey - Q 47</i>
With other networks	EIP-AGRI, ENRD, ECE, SOLVIT, OAFCN, GSN, EURYDICE, EEN, ECCs, Your Europe, EDICs, EDCs, Team Europe, EURODESK, NCP H2020, Erasmus + N.A.	<i>Interview: EC official</i>

Key feature	Description	Sources
		<i>Survey - Q 41</i>
	INFORM network cooperates already with the INIO network of European Social Fund communicators. Formal cooperation is encountered with EDICs and ENRD, occasional cooperation exists with EDCs, and NCP H2020.	<i>PPT Survey - Qs 49, 55, 56, 41, 45</i>
With other EU actors	EC Rep: Yes. INFORM network invited Heads of Representations or Heads of Communication for conferences to increase cooperation between the regional policy communicators within their respective Member State, the Commission Representation and Europe Direct Information Centres. EDICs: Yes, <i>however no convergent information could be retrieved on the description of such cooperation from all network's operators.</i>	<i>PPT Survey - Q 41, 43, 45, 49, 55, 56</i>

Relevant documents and general comments

List of main documents	<i>NA</i>
Remarks	<i>NA</i>

12 RTD



Rationale and background

In 2004, the ERA-MORE was launched to contribute to the creation of the European Research Area. The Network aimed to support researchers in solving any difficulties encountered when moving within or to Europe. In 2008, ERA-MORE became EURAXESS. EURAXESS is a network created against the background of contributing to the European Research Area.

Mission

Key feature	Description	Sources
Legal Base	Yes, non-binding Declaration of Commitment by the members of the EURAXESS network COM(2012) 392 final - A Reinforced European Research Area Partnership for Excellence and Growth	
Start date	2008	<i>Website</i>
End date	Not foreseen	<i>Interview: EC official</i>
Objectives	The main objectives of EURAXESS are: (a) supporting professional researchers in solving any difficulties encountered when moving within or to Europe; (b) enhancing scientific collaboration between Europe and the world; (c) ultimately improve the competitiveness of the EU and establish it as a global leader in the field of research.	<i>Website</i> <i>Interview: EC official</i>
Scope	Sectorial. The main topics covered by the network relate to research and mobility.	<i>Website</i>
Policy area	Research, innovation and science. Relevant political priorities: - <i>stimulating investment and creating jobs;</i> - <i>a deeper and fairer internal market;</i> - <i>enhancing cooperation between different EU justice systems and preserving the rule of law</i>	<i>Ibidem</i> <i>Study team assessment</i>
DG	RTD	<i>Website</i>

Key feature	Description	Sources
Visual identity	Europa website: yes EC logo/EU flag: yes EC colours: yes Banner: yes	<i>Ibidem</i>
	Network Logo: yes Stars in logo: no Network Slogan: yes ('Researchers in motion') Website: Yes (https://euraxess.ec.europa.eu/) The website is optimised for mobile devices.	<i>Ibidem</i>
Key target group	Specific categories (Researchers and research organisations and businesses).	<i>Ibidem</i>
Types of service	Problem solving: yes Promotion of EU Programme implementation: no Communication on the development of EU policies and practices: yes (concerning the European Research Area) Guidance and advice: yes Other: no The main tasks of the network include: (a) delivering information and support services to professional researchers (researcher mobility and career development); (b) providing job opportunities to researchers wishing to work across Europe (it offers the opportunity to upload a CV and be visible to head-hunters as well as to apply for specific posts); (c) helping researchers with the organisational issues of moving to a different country (such as accommodation, visa and work permits, and language lessons, schools for their children, social security and medical care); (d) offering a partnering tool to find a host organisation if a researcher already has funding, or to match a business with an expert; (e) offering funding opportunities for entrepreneurs and researchers; (f) running the Science4Refugees initiative (aimed at providing research refugee friendly internships, part-time and full-time jobs, and access to a European Research Community).	<i>Website</i> <i>Interview: EC official</i>
Main evolution in recent years	EURAXESS evolved from several European research initiatives in 2008, among them the ERA-MORE network and European Researcher's Mobility Portal (ERMP).	<i>Website</i>

