

# EVALUATION OF STRATEGY DEVELOPMENT AND REPORTING IN THE COUNCIL OF EUROPE

Management response &  
Action plan



COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

<b>Name of Evaluation Report:</b>	<b>Evaluation of Strategy Development and Reporting in the Council of Europe</b>		
<b>Date of Evaluation Report:</b>	<b>June 2020</b>	<b>Date of the Action Plan:</b>	<b>July 2020</b>
<p><b>Overall management response to the evaluation:</b></p> <p>The primary purpose of the present evaluation carried out by the Directorate of Internal Oversight is to support improvement in the processes for preparation of Council of Europe strategies and the mechanisms for reporting. To this end, the report contains recommendations on how to enhance and develop strategic planning procedures within the Organisation.</p> <p>The Secretariat recognises the benefits of enhancing the current processes and all recommendations have been accepted by management. The actions envisaged for their implementation are set out in the Action Plan below.</p>			

## ACTION PLAN

Management Decision <sup>1</sup>	Entity in charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for non-Acceptance	Target Date for Action	Person Responsible for Action
<p><b>Recommendation 1:</b> When establishing a strategic framework, the leadership of the Organisation should identify relevant stakeholder groups at an early stage and engage them in active consultations, where appropriate, so that framework can as much as possible reflect a common vision. The framework should adhere to best practices in strategy making and lessons learnt identified in this report. In addition, the leadership of the Organisation should establish clear processes for the implementation of the framework and the monitoring and reporting of progress towards its objectives. Finally, the Programme and Budget document of the Organisation and the thematic and geographic strategies and action plans should be informed by the Organisation’s strategic framework. Where relevant, a reflection has to be made whether and when (i.e. different phases of strategy development, reporting, monitoring and revision), existing platforms such as the meeting of the chairs of intergovernmental committees, presidents of monitoring bodies, meeting of chairs of Rapporteur Groups, PACE and other independent bodies of the organisation should or could be involved.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DPB	<p>As per the CM’s decision of November 2019<sup>4</sup>, the strategic framework should reflect the SG’s vision concerning the priorities for the Council of Europe’s longer-term mission, building on the priorities underlying the Programme and Budget 2020-2021. The Programme and Budget for the coming biennium will be informed by the Organisation’s strategic framework.</p> <p>Best practices in strategy making, tailored to its target audience, and in its implementation will be observed.</p> <p>Informal consultations on the strategic framework with the key stakeholders will be carried out.</p>		<p>Consultations with key stakeholders began earlier this year and will continue over the summer/autumn 2020.</p> <p>The implementation of the strategic framework will cover the period from its endorsement at the Ministerial Session in May 2021 until the end of 2024.</p>	Director of PO, Director of DPB

1 The Management decision concerns the Recommendation (Accepted, Rejected, Under consideration).

2 For implementing accepted recommendations. These **can be different** from suggestions contained within the report.

3 For recommendations that are rejected or under consideration.

4 8e. [...] invited the Secretary General, in consultation with member States, to consider and prepare a four-year strategic framework reflecting the priorities for the Council of Europe’s longer-term mission, building on the priorities underlying the Programme and budget 2020-2021

Management Decision <sup>1</sup>	Entity in charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for non-Acceptance	Target Date for Action	Person Responsible for Action
<b>Recommendation 2:</b> The Organisation should establish a clear terminology to describe the various types of documents and create an online “one-stop-shop” repository of public strategic documents including a thematic search tool. In addition, the Programme & Budget document should refer to relevant strategic documents.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DPB	<p>DPB will establish a terminology to categorise the various types of strategic documents within the Organisation, following consultation with ODGP, DG I and DG II.</p> <p>DPB will create and host an online “one-stop-shop” repository of public strategic documents.</p> <p>The Programme and Budget already refers to, and integrates, strategic documents where relevant and appropriate. This practice will be maintained for future Programmes and Budgets.</p>		End 2021	Director of PO, Director of DPB
<b>Recommendation 3:</b> The Organisation should produce a manual/guidance on strategy preparation explaining the relevant processes and concepts and including standard templates, one for strategies and one for action plans (see suggested strategy and action plan templates in Annex 13 of the evaluation report).					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB	DPB will develop a manual/guidance on strategy preparation, following consultation with ODGP, DGI, DGII and the SecCM.		End 2021	Director of DPB

