

Information Documents

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Council of Europe External Presence Review

2025

Executive Summary

- The External Presence of the Organisation consists of two parts: the Council of Europe Offices and Programme Offices (the Field Presence for the co-operation sector), and, secondly, the Liaison Offices.

- The stated goal of the 16 Council of Europe Offices and Programme Offices is to ensure that the Organisation benefits from efficient support for its technical co-operation, with a view to continued strengthening of the effectiveness of co-operation programme delivery (sub-programme Supporting Action in the Field, Programme and Budget, doc. [CM\(2025\)1](#)).

- The stated goal of the four Liaison Offices is to improve liaison with the Organisation's main international partners, including the European Union, the United Nations and the OSCE. A new Office will shortly open in New York.

- There are 16 Field Presence Offices that serve the co-operation sector. Since the last report the Moscow Programme Office has been closed (June 2022).

- Staff in the Field Presence Offices, predominantly local project staff, has increased significantly over the last years and currently comprise 490 staff in total (March 2025).

- Annual extra budgetary receipts, which largely serve action in the field, have increased significantly since the last External Presence Review in 2021. In 2024 the extra budgetary receipts reached a new record total of €99 million, contributing greatly to the current budget value of the decentralised projects of approximately €200 million.

Since 2024, Ordinary Budget contributions to Action Plans play an essential role in stabilising the funding for technical co-operation for decentralised projects in member states.

- Since the last External Presence Review very significant progress has been made in:

- increasing decentralisation and effective interaction between Headquarters and the Field by fine-tuning working methods as well as financial and administrative procedures to support the decentralisation process. A new Decentralisation and Mobility Strategy was presented in the GR-PBA on 24 April 2025 ([CM\(2025\)59](#));

- making co-operation more effective through improved project management methods;

- further strengthening project management capacity and competencies *in situ*;

- enhancing the visibility of the Council of Europe's External Presence and increasing close co-operation with member states, partner organisations and other key stakeholders.

- reinforcing the security and safety arrangements for the External Presence;

- intensifying the Council of Europe's external dimension, in particular through a reinforcement of existing partnerships with other international organisations (mainly the European Union (EU), the United Nations (UN) and the Organization for Security and Co-operation in Europe (OSCE) and launching new initiatives and contacts;

- increasing engagement in outreach efforts concerning Council of Europe values and instruments beyond Europe and its neighbourhood, especially through the support of the Liaison Offices;

- further enhancing the co-ordinating role of the Directorate of Programme Coordination (DPC) and the Directorate of Political Affairs and External Relations (DPAER), in close co-operation with operational entities, both within the Organisation and with partners.

- On this basis and in line with previous practice, it is proposed that the Deputies take note of this document and renew the Terms of Reference of Council of Europe Offices, Programme Offices and Liaison Offices for another four-year period ending 31 December 2029 (see [CM/Res\(2010\)5](#)).

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I. Introduction

1. The External Presence Offices have been established on the basis of Committee of Ministers Resolution [CM/Res\(2010\)5](#). They operate on the basis of four-year mandates accorded by the Committee of Ministers. The current mandate runs until 31 December 2025.¹ To provide a basis for a new mandate for the Offices this document provides a detailed picture of how the Council of Europe's co-operation sector operates, notably the Field Presence where the majority of the projects and programmes are implemented based on decentralisation. It also provides information on the Organisation's Liaison Offices. Together these Offices constitute the Council of Europe's External Presence.
2. Based on established practice, it is proposed that the Deputies take note of this document and renew the Terms of Reference of Council of Europe Offices, Programme Offices and Liaison Offices for a new four-year period extending until 31 December 2029 (see [CM/Res\(2010\)5](#)).

II. Background – a chronology of the Council of Europe's Field Presence (co-operation sector)

3. In April 2010, the then Secretary General presented proposals for the reform of the Council of Europe Field Presence to the Deputies. The objectives of the reform were to:
 - rationalise the existing network of Council of Europe Offices;
 - reinforce project management capacities in the field with a view to strengthening decentralisation, and responding to the European Union's and other donors' expectations;
 - improve liaison with the Organisation's main international partners in order to be more effective and visible and to continuously search and assess opportunities for joint action.
4. On 7 July 2010, the Deputies adopted the Resolution on the status of Council of Europe Offices ([CM/Res\(2010\)5](#)).
5. On 1 October 2011, the Office of the Directorate General of Programmes (ODGP) was established as part of the Council of Europe's overall reform, creating the necessary conditions for external presence reform (in 2023, ODGP was renamed the Directorate of Programme Coordination - DPC).
6. In July 2013, the Deputies decided²:
 - to establish Council of Europe Offices in accordance with Resolution [CM/Res\(2010\)5](#) in Rabat and Tunis, and Programme Offices in Podgorica and Skopje, in accordance with the respective Memoranda of Understanding.
 - that the Council of Europe Offices and Liaison Offices established since 1 January 2010 under Resolution [CM/Res\(2010\)5](#) will operate in accordance with the terms of reference defined in this same resolution until 31 December 2015;
7. In October 2013, the Ministers' Deputies decided to establish a Council of Europe Programme Office on Cybercrime in Bucharest.³
8. In September 2015, further to the then Secretary General's report presented in document [SG/Inf\(2015\)25-rev](#), the Deputies agreed to renew, until 31 December 2017, the terms of reference of Council of Europe Offices and its Liaison Offices established under Resolution [CM/Res \(2010\)5](#) on the status of Council of Europe Offices.⁴ The Terms of Reference were thereafter renewed until 31 December 2021 and, subsequently, until 31 December 2025.⁵