Dissemination

Key feature	Description	Sources
Content	Specific. The network disseminates information on researcher mobility and career development.	<i>Website</i>
Channels	<p>Website at the central level: yes Website at the decentralised level: yes Publications: yes Events/Meetings/Focus groups/workshops: yes. Between 2 and 10 events were organised in 2017, depending on NO surveyed. 85% of NOs state the network organises public events, while 100% state it organises private events (n=13) Newsletters: yes Social media: Twitter, LinkedIn, Facebook. In particular, country and region specific twitter accounts exist, as confirmed by 55% of the NOs consulted. Other: telephone.</p> <p>Main channels used: According to NOs, website (100%, n=11), email (90%, n=10), telephone (100%, n=11) and physical contacts (90%, n=11) are the main channels available to and used by users to contact the network.</p>	<i>Website Survey - Qs 35,38,37, 64</i>
Users reached	Number: according to NOs surveyed, users reached are between 25 and 50 or more monthly and between 250 and 20,000 yearly.	<i>Survey - Qs 40, 73, 74</i>
Inquiries received	No information available.	
Communication strategy	<p>A communication strategy/plan is in place at the national level according to 78% n=7 of network operators, developed by Euraxess Bulgaria (25% n=2). A social media strategy is in place according to 78% (n=7) of NOs consulted. According to the majority of the NOs consulted, in the past three years actions have been taken in order to improve the network's visibility.</p>	<i>Website Survey - Qs 8,9, 36, 57,58</i>
Feedback/reporting mechanisms	<p>Feedback from users: - At the central level: NA - At the decentralised level: Feedback from users is collected by the network mainly through emails (50%, n=8) and chats and the national websites (with online forms) to a lesser extent (13%, n=2). Feedback can be provided at any time 67%, n=8). There is no common patterns in the analysis of feedback. Feedback is always shared internally and with stakeholders (100%, n=2), and in many cases also with the public (66%, n=6)</p>	<i>Interview: EC official Survey Qs 19, 20, 21, 22, 23, 24, 26</i>

Feedback from users transferred to the Commission: According to NOs, there is not a structured procedure to share feedback with the Commission (60%, n=6). Success stories are generally shared with the EC but not tracked on a regular basis.

Processes

Key feature		Description	Sources
Management	Management bodies	<p>Within each country, a bridgehead organisation (BHO) is established by a ministry or other entity linked to national research policy issues. EURAXESS service centres and local contact points are appointed by the BHO.</p> <p>The BHO is responsible for managing and coordinating contact points. It must furthermore collect data and statistics and report to the Commission annually. It must also disseminate information to national members, organise trainings at a national level and launch national promotion campaigns.</p>	Website
	Role of the Commission	The European Commission's role is to coordinate activities at the European level and to liaise with the BHOs of the participating countries. The EC organises activities (e.g. training, conferences and seminars, working groups, etc.), collects data and the annual reports of the members, and maintains the extranet. Furthermore, the European Commission defines and implements communication and policy strategy at European level in collaboration with the Network's members and the Steering Group for HRM.	Interview: EC official and based on qualitative assessment of the information available
Structure	Structure description	<p>Structure of the network: Wheel, with a central level (EC) coordinating relays at the national level (Bridgehead organisations), which coordinate relays at sub-national level (contact points)</p> <p>The EURAXESS bridgehead organisations are hosted within national research authorities. There are service centres as well as local contact points across 38 countries.</p>	<p>Study team assessment</p> <p>Interview: EC official;</p>
	Host structure	Public (national research authorities)	Interview: EC official
	Selection procedures of the relays	<p>Member States</p> <p>Every organization which wish to become a relay must send an application to the EURAXESS bridgehead organization of its country. After its approval, the candidate organization signs the Declaration of Commitment, with the</p>	Website

Key feature		Description	Sources
		countersignature by the bridgehead organization and, if necessary, by the responsible Ministry or Entity. The approval is the notified to the EC.	
	Geographical coverage	28 EU MS, Bosnia and Herzegovina, Faroe Islands, Macedonia, Iceland, Israel, Moldova, Montenegro, Norway, Serbia, Switzerland and Turkey. EURAXESS worldwide additionally covers ASEAN countries, China, Japan, India, North America, and South America and the Caribbean.	<i>Ibidem</i>
	Territorial level	Sub-national: yes National: yes EU/EC Representation: yes	<i>Website</i>
	Number of Relays	515 The number of relays varies across countries from 11 to more than 20. ³⁰	<i>Website Survey Q 29</i>
	User access	Decentralised access Physical: yes Virtual: yes There exists a central EURAXESS website as well as a national website for each member in Europe and websites for selected countries or regions worldwide. Within Europe, there is at least one physical access point per country, as also confirmed by most respondents to the survey (90%, n=10).	<i>Website; Interview: one EC official Survey- Q 30</i>
Monitoring	Existence of a monitoring system	Yes Two meetings per year (bridgehead) plus a tool (PAT - performance assessment tool) where the MS should indicate the objectives - online - the Commission make a mid-year assessment and at the end of the year the MS can monitor the real country impact performance. It's up to them to create their own objectives (action plans) but the commission have the chance to validate these objectives	<i>Interview: EC official;</i>

Resources

Key feature		Description	Sources
	Type of funding	Public	<i>PPT</i>

³⁰ List of relays is available at: <https://euraxess.ec.europa.eu/information/centres/search>.

