

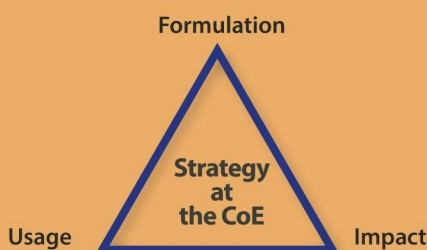
EVALUATION OF STRATEGY DEVELOPMENT AND REPORTING IN THE COUNCIL OF EUROPE (2020)



Evaluation questions

- To what extent is the strategy formulation process conducted in an effective manner and to what extent does it result in high-quality documents?
- To what extent and under what conditions are strategies helpful in improving the work of the Organisation?

Evaluation focus



Methodology

Qualitative and **Q**uantitative approach

58 semi-structured interviews

41 strategy documents mapped

4 international organisations used for benchmarking

16 strategies assessed based on 8 criteria

● Inclusive and participatory evaluation process

119 survey responses

STRENGTHS

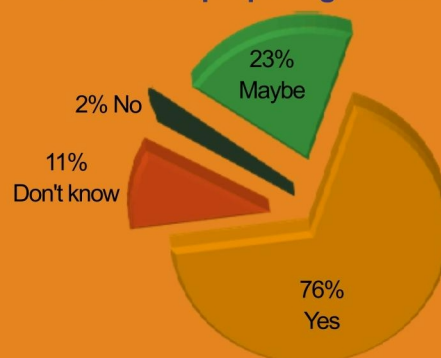
Council of Europe produces a variety of strategic documents which:

- have a clear rationale and prioritised, clear and realistic objectives
- are underpinned by diagnostic work and consistent with Council of Europe's overall strategic priorities
- show links to the Organisation's specific comparative advantages

Strategies produced positive effects on:

- communication & visibility
- legitimacy of the relevant sector of work
- the quality of the action taken
- internal co-ordination
- fundraising (for country action plans)

Is it worth preparing a strategy?



RECOMMENDATIONS

Establish strategic planning framework

- Four-year strategic framework in line with best practices and lessons learnt
- Role of different documents within the strategic planning universe and their relationship with each other
- Institutional terminology

Ensure quality of strategic documents

- Prepare strategy development guide and template to strengthen presentation of:
- a results logic
 - a time frame
 - monitoring and evaluation
 - resources

Enhance strategy development and implementation

- Perform feasibility assessment
- Align strategic planning procedure and guidance
- Define the entity in charge
- Produce a communication strategy
- Manage resources
- Strengthen accountability and learning

Standardise Reporting

- Develop guidelines on reporting formats and periodicity

"An organisational strategy could be very useful in guiding us when making important decisions, for example, what should be included in the terms of reference of intergovernmental committees."

Chair of rapporteur group

"A strategy is important [so as] to have a common vision, internal co-ordination and consistency. It is a bible for co-operation with all relevant actors."

Staff member

"A long-term strategy is [...] the glue that unites the system."

Staff member