¹ [CM/Del/Dec\(2021\)1412/2.4](#)

² [CM/Del/Dec\(2013\)1175/1.6](#)

³ [CM/Del/Dec\(2013\)1180/10.4](#)

⁴ [CM/Del/Dec\(2015\)1234/2.4](#)

⁵ [CM/Del/Dec\(2021\)1412/2.4](#)

9. Since March 2021 representatives of the Council of Europe Development Bank (CEB) have been accommodated in the Ankara Programme Office.
10. In June 2022, the closure of the Moscow Programme Office was completed, following the aggression of the Russian Federation against Ukraine (further to, notably, [CM/Res\(2022\)3](#) adopted on 23 March 2022).
11. Since September 2024 representatives of the Council of Europe Development Bank (CEB) and the Register of Damage Partial Agreement (RD4U) have been accommodated in the Council of Europe Office in Ukraine.
12. Over time, the Field Presence has grown considerably in size and become an integral part of the work of the Organisation. In May 2023, the Reykjavik Declaration provided significant recognition of the Field Presence, notably by stating that *"We further recognise the important role of the Organisation's co-operation dimension, including its field offices, in providing targeted support to beneficiaries on the ground and commit to further strengthening the work of the Organisation in the field, in co-operation with the countries concerned."*
13. By end February 2025, the Field Presence comprised a total of 490 staff. In follow-up to the Reykjavik Declaration, as well as External Audit recommendations, the Secretary General presented a new Strategy for Decentralisation and Mobility to the Deputies in April 2025 ([CM\(2025\)59](#)). The strategy is likely to have a significant impact on the way the Field Presence will operate in the future.

III. Coordination of the co-operation sector (DPC)

14. The mandate of the Directorate of Programme Coordination (DPC) is to:
 - Contribute to the development and implementation of the Council of Europe's strategic objectives and priorities of the Programme and Budget, in close co-ordination with all relevant services, and, in particular, to co-ordinate the Organisation's co-operation dimension, including its Field Offices, providing targeted support to beneficiaries on the ground.
 - Oversee and manage the work of Council of Europe Offices and Programme Offices, and, as applicable, contributes to wider information on the Council of Europe's actions.
 - Co-ordinate the programming of the co-operation, based on a strategic approach.
 - Develop and implement a strategic resource mobilisation strategy for the Organisation.
15. In order to fulfil its mandate, DPC works in close co-operation with other Major Administrative Entities of the Organisation.
16. Wherever possible, co-operation projects with a geographical focus are implemented through the network of 16 Field Offices.⁶ DPC is responsible for the Offices as well as the financial and human resources management of the co-operation projects carried out by them. 190 projects are currently implemented by these Offices. These decentralised projects support around 250 national reforms and initiatives. Funding is ensured predominantly through extra-budgetary contributions. The total budget value of the decentralised projects is for the moment approximately €200 million.

IV. The network of Field Offices

17. The Council of Europe currently has Offices in Ankara, Baku, Belgrade, Chisinau, Kyiv, Pristina, Sarajevo, Tirana, Tbilisi, and Yerevan. A more limited operational presence is functioning in Podgorica, Rabat, Skopje, Tunis as well as in Venice to ensure the promotion of Council of Europe

⁶ Council of Europe Offices and Council of Europe Programme Offices.

standards and effective implementation of assistance activities, including the Neighbourhood Co-operation priorities.

