

# EVALUATION OF RESULTS-BASED MANAGEMENT IN THE COUNCIL OF EUROPE (2021)



## Evaluation assessed whether:

- the current RBM system provides pertinent information for both policy and performance management;
- this information is used for decision making.

## Methodology

**D**ocument review

**8** interviews with permanent representations

**42** interviews with Council of Europe staff

**3** focus group discussions

**28** survey responses



- ✓ RBM system addresses and meets **accountability and communication** purposes **effectively** but further improvement of **results statements** and **SMART indicators** possible
- ✓ RBM approach at the stage of **transitioning to mainstreaming** (stage 3 out of 5<sup>1</sup>)

### Areas for improvement:

- Emphasis on the strategic **decision-making** and **learning** purposes
- Formal **RBM strategy**
- Formal, clearly articulated and managed **change process**

<sup>1</sup>High Impact Model for RBM - Benchmarking framework, stages of development and outcomes, Joint Inspection Unit of the United Nations (Geneva 2017)

## RECOMMENDATIONS

### The strategic choice on the future direction of RBM

1. Make strategic choice on how the Organisation will in future meet needs of accountability, communication, strategic direction and learning.
2. Develop a management strategy.
3. Formalise strategic choice in a publicly available organisational document and manage it through an operational plan.
4. Build synergies with other parts of the Secretary General's reform agenda.
5. Define the level of coverage to meet the need for communicating evidence of achieving results.

### Improvements that can be made irrespective of the strategic choice made

6. Monitoring of the implementation of the strategy and its road map should lie with a senior management team designated by the Secretary General.
7. Ensure that adequate resources are invested for communication of the purposes of RBM and for addressing the implications for staff in the context of a new strategy.
8. Monitor whether resources should be invested to ensure that staff uses the guidance on the definition of results statements and identification of indicators.