Key feature	Description	Sources
Funding arrangements and budget use	Description	- No funding for national projects, only international ones (€3-3.5 million for three years) - €150 k for the maintenance of the portal <i>Ibidem</i>
	Average budget per Network	€ 3,600,000 provide by EC. Unquantifiable for National Programmes <i>Ibidem</i>
	Average budget per relay	NA
	Average budget per communication activities	Some convergence on communication activities covering. 5 - 10 % of the budget (4 NOs out of 5) <i>Survey - Q 70</i>
	Type of support provided by the EC	Information; Software Tools; Training <i>Interview: EC official</i>
	Source of financial resources	EC: NA MS: NA
Available human resources	Human resources	MS: 12 FTEs (1 FTEs/month) Network: 1151 FTEs Per communication activities: <i>No convergent information could be retrieved (According to NOs, the allocation ranges from less than 1 FTE (2 NOs) to 1 FTE (2 NOs))</i> <i>Interview: EC official</i> <i>Website</i> <i>Survey - Q 66</i>
	Tasks	MS: Coordination, guidance, International dimensions (6 destinations outside Europe) and enlargement to other states Network: Direct contact with the researchers <i>Interview: EC official</i>
Available infrastructures	Physical	Yes, provided by national centres <i>Interview: EC official</i>
	IT	Yes: dedicated portal <i>Interview: EC official</i> <i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States	Survey - Q 47
With other networks	EIP-AGRI, ENRD, EUROPASS, EURAXESS, OAFCN, GSN, EURYDICE, EEN, ECCs, Your Europe, EDICs, EDCs, EURES, Euroguidance, Team Europe, EURODESK, NCP H2020, Erasmus+N.A., NARIC, CED	Interview: EC official Survey - Q 41
	Cooperation with H2020 is rather formal on funding programmes involving mobility periods and career development. <i>However, no convergent information on type of cooperation could be retrieved from all network's operators.</i>	Survey - Qs 41,45,55,56
With other EU actors	EC Rep: Yes, mostly occasional, but <i>no convergent information could be retrieved from available resources on the details of the cooperation.</i> EDICs: Yes, mostly occasional.	Survey - Q 41, 43, 45,55,56

Relevant documents and general comments

List of main documents

Declaration of Commitment by the members of the EURAXESS network
COM(2012) 392 final - A Reinforced European Research Area Partnership for Excellence and Growth
European Charter for Researchers

Remarks

- It is the only network that provides assistance to researchers. It was a huge investment on the raising of the awareness. It was mainly linked to the social media presence (especially FB). Those who are really mobile are the youngsters and thus mainly FB;
- Need to invest more time in Enterprise Europe (especially for the innovators) and invest in the NCP network. The network is free of charge so it is really important that there is awareness of the network;
- Main benefits: it cuts time and money to relocate, the huge portal provides some important information, the contribution.

NCP H2020- National Contact points for Horizon 2020

Rationale and background

Following discussions and agreement with national authorities, NCPs were built in 2014 to promote equal and consistent support in all MS and many non-EU and non-associated countries ("third countries").

The network of National Contact Points (NCPs) is the main structure to provide guidance, practical information and assistance on all aspects of participation in Horizon 2020.

The "Minimum Standards" document, agreed with national authorities, provides a common reference for all participating countries

