

EVALUATION OF RESULTS-BASED MANAGEMENT IN THE COUNCIL OF EUROPE

Management response &
Action plan



” Success in
management requires
learning as fast as the
world is changing.
Warren Bennis

January 2021

Name of Evaluation Report:	Evaluation of Results-Based Management in the Council of Europe		
Date of Evaluation Report:	January 2021	Date of the Action Plan:	04/03/2021
Overall management response to the evaluation:			
<p>The Secretary General has repeatedly stressed her intention to continue the Organisation’s reform process and to further develop a results-oriented culture with the aim of strengthening the role of the Council of Europe as the guardian of human rights, democracy and the rule of law and providing effective responses to the many challenges facing member States. She has reaffirmed this commitment in her strategic framework for the Council of Europe for the next four years.</p> <p>The results-based management approach developed and applied within the Organisation for over a decade, is an important tool for achieving that mission. It enables a shift in focus from the implementation of activities to the achievement of results and allows to measure the effects of the Council of Europe’s activities against the objectives set by member States.</p> <p>The current evaluation and recommendations will help underpin this approach and further strengthen our results-oriented culture with a view to achieving ever more coherent, responsible and effective action and, as a result, impact in our member states, so that our values continue to improve people’s lives.</p>			

ACTION PLAN

Management Decision ¹	Entity in charge	Planned Actions ² (determined by Entity)	Target Date for Action	Person Responsible for Action
<p>Recommendation 1: The Secretary General should present her strategic choice, in consultation with member states, on how the Organisation will in future meet accountability needs, communication needs, strategic direction needs and learning needs. The strategic decision that needs to be made is whether to use RBM as the primary approach for meeting all identified needs or focusing RBM on the current accountability and communication needs and consider using other approaches (such as evaluation and adaptive management) to support implementation of her stronger results culture agenda.</p>				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	PO	<p>The Secretary General recognises that a strategic decision on the future direction of RBM in the Council of Europe will be of benefit to the Organisation and its commitment to the further development of a results-oriented culture which is one of the focusses of her Strategic Framework (Chapter III Further actions and measures for achieving our goals). She is pleased to see that the strategy pursued to date has generally been successful in meeting the accountability and communication needs, as well as the operational management needs, although further improvements will be sought in this respect. The next step concerns in particular the approach to the strategic direction needs and learning needs. Considering that it is important to capitalise on the gains achieved to date in implementing the Organisation's RBM approach, she will present her strategic choice, in consultation with member States, for meeting the strategic direction needs and learning needs, bearing in mind for the