18. The Offices in Ankara, Podgorica, Skopje and Venice are Programme Offices, where the sole function is to support the implementation of co-operation projects. The thematic Cybercrime Programme Office of the Council of Europe (C-PROC) operates from Bucharest.
19. Project staff in Offices are financed through the budgets of their respective projects which are mainly covered by respective extra-budgetary contributions. The Offices have a full or partial core team (Head of Office, Deputy Head of Office, financial management and administrative staff), still extensively financed by extra-budgetary means. The core team ensures consistency and management, with emphasis on the Council of Europe's rules and regulations. The vast majority of Office staff are locally recruited. Appendix 2 provides detailed information on the number of staff members employed by each Office, as well as the number of projects in implementation.
20. Council of Europe Offices in charge of liaison with one or more international organisations or institutions operate in Brussels, Geneva, Vienna and Warsaw. It should be noted that, at their 1524th meeting on 2 April 2025, the Deputies, in light of the information document [SG/Inf\(2024\)38](#), approved the establishment of a Council of Europe Liaison Office with the United Nations in New York. Following the Deputies' approval, the Secretariat immediately started preparations leading to its establishment. The Office in New York will ensure complementarity and synergies with the Offices in Geneva and Vienna, with each of these offices contributing to enhancing the external dimension, while remaining inter-connected, under the overall guidance of the Council of Europe headquarters.
21. The Organisation also has an Office in Paris, which provides logistical and administrative support to meetings and events. This document makes no further reference to the Paris Office, which is managed by the Directorate General of Administration.

V. Programming of technical co-operation

22. Council of Europe technical assistance programmes form an integral part of the unique strategic triangle of standard-setting, monitoring and co-operation: the development of legally binding standards is linked with their monitoring by independent and other mechanisms and supplemented by technical co-operation to facilitate their implementation. The Council of Europe's actions are developed and implemented in areas where our Organisation has strong expertise and added value.
23. Strategic co-operation documents build on the most recent decisions, resolutions, recommendations, report conclusions, opinions and findings of the Council of Europe's monitoring and expert advisory bodies in respect of the countries concerned. The methodologies of a number of monitoring mechanisms are also used to assess the situation in key areas and to formulate recommendations in line with European legislation and practices for non-member states. In addition, co-operation documents reflect domestic reform priorities.
24. These documents are prepared following in-depth consultations with the national authorities. Consultations with international partners and other stakeholders, especially the EU and civil society, also take place in the process of preparation of these documents.
25. Appendix 1 provides a picture of country-specific co-operation activities as of 28 February 2025.
26. Committed to effectiveness and efficiency, this sector uses a tailored project management method (PMM) based on Results-Based Management and a transversal Human Rights Approach (HRA) for sustainability. PMM comprises three priorities: an up-to-date management methodology, an IT Platform, created by the Council of Europe, and training for staff. PMM's overall goal is to facilitate co-operation sector delivery of reform based on the Council of Europe's Theory of Change. Council of Europe co-operation projects also provide a contribution towards achieving the United Nations Sustainable Development Goals.⁷

⁷ See also [SG/Inf\(2021\)14](#) "Review of the policy towards neighbouring regions and the Council of Europe contribution to global governance".

27. The Council of Europe employs a hybrid business model for its co-operation sector, using the respective strengths of Headquarters and 16 Offices in projects. This highlights the role of common business processes, founded on results-based project management. The business model also emphasises interaction between the implementing MAE staff, providing expertise in a given field, and DPC Field Office core staff as well as Headquarters providing the programming and reporting framework, financial and other co-ordination and method guidance.
28. The risk analysis of the co-operation documents and possible mitigation strategies are made on the basis of the Council of Europe Risk Management Policy, adopted in 2023. As a rule, all projects implemented in the co-operation sector have their own risk assessment and mitigation modalities. Field Office security arrangements have also evolved significantly over recent years, based on close co-operation between DGA and DPC.
29. To ensure transparency, up-to-date information on the Organisation's co-operation projects is available to the public on the website of DPC.⁸

VI. Implementation and co-ordination

30. Council of Europe's co-operation sector focuses on areas where the Organisation has strong expertise and added value. Overall, the Council of Europe's co-operation sector comprises 309 active projects as of end-February 2025, with beneficiaries in over 30 locations. As stated above, some co-operation sector projects are managed from Headquarters, for example where the project is of multilateral character or is destined for beneficiaries in a location where no Office exists.
31. Council of Europe co-operation Action Plans, and equivalent documents, are key strategic programming instruments that aim to bring countries' legislation, institutions and practice further in line with European standards in the areas of human rights, the rule of law and democracy. These documents are intended to support the countries' efforts to honour their obligations as Council of Europe member states and to further align non-member states' legislation with European standards, including in view of European Union membership.
32. For reference, co-operation activities are also carried out in countries where no formal co-operation documents exist. It should be noted that co-operation projects are being carried out in European Union member states through the EU SG-REFORM-Council of Europe joint action. Since 2018 this part of the co-operation dimension has been active, with targeted projects, in a majority of EU member states. Furthermore, a new framework agreement concerning 2025-2031 was concluded between EEA Norway Grants and the Council of Europe in April 2025. This agreement will ensure targeted advice and cooperation initiatives in a number of countries.
33. Funding for co-operation is provided through multiple sources, including from the Ordinary Budget and voluntary contributions. The European Union is the main institutional partner of the Council of Europe in political, legal and financial terms and an important donor in this context. Joint Programmes with the European Union require a contribution from the Ordinary Budget (the Joint Programme Provision).
34. The majority of the co-operation sector projects are nevertheless implemented through the Council of Europe and Programme Offices. In view of the results to be attained, the co-operation projects typically include needs assessments, legislative expertise, capacity-building, awareness-raising and peer-to-peer reviews. The Offices liaise and co-ordinate with other stakeholders on the ground to make sure that synergies are created and duplication is avoided. Where appropriate, co-ordination platforms with other international organisations are set up and joint activities undertaken. The Council of Europe Offices consistently participate in donor co-ordination meetings in the field.
35. The Council of Europe's co-operation sector prioritises a human rights approach (HRA) at all stages of its activities. The *acquis*, including Council of Europe legal instruments and institutions, combined with the principles of equality, non-discrimination, participation (including gender-balanced participation and participation of civil society), accountability and transparency brings particular added value and sustainability to the action. The Council of Europe Human Rights Approach