Management Decision <sup>1</sup>	Entity in charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for non-Acceptance	Target Date for Action	Person Responsible for Action
<b>Recommendation 4:</b> Strategic planning procedures aligned with the requirements of a four-year strategic planning framework should be adopted for example, through a harmonisation of planning and reporting cycles, where feasible.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DPB	<p>The manual/guidance on strategy preparation (see Rec.3) will address this recommendation to align strategic planning procedures with the four-year strategic framework as appropriate.</p> <p>The Programme and Budget 2022/2023 will be aligned with the strategic framework.</p>		End 2021 Next Programme and Budget cycle/biennium 2022-2023	Director of PO, Director of DPB
<b>Recommendation 5:</b> Strategic documents should be aligned with the information needs of the target audience they are intended for and accompanied by a communication strategy.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DGI DGII ODGP DC	<p>This recommendation will be addressed in the manual/guidance referred to under Rec.3.</p> <p>The recommendation will also be addressed in the Council of Europe's new communication strategy to be adopted before the end of the year.</p> <p>The Directorate of Communications should be systematically involved in the development of the communication strategies by the operational DGs.</p>		End 2021	Director of PO, Director of ODGP, Directors General of DGI and DGII, Director of Communications

Management Decision <sup>1</sup>	Entity in charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for non-Acceptance	Target Date for Action	Person Responsible for Action
<b>Recommendation 6:</b> The responsibility for the preparation and implementation of each strategy should be clearly assigned, communicated and reflected in the objectives of relevant staff members. This is also relevant for the four-year strategy of the Secretary General.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DGI DGII ODGP	<p>This recommendation will be addressed in the manual/guidance referred to under Rec.3.</p> <p>The objectives for 2020 for Directors General and Directors already include an objective to actively support the Secretary General and the Deputy Secretary General in ensuring the follow-up to the CM decisions on the Programme and Budget, in particular in the preparation of a four-year strategic framework for the Organisation.</p>		End 2021	Director of PO, Directors General of DGI and DGII, Director of ODGP
<b>Recommendation 7:</b> Prior to launching a strategy, resources need to be dedicated to its preparation. In addition, the impact on the resources needed for its implementation should be addressed in the strategy document.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DGI DGII DPB ODGP	<p>This recommendation will be addressed in the manual/ guidance referred to under Rec. 3.</p>		End 2021	Director of PO, Directors General of DGI and DGII, Director of DPB, Director of ODGP

Management Decision <sup>1</sup>	Entity in charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for non-Acceptance	Target Date for Action	Person Responsible for Action
<b>Recommendation 8:</b> Monitoring and evaluation should be made an integral part of any strategy's performance assessment in order to strengthen accountability and learning					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO DGI DGII DPB ODGP	This recommendation will be addressed in the manual/ guidance referred to under Rec. 3.		End 2021	Director of PO, Directors General of DGI and DGII, Director of DPB, Director of ODGP
<b>Recommendation 9:</b> Guidelines which harmonise (to the extent possible) the reporting formats and periodicity should be produced taking into account the different target audiences and purposes of reporting.					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB CM Sec	This recommendation will be addressed in the manual/ guidance referred to under Rec. 3.  To the extent possible existing reporting tools and formats will be used and streamlined.		End 2021	Director of DPB, Secretary to CM, Director of ODGP

Abbreviation	Entity
CM Sec	CM Secretariat
DGI	Directorate General for Human Rights and Rule of Law
DGII	Directorate General for Democracy
ODGP	Office of the Director General of Programmes
DPB	Directorate of Programme and Budget
PO	Private Office
DC	Directorate of Communications