

Council of Europe Secretariat

Directorate of Internal Oversight



COUNCIL OF EUROPE CONSEIL DE L'EUROPE

Evaluation (2012)6

27 March 2012

**INTERNAL EVALUATION OF THE
EVALUATION TRAINING PROGRAMME FOR THE COE STAFF
2010-2011**

- EXECUTIVE SUMMARY -

The evaluation training programme trained 121 CoE staff between January 2010 and December 2011. Overall, participants were highly satisfied with the quality of the training. Relevance of the course to the CoE staff's needs was ensured through a considerable effort during the preparation phase.

The training courses significantly contributed to raising the participants' understanding about evaluation and their interest in launching evaluation processes for activities they work on. The content of the course was considered interesting also by staff members not directly involved in operational projects and programmes.

The report recommends that the evaluation training courses remain an integral part of the institutional training programme and that they should continue being open to all staff members. The DHR should consider making this course mandatory for staff whose professional responsibilities include project design, management, monitoring and evaluation, including the organisation of external evaluations, as well as for staff in field offices.

As far as the management of the training programme is concerned, the report provides recommendations for improving the training enrolment procedures in order to enhance the efficiency of the programme and to reintroduce the collection of participants' feedback.

The absence of a common CoE project management approach with related concepts and terminology, integrating design, monitoring and evaluation is considered to be an obstacle to developing an evaluation culture and, more generally, results-based management.

The report recommends an enhanced coordination between the evaluation function (DIO), the strategic planning in the Office of the DG-PROG (Strategic Programming Divisions and External Presence, Financial Management and Joint Programme Support Division) and the Programme and Budget Department in DPFL in adopting and disseminating a common project management approach with related concepts and terminology. Consultation with DIO on evaluation-relevant training (including on project management) is also recommended.

In order to enhance the effectiveness of the training course, the report recommends that DIO should develop complementary measures such as:

- providing ad-hoc assistance to staff for the preparation of evaluations;
- creating an evaluation community of practice;
- preparing and disseminating lessons learnt documents;
- organising series of lectures/master classes.