⁸ <https://www.coe.int/en/web/programmes/home>

Practical Guide for Co-operation Projects has contributed to an enhanced incorporation of a human rights approach in project management processes and activities. Further efforts are underway to build on the good practices and enhance monitoring and reporting in this respect, including through sharing of knowledge and experience with donor and partner organisations.

36. Among the different aspects of the Human Rights Approach, Gender Mainstreaming is emphasised in Council of Europe co-operation projects, in line with its Gender Equality Strategy 2024-2029. The Council of Europe [Gender mainstreaming toolkit for co-operation projects](#) has led to an increased understanding and knowledge on gender mainstreaming and gender equality throughout the project cycle.
37. The implementation of cooperation programmes supports the countries' efforts in achieving their commitments towards the [Sustainable Development Goals](#)⁹ (SDGs) of the United Nations, based on the intrinsic links between sustainable development and the protection of human rights.
38. The Council of Europe promotes the active participation of civil society in project activities. Inclusiveness is approached in accordance with the [Guidelines on civil society organisations' participation in Council of Europe's co-operation activities](#).
39. Questions about climate change and the protection of the environment are gaining momentum. A Road Map for sustainable development and carbon footprint reduction is being implemented in the Council of Europe and also concerns the Offices ([CM\(2024\)30](#)). The Council of Europe has prepared a simplified environmental impact assessment for co-operation projects to help highlight the main opportunities for positive impact and the risks for environmental vulnerabilities. It differentiates explicit efforts linked to reducing the environmental impact resulting from project implementation (waste, green-house gas emissions, etc.) and the Organisation's clear indirect contribution towards strengthening countries' good governance structures which enables them to better deal with their environmental challenges and goals. The simplified environmental impact assessment highlights that co-operation for human rights, the rule of law and democracy makes an inherent contribution to the resolution of many political, legal and social issues that aggravate climate change. In parallel, it also underlines the need for the Council of Europe co-operation sector to increase its focus towards climate neutral technical assistance. Consequently, an internal working group was set up to propose steps for the Organisation in this regard.
40. Likewise, the Organisation is committed to protecting children from harm and ensuring that children's right to protection is fully achieved in line with its [Strategy for the Rights of the Child 2022-2027](#).
41. The Committee of Ministers of the Council of Europe, through its Rapporteur Groups on Democracy (GR-DEM) and External Relations (GR-EXT), approves new Action Plans for member states and other strategic programming documents¹⁰ and provides an overall assessment of the results of Action Plans and other co-operation documents implementation. To this end, DPC submits interim and final reports, as well as *ad hoc* information as required.
42. Progress made is also jointly assessed by the Council of Europe and the respective authorities. For this purpose, Steering Committees are established, composed of representatives of the respective Ministries of Foreign Affairs, line ministries and agencies and other national stakeholders, including civil society, as well as of representatives of the Council of Europe Secretariat, involved in the implementation of the co-operation documents.
43. Overall, the Council of Europe Offices and Programme Offices play a particularly important role regarding communication on technical co-operation, and for the whole Council of Europe's communication and visibility effort in those member states and beyond where they are present. Council of Europe Offices promote the Organisation's information across the board, whereas Programme Offices reach out with co-operation sector information. The Offices are overall major information multipliers through all their contacts with local and international stakeholders present, particularly in local languages. They promote Council of Europe co-operation work through their various platforms, with tailored messages for local audiences. In the period 2023-2024 a Field Office Communication Officer network has been consolidated and now covers most of the Offices as a part

⁹ Primarily SDG 1 (target 3), SDG 3 (target 5); SDG 4 (targets 1, 4, 5 and 7), SDG 5 (targets 1, 2, 5, b and c); SDG 8 (targets 6 and 7); SDG 10 (targets 2, 3 and 4), SDG 11 (targets 1, 3, 7 and b), SDG 13, SDG 15 and SDG 16 (targets 1, 2, 3, 5, 6, 7, 10, a and b).