Mission

Key feature	Description	Sources
Legal Base	Yes, binding Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) and repealing Decision No 1982/2006/EC DG RTD (2014), Minimum standards and Guiding principles for setting up systems of National Contact Points (NCP systems) under Horizon 2020	<i>Web-search</i>
Start date	2014	<i>Interview: EC official</i>
End date	2020	<i>Ibidem</i>
Objectives	The network is an essential component of Horizon 2020 implementation. Its aim is to inform, raise and spread awareness, assist, train and give specialist advice, and provide on-the-ground guidance to make the Programme known and readily accessible to all potential applicants, irrespective of sector or discipline.	<i>Website DG RTD (2014)</i>
Scope	Sectorial. The network's scope covers all aspects of the Horizon2020 Programme, plus other European RTD-programmes in the field of research and innovation (such as COSME, Eureka, COST, R&D related parts of European Structural and Investment Funds)	
Policy area	Research, innovation and Science (Responsible Research and Innovation) Relevant EC political priorities: <i>-stimulating investment and creating jobs</i>	<i>Ibidem</i>
DG	RTD (overall lead), CNECT, EAC, GROW, HOME, JRC, ENER, MOVE	<i>Interview: EC official</i>
Visual identity	Europa website: .eu website - embedded in the DG RTD website EC logo/EU flag: yes	<i>Website</i>

Key feature	Description	Sources
	<p>EC colours: yes Banner: yes</p>	
	<p>Network Logo: no Stars in logo: n.a. Network Slogan: no Website: Yes http://ec.europa.eu/research/participants/portal/desktop/en/support/national_contact_points.html The website is optimised for mobile devices</p>	<i>Ibidem</i>
Key target group	<p>Specific (all potential applicants to Horizon 2020 calls for proposals, primarily legal entities and individual involved in research and innovation such as universities, research organisations, companies etc. Some parts of the network target individual researchers (notably in relation to Marie Skłodowska Curie Actions, and European Research Council). It targets also other groups, such as civil society organisations, depending on the calls for proposals.</p>	<i>Interview: EC official</i>
Types of service	<p>Problem solving: Yes (NCPs can indeed solve problems posed by potential applicants. For example, solving legal questions) Promotion of EU Programme implementation: yes Communication on the development of EU policies and practices: no Guidance and advice: yes Other: no The network provides information on the innovation activities of H2020 and other R&I measures and programmes. It supports in partner search activities notably by using internet based tools (as well as EEN and other networks), it advises and guides on administrative procedures, rules and issues, advices on setting up of appropriate management and legal structures in large projects, explains scope and modalities of funding schemes to be used in Horizon2020. It also organise courses and training sessions on H2020. It signposts to other business support network services those potential participants who require assistance, on general and specific EU matters (e.g. internal market)</p>	<p><i>Ibidem</i></p> <p><i>DG RTD, Minimum standards and Guiding principles for setting up systems of National Contact Points (NCP systems) under Horizon 2020</i></p>
Main evolution in recent years	Not identified	

Dissemination

Key feature	Description	Sources
Content	Specific The network raises awareness and disseminates information on all aspects of participation of Horizon2020.	<i>Interview: EC official</i>
Channels	<p>Website at the central level: yes. Website at the decentralised level: yes. Countries can also set up their own Horizon2020 website. Publications: yes (brochures and leaflets) Events/Meetings/Focus groups/workshops: yes. NCPs organise events (as info-days that mirror the info days organised at the EU level in Brussels) for their users and produce leaflets and other dissemination material in local languages. Events usually target 20/50 participants. No exact information is available on the number of events organised in 2017: according to some NOs (2) they were between 11-20, according to others they were more than 20 (3 NOs) Newsletters: no Social media: twitter, LinkedIn. There is both a social media account at central (EU) level and accounts at the national level (depending on each country and authority hosting the NCP). Other: NA</p> <p><i>Main channels used:</i> email, website, telephone are indicated as the main channels used by all NOs surveyed. Most of them indicated also (80%, n=4) physical</p>	<p><i>Interview: EC official</i> <i>Survey - Qs 35,38,37, 64</i></p>
Users reached	<p>Number: NA. There is no available information on the number of users who got in contact with the network as a whole in the last year, as there is no comprehensive monitoring system and NOs have visibility only on their relay. In the case of the Czech NCP, more than 2000 users got in contact, through individual consultation, assistance to search partners and participation to workshops/ conferences/trainings. According to another NO more than 6000 users got in contact.</p>	<p><i>Survey - Qs 40, 73, 74</i></p>
Inquiries received	<p>Number: NA. Data are at the national level.</p>	<p><i>Interview: EC official</i></p>
Communication strategy	<p>The network as a whole does not have a <i>general communication strategy</i>. However, in some cases, according to some NOs surveyed, there is a communication strategy at the national level. The network as a whole does not have a <i>social media strategy</i>. In the past three years actions have been taken in order to improve the network's visibility/accessibility/traceability (100%, n=5 NOs) Actions include a wide range of promotional events, such as info days and info sessions, short movies, brochures and leaflets, alert service on news and social media campaigns (twitter)</p>	<p><i>Survey - Qs 8,9 36, 57,58</i></p>