¹⁰ For a list of current programming documents see <https://www.coe.int/en/web/programmes/documents>

of the core team¹¹. Online tools (website and social media accounts) are the main vectors of communication. In 2024, the websites of the Offices had more than 802 000 unique visitors and 89 000 followers on Facebook, disseminating information on projects and their achievements.

VII. Sources of funding

44. Extra-budgetary resources¹² provide the main source of funding for the co-operation programmes. They include voluntary contributions from member states, the EU and from other sources, including observer states, non-member states, non-governmental or non-sovereign sources. Since 2007 there has been an almost four-fold increase in extra-budgetary receipts at the Council of Europe. Commencing with the Programme and Budget 2024-2025, the technical cooperation has also been strengthened by increasing the Ordinary Budget funding (+€5.75 M in 2024 and +€7.75 M in 2025) for Council of Europe country Action Plans. This increases the predictability of the resources needed to support these member states to improve their legislative and policy frameworks and to strengthen their capacities to protect and promote human rights, democracy and the rule of law.
45. Fundraising efforts are co-ordinated by DPC in line with the Council of Europe resource mobilisation strategy. Voluntary contributions are sought and accepted for the Council of Europe co-operation priorities as set by the Committee of Ministers in the framework of the Organisation's Programme and Budget and co-operation documents, in order to ensure that activities and related expenditure are focused on agreed priorities.
46. Co-operation documents, which set strategic priorities of co-operation with countries and the resources required to achieve them, are a valuable tool for pooling voluntary contributions that are not earmarked or only broadly earmarked. Following a concerted effort to encourage Action Plan-level and non-earmarked funding for reasons of efficiency and effectiveness and to further improve the Organisation's capacity to address emerging co-operation needs in a more flexible manner, the share of this category of funding continues to increase.
47. The Council of Europe also promotes longer-term framework co-operation agreements and multi-annual contracts with key partners and donors to facilitate strategic and effective partnerships and ensure predictable and flexible funding.
48. In addition to a number of country-specific and regional Joint Programmes with the EU, comprehensive multi-country, multi-annual programmes frame co-operation in the following geographical regions: the Eastern Partnership region, South-East Europe and Türkiye, and the Southern Neighbourhood.¹³
49. Building on the results of the first and second phases of the Partnership for Good Governance (PGG), the third phase¹⁴ started in March 2023.
50. Since January 2023¹⁵, the Horizontal Facility for the Western Balkans and Türkiye (Horizontal Facility III) builds upon the results achieved under the first and second phases.
51. Following the South Programme IV, the South Programme V¹⁶ supports democratic reforms in the Southern Mediterranean region over the period 2022-2025. Negotiations for the continuation of this partnership under the South Programme VI are under way.
52. In 2025, co-operation has continued between the Council of Europe and the Reform and Investment Task Force of the European Commission (formerly DG-REF). This co-operation is tailored to the needs of the EU member states to strengthen their capacity to advance sustainable growth and

¹¹ Communication Officers as part of Office core teams, two EU/CoE Programme regional communication officers based in the field, one EU/CoE PGG Officer based in Strasbourg and one Officer for the South Programme, based in Lisbon.

¹² In accordance with Article 11 of the Financial Regulations.

¹³ Respectively named Partnership for Good Governance (PGG), Horizontal Facility for Western Balkans and Türkiye (HFII), Regional Support to Reinforce Human rights, Rule of Law and Democracy in the Southern Mediterranean (South Programme IV) and Central Asia Rule of Law Programme.

¹⁴ Total budget €17.5 million – EU: 80% CoE: 20% (36 months).

¹⁵ Total budget €41 million – EU: 85%, CoE: 15% (36 months).

¹⁶ Total budget: €3.334 million – EU: 90% CoE: 10% (24 months).

structural reforms related to the rule of law, human rights protection and efficient democratic governance. A sixth Framework Agreement was concluded in 2024.

53. As a general rule, joint co-operation with the European Union is co-funded by the Council of Europe at the level of 10%.
54. More and more member states conclude multi-annual funding agreements with the Council of Europe.
55. The Human Rights Trust Fund (HRTF) brings together eight member states¹⁷ that pool their resources to fund specific projects to support the national implementation of the European Convention on Human Rights. In 2024, the HRTF contributed with €1,861 million to the co-operation sector.
56. In 2024, the EU contributed €51.5 million to Joint Programme co-operation, which represents 52% of total extra-budgetary receipts. Voluntary contributions from member and observer states amounted to approximately €40.4 million and €3.7 million, respectively. Contributions from other partner states and non-state actors (such as the private sector, foundations, etc.) represented 0.2% of overall extra-budgetary receipts in 2024.

VIII. Liaison with the main international partners

57. The Directorate of Political Affairs and External Relations (DPAER) holds the primary responsibility for the Council of Europe Offices in charge of liaison with other international organisations or institutions (in Brussels, Geneva, Vienna and Warsaw). Each of these offices contributes to enhancing the external dimension of the Organisation, while remaining inter-connected, under the overall guidance of the DPAER.
58. DPAER has the overall mandate to assist and advise the Secretariat of the Council of Europe on relevant matters affecting, on the one hand, member and applicant states, and, on the other, relations with non-member states, as well as Council of Europe relations with other international organisations and institutions, in particular the EU, the OSCE and the UN. DPAER promotes co-operation and partnerships, increases synergies and enhances external visibility and co-ordinates the relevant activities in terms of external representation of the Organisation.
59. At their 4th Summit held in Reykjavik on 16-17 May 2023, the Heads of State and Government of the Council of Europe committed to strengthening the role of the Council of Europe in the European multilateral architecture and in global governance by enhancing its external dimension. The Reykjavik Declaration has reiterated the prominence of the Council of Europe's strategic partnership with the European Union and called, *inter alia*, for more political dialogue with other international organisations, including the United Nations and the OSCE. In practice, it has given a new impetus to and facilitated an enhanced strategic approach to the Council of Europe's relations with other international organisations.
60. Two years after the Reykjavik Summit, its Declaration continues to guide the action of DPAER. The Council of Europe's external dimension and existing partnerships with other international organisations have been intensified and new initiatives launched.
61. The objectives for the Liaison Offices in Brussels, Geneva, Vienna and Warsaw, fixed in 2010 and confirmed in 2013, 2015, 2017 and 2021 are still valid and relevant. The seconded officials and material contributions made available to the Council of Europe by the national diplomatic services continued to play an important role in the proper functioning of these Offices. This model not only significantly contributes to their sustainability but makes it possible for the investment in specific Offices to be proportionate to their functions. Besides contributing to reinforcing the dynamics of co-operation with other international organisations and the visibility of the Council of Europe, the four Liaison Offices have also played a significant role in the global outreach and the promotion of Council of Europe instruments, such as Enlarged Partial Agreements, including the Register of Damage Caused by the Aggression of the Russian Federation against Ukraine, as well as Council of Europe

¹⁷ Finland, Germany, Ireland, Luxembourg, the Netherlands, Norway, Switzerland and the United Kingdom.

values and open conventions. Outreach activities have also taken the shape of side-events, organised by the Liaison Offices in the margins of major high-level events.

62. The Liaison Offices continue to provide added value for the Organisation in three main areas:

- Making the co-operation with partners more effective

The Liaison Offices contribute significantly to improving the information flow in both directions, which has led to greater awareness-raising about the Council of Europe and better co-ordination. The Offices facilitate high-level co-ordination meetings, thereby contributing to the quantitative and qualitative improvement of the co-operation with the partners. The Offices systematically follow up high-level meetings at the technical level and help to avoid unnecessary duplications. This, in turn, contributes to a more coherent implementation of Council of Europe policies with the partner organisations.

- Identifying further opportunities for co-operation and joint action

The Offices identify opportunities at an early stage for joint activities and provide advice and support in planning, negotiation and implementation of and reporting on these activities. In recent years, in the margins of high-level events, these Offices have also organised side-events. This role is particularly important in relation to the EU.

- Increasing visibility

The Council of Europe's presence in the headquarters cities of its partner organisations ensures higher visibility among key stakeholders. Moreover, in Brussels, a proactive media policy has been put in place to support these efforts. The activities carried out by DC's spokesperson based in the Brussels Office contribute to interaction with international media.

63. More specifically, the Liaison Offices have contributed to the following:

Brussels Office/European Union¹⁸: The European Union (EU) is the main institutional partner of the Council of Europe in political, legal and financial terms. Co-operation with the EU remains a priority. The Office has significantly contributed to the development of the three pillars of the strategic partnership with the EU, namely political dialogue, legal co-operation and programmatic co-operation. The Brussels Office has played an increasing role in the further development and institutionalisation of high-level consultations with EU representatives, as well as the intensification of technical level exchanges. It has regularly participated in formal and informal co-ordination mechanisms, focusing on legal and policy co-operation, strengthening the benchmarking role of the Council of Europe through active EU participation in key Council of Europe standard-setting activities on the one hand and contributions by the Organisation to the preparation of new EU strategic documents on the rule of law, human rights and democracy on the other. In addition, the Office plays an important role in following the internal EU processes leading to the finalisation of the EU's accession to the European Convention on Human Rights (ECHR). The Office has also been instrumental in developing new joint activities, projects and multiannual frameworks, with major EU funding, serving the interests of both organisations. The Brussels Office has also contributed to the development of the visibility of the Council of Europe in EU institutions and EU-related events, and it has developed in-house, regular and substantial information-flow and analysis on EU-related matters. Co-operation has become more structured, more political and also more visible.

The Office provides DPC, various MAEs and other external offices with valuable information on the programme-related developments in the EU institutions. Also, the Office assists DPC and other MAEs efficiently in their contacts with the European Commission.