Key feature	Description	Sources
Feedback/reporting mechanisms	<p>Feedback from users:</p> <ul style="list-style-type: none"> - At the central level: There is no structured procedure at network level to gather feedback from users. - At the decentralised level: Mechanisms are defined by individual relays, and include the use of paper forms (3 NOs), online forms (4 NOs) and emails (3 NOs). <p>Feedback from users transferred to the Commission: according to NOs surveyed (80%, n=4). There is no structured procedure to share feedback with the EC. However, feedback can be shared during regular NCPs meetings organised by the EC</p>	<p><i>Survey Qs 19, 20, 21, 22, 23, 24, 26</i></p>

Processes

Key feature	Description	Sources
Management	<p>Management bodies</p> <p>The actual implementation of the activities of the network is responsibility of the national offices/bodies entrusted with such role. The coordinator usually is embedded in a relevant Ministry, collaborating with the national authority in the operational management of that country's NCP system, and maintaining an overview of the national system, to ensure overall operational consistency. Coordinators liaise with the Commission coordinating services on any cross-cutting questions of operational policy, including training, and for horizontal objectives such as gender equality. There is one person in the Ministry (acting as coordinator at the national level). In the NCP in 3rd countries, there is a lack of organisation and is not harmonised. NCP are nominated by the Embassies in these countries, and are not invited to meetings, but may receive support from the Coordination And Support Action activities.</p>	<p><i>DG RTD, Minimum standards Interview: EC official</i></p>
	<p>Role of the Commission</p> <p>However, the involvement of the Commission in the Coordination and Support Actions to encourage transnational cooperation is high, at the level of policy and project management too. The Commission has the role to facilitate the organisation and operation of the NCP network, providing information at the earliest possible time on work programmes and roadmaps, upcoming calls, changes in priorities or administrative procedures, providing coordination where necessary, and helping ensure compliance with the minimum standards and guiding principles.</p>	<p><i>Interview: EC official; DG RTD, Minimum</i></p>

Key feature		Description	Sources
		<p>The Commission supports financially trans-national cooperation and the spread of good practices via sectoral Coordination and Support Actions (linked to the structure of H2020) (e.g. NCP Academy supporting NCP Coordinators as well as Legal and Financial ones), and SiS.net – Science with and for Society National Contact Points.</p> <p>The Commission convenes one or two meetings a year of national coordinators, to discuss compliance with the minimum standards, and issues arising.</p>	
Structure	Structure description	<p>Structure of the network: star</p> <p>The NCP systems can vary from one country to another from highly centralised to decentralised networks, and a number of very different actors, from ministries to universities, research centres and special agencies to private consulting companies.</p> <p>Besides the national coordinator, each country has a series of 22 sectoral NCPs (including one specialising in legal and financial aspects) covering different thematic areas (linked to the structure of H2020).</p>	<p><i>Study team assessment</i></p> <p><i>Website; DG RTD, Minimum standards</i></p>
	Host structure	Private and Public	<i>Interview: EC official</i>
	Selection procedures	<p>Member States</p> <p>National Contact Points are national structures, established by the governments of the 28 EU Member States and the states associated to the Framework Programme. The relevant national authority is responsible for nominating NCPs in the country</p>	<i>Website; DG RTD, Minimum standards and Guiding</i>
	Geographical coverage	28 EU MS + associated countries (Albania, Armenia, Bosnia and Herzegovina, Faroe Islands, FYROM, Georgia, Iceland, Israel, Moldova, Montenegro, Norway, Serbia, Switzerland, Tunisia, Turkey, Ukraine) + third countries	<i>Ibidem</i>
	Territorial level	<p>Sub-national: yes</p> <p>National: yes</p> <p>EU/EC Representation: no</p>	<i>Website</i>
	Number of Relays	3000	<i>Interview: EC official</i>