¹⁸ It should be noted that CM Resolution (74)13 of 6 May 1974 decided to establish a Liaison Office of the Council of Europe in Brussels, marking the creation of the first Council of Europe external office. Set up in 1975, 2025 marks the 50th anniversary of the Liaison Office in Brussels.

The Vienna and Warsaw Offices/OSCE¹⁹ follow the activities carried out by the OSCE and OSCE/Office for Democratic Institutions and Human Rights (ODHIR) and report on developments relevant to the Council of Europe activities and policies. This concerns updates on country situations, as well as thematic issues, in particular regarding the protection of the rights of persons belonging to national minorities, promoting tolerance and non-discrimination, combating trafficking in human beings and the fight against terrorism. Such first-hand information and in-depth analysis of developments within the OSCE, as well as within the Council of Europe, help increase synergies, avoid unnecessary duplications and identify opportunities for an effective co-operation with the OSCE in the field and with the OSCE institutions. The Vienna and Warsaw Offices also ensure the participation of Council of Europe delegations in regular meetings of the OSCE Warsaw Human Dimension Conferences and the OSCE Supplementary Human Dimension Meeting.

The Geneva and Vienna Offices/UN: The Geneva Office substantially increased the visibility of the Council of Europe, notably through its participation in the sessions of the Human Rights Council and in the Universal Periodic Review (UPR). Through its privileged relationship with UNHCR, the Geneva Office also proved to be a precious tool for smooth co-operation with UNHCR²⁰ and the IOM. The Vienna Office further increased and strengthened Council of Europe co-operation with UNODC, for example in the fields of crime prevention, criminal justice and prevention of torture. It should be noted that the strengthening of the Liaison Offices was included in the adjusted budget for 2025, therefore creating two additional posts in Geneva and one in Vienna²¹.

¹⁹ The Liaison Office in Vienna is in charge of liaison with the OSCE and other international organisations, acting also as Permanent Delegation of the Council of Europe to the UN Office in Vienna (the part related to the UN dimension will be covered in the following paragraph). The Liaison Office in Warsaw is in charge of liaison with the OSCE/ODHIR, Frontex and the Community of Democracies.

²⁰ UNHCR also maintains a Representation to the European Institutions in Strasbourg.

²¹ Notably, an A1/2/3 Deputy Head of Office and a B3 administrative support in Geneva and a B3 administrative support in Vienna.

APPENDIX 1 - Country-specific co-operation activities (28 February 2025)²²

COUNTRY/ENTITY	PROGRAMMING DOCUMENT	OFFICE	FUNDING SECURED (IN EUR) - as of 28 February 2025
EUROPE			
Albania		Yes	11 800 651
Andorra			
Armenia	Action Plan for Armenia 2023-2026	Yes	11 669 135
Austria			1 336 380
Azerbaijan	Action Plan for Azerbaijan 2022-2025	Yes	6 793 418
Belgium			586 207
Bosnia and Herzegovina	Action Plan for Bosnia and Herzegovina 2022-2025	Yes	12 297 419
Bulgaria			1 465 000
Croatia			1 336 380
Cyprus			2 069 672
Czech Republic			175 247
Denmark			80 247
Estonia			170 000
Finland			1 347 874
France			416 667
Georgia	Action Plan for Georgia 2024-2027	Yes	18 474 693
Germany			
Greece			1 533 793
Hungary			80 247
Iceland			
Ireland			1 356 322
Italy		Yes	555 556
Latvia			75 000

²² The table shows the funding secured by country/entity for country-specific or regional co-operation projects under implementation on 28 February 2025.

Liechtenstein			
Lithuania			155 247
Luxembourg			
Malta			1 080 247
Republic of Moldova	Action Plan for the Republic of Moldova 2025-2028	Yes	16 006 761
Monaco			
Montenegro		Yes	9 075 786
Netherlands			
North Macedonia		Yes	8 919 952
Norway			
Poland			95 000
Portugal			681 207
Romania		Yes	1 161 914
San Marino			
Serbia		Yes	16 658 952
Slovak Republic			
Slovenia			786 358
Spain			850 561
Sweden			
Switzerland			
Türkiye		Yes	16 617 983
Ukraine	Action Plan for Ukraine “Resilience, Recovery and Reconstruction” 2023-2026	Yes	35 096 949
United Kingdom			
Kosovo*	Overview of Co-operation Activities in Kosovo* (2023)	Yes	11 256 710

*All references to Kosovo, whether the territory, institutions or population, in this text shall be understood in full compliance with United Nation's Security Council Resolution 1244 and without prejudice to the status of Kosovo.