Key feature		Description	Sources
		There are nearly 3000 NCP nominations across the globe The number of NCP is huge because there are also these CSE (sectorial/thematic NCP, linked to the themes included in H2020), which may be around 20 per country. ³¹	<i>Survey Q 29</i>
	User access	Decentralised access Physical: yes Virtual: yes The minimum standards require NCP services to be accessible by e-mail and phone during working hours, with appropriate back-up arrangements in the case of absences (including a functional mailbox). According to NOs, offices are open to the public. User access can change from country to country. Usually the coordinator is hosted by the Ministry.	<i>Website</i> <i>DG RTD, Minimum standards</i> <i>Survey Q 30</i> <i>Interview: EC official</i>
Monitoring	Existence of a monitoring system	Yes NCPs are national responsibilities, and any monitoring is carried out nationally. However, the Commission invites MS to share the results of this monitoring, and to describe experiences, including possible use of KPIs. The NCP activities carried out by the Coordination and Support Actions are internally monitored by the Commission following the standards for Project Management of the institutions. KPIs are monitored through the NCP coordinators meetings. However, there is not a system to follow up on the specific activities as there is not a legal base for that. Regarding the Coordination and support actions, project and legal officer monitor progress of the activities.	<i>Interview: EC official</i>

³¹ List of relays is available at: https://ec.europa.eu/research/participants/portal/desktop/en/support/national_contact_points.html and <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp>.

Resources

Key feature		Description	Sources
Funding arrangements and budget use	Type of funding	Public EC: 0% MS: 100%	<i>DG RTD, Minimum standards</i>
	Description	The system is financed under the responsibility of the MS and countries associated to the Programme. Each national authority has the responsibility to ensure that measures are in place for the smooth operation of the NCP system within the country concerned, including sufficient capacity to operate Plus Commission financial support for transnational cooperation (see above). The total spend under Horizon 2020 for the various coordination and support actions is around €35m.	<i>Ibidem</i>
	Average budget per Network	<i>NA</i>	
	Average budget per relay	<i>NA</i>	
	Average budget per communication activities	<i>No convergent information could be retrieved (Less than 1% (1 NO); 1-3% (1 NO); more than 10% (1 NO))</i>	<i>Interview: EC official Survey - Q 70)</i>
	Type of support provided by the EC	Information; Training; Other (coordination)	<i>DG RTD, Minimum standards</i>
Available human resources	Human resources	MS: 0.2 FTEs Network: Variable number per country Per communication activities: <i>No convergent information could be retrieved (According to NOs, the allocation ranges from 2-5 FTEs (1 NOs), to more than 11 FTEs (3 NOs))</i>	<i>Website Survey - Q 66)</i>
	Tasks	MS: Coordination and support Actions to the NCPs, communicating information and sharing best practices. Usually they meet with the NCPs every 6 months. Network: Implementation of the Programme's information, awareness raising and guidance activities.	<i>Interview: EC official DG RTD, Minimum standards</i>

Key feature		Description	Sources
Available infrastructures	Physical	Yes: Physical infrastructures are provided by the national bodies hosting the NCPs (either public or non-governmental organisations) (e.g. via organised ad-hoc events).	<i>Interview: EC official</i>
	IT	Yes: dedicated website and online channels in each MS	<i>Website</i>

Partnership/Cooperation

Key feature	Description	Sources
Within the network	Cooperation exists within the network between relays from different Member States with strong collaboration to carry out the activities of the network.	<i>Survey - Q 47</i>
With other networks	EIP-AGRI, ENRD, ECE, National Europass Centres, EURAESS, OAFCN, ECN, INFORM, EURYDICE, EEN, ECC-Net, Your Europe, EDC, EDIC, EURES, Euroguidance, Team Europe, Eurodesk, Erasmus+ N.A, CED.	<i>Interview: EC official</i> <i>Survey - Q 41</i>
	Cooperation with the Enterprise Europe Network is rather formal since it shall be set up in each country. The procedure includes provisions for a one stop-shop service for SMEs, particularly newcomers and directing potential applicants to the most appropriate service. Formal cooperation also exists with Euraxess, Erasmus+, EDCs and EDICs. Occasional cooperation exists with CEDs, EIP-AGRI, EURES, Eurodesk, Fin-net, NARIC, National Europass Centres, OAFCN, EURYDICE. <i>However, no convergent information could be retrieved from available resources, valid for the whole network.</i>	<i>Survey - Qs 49, 55, 56 41, 45</i> <i>DG RTD, Minimum standards</i>
With other EU actors	EC Rep: Yes. Formal cooperation with EC Representatives. Cooperation with EC exists, since the EC facilitates the organisation and operation of the NCP network, provides coordination and information whenever needed. EDICs: Yes, occasional cooperation.	<i>DG RTD, Minimum standards</i> <i>Survey – Q 41, 43 45 49, 55, 56</i>

Relevant documents and general comments

List of main documents DG RTD, Minimum standards and Guiding principles for setting up systems of National Contact Points (NCP systems) under Horizon 2020