COUNTRY/ENTITY	PROGRAMMING DOCUMENT	OFFICE	FUNDING SECURED (IN EUR) - 28 February 2025
NEIGHBOURHOOD AND LATIN AMERICA			
Algeria			1 315 679
Argentina			69 378
Brazil			69 378
Chile			69 378
Costa Rica			69 378
Egypt			1 315 679
Jordan			1 315 679
Kazakhstan	Council of Europe Neighbourhood Co-operation Priorities for Kazakhstan 2024-2027		547 168
Kyrgyz Republic			69 378
Lebanon			1 315 679
Libya			486 250
Mexico			69 378
Mongolia			69 378
Morocco	Neighbourhood Partnership with Morocco 2022-2025	Yes	7 904 664
Palestine**			1 315 679
Peru			69 378
Tunisia	Neighbourhood Partnership with Tunisia 2022-2025	Yes	5 247 779
Uruguay			69 378
Uzbekistan			69 378

** This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of Council of Europe and European Union member states on this issue.

APPENDIX 2 – Council of Europe’s External Presence (28 February 2025)

		Core Team		Project Teams	Number of decentralised projects, end of February 2025
		Funded by Ordinary Budget 2025 (# of staff)* or North South Centre PA budget	Funded by extra-budgetary resources, end of February 2025 (# of staff)*	Funded by extra-budgetary resources, end of February 2025 (# of staff)	
1	Ankara	6	3	22	7
2	Baku	4	1	8	8
3	Belgrade	5 + (1)	1	27	12
4	Bucharest		2	37	7
5	Chisinau	3 + (2)	1	44	20
6	Kyiv	5 + (1)	3	68	26
7	Podgorica	2		16	7
8	Sarajevo	5	2	27	16
9	Skopje	2		16	7
10	Tbilisi	5 + (1)	3	41	17
11	Tirana	5 + (1)	1	22	12
12	Yerevan	5	1	31	15
13	Pristina	3	4	18	10
14	Rabat		4	11	7
15	Tunis		3	15	18
16	Venice	1 + (1)			0
17	PA North-South Centre	NSC Partial Agreement Budget 4.5	0.5	4.5	4
	Sub-total DPC:	55.5 + (7)	29.5	405.5	193
18	Brussels	6			
19	Geneva	2+(1)			
20	Vienna	1+(1)			
21	Warsaw	(1)			
	Sub-total DPAER:	9 + (3)			
	Total staff:	499.5 + (10)			
					Number of non-decentralised projects, end of February 2025
		Headquarters - DPC			22
		Headquarters - Other MAEs			95
				Total projects:	310

Notes:

* The number of seconded officials is indicated in brackets.

** Including all projects implemented through ‘non fully-fledged’ Offices (Rabat, Podgorica, Skopje), all regional or thematic projects and transversal budgets.

APPENDIX 3 – Information available online

Information on co-operation can be found on the Directorate of Programme Co-ordination (DPC) [internet website](#) and [intranet website](#).

The [DPC mandate](#) is available on the Council of Europe main portal.

Action plans, framework documents and reports are available on the [DPC website documents page](#).

Information on Council of Europe Offices and Programme Offices

Decisions related to the Council of Europe Offices/Programme Offices: (CM/Res(2010)5) (CM/Del/Dec(2021)1412/2.4).

In accordance with Decision [CM/Del/Dec\(2013\)1175/1.6](#), Offices submit results-based quarterly activity reports on the state of implementation of their projects/programmes/action plans. These reports provide details of the volume of staff and projects, and an overview of achievements during the reporting period, including any follow up actions required. The [quarterly reports](#) can be found on DPC's intranet website.

More information on co-operation activities in the field can be found on the Council of Europe Offices and Programme Offices websites: ([Ankara](#); [Baku](#); [Belgrade](#); [Bucharest](#); [Chisinau](#); [Kyiv](#), [Podgorica](#); [Sarajevo](#); [Skopje](#); [Tbilisi](#); [Tirana](#); [Venice](#); [Yerevan](#) and [Pristina](#); [Rabat](#); [Tunis](#)).

Information on the Council of Europe Offices in charge of liaison with one or more international organisations or institutions can be found on <https://www.coe.int/en/web/der/liaison-offices>

Social Media

Council of Europe Offices/Programme Offices' are active on social media channels with links available on respective Offices' websites.

Other documents

Reykjavik Declaration
<https://rm.coe.int/4th-summit-of-heads-of-state-and-government-of-the-council-of-europe/1680ab40c1>

[Information leaflet on DPC](#)

Project management for the cooperation sector
[Project Management Methodology website](#)

A public, searchable database containing Council of Europe co-operation is also [available](#).

[Gender Mainstreaming Toolkit for co-operation projects](#)
[Guidelines on Civil Society Organisations' participation in Council of Europe's co-operation activities](#)

[Resource mobilisation at a glance – Annual infographics](#)

Public project data
<https://www.coe.int/en/web/programmes/project-data>

Sustainable Development Goals
<https://www.coe.int/en/web/un-agenda-2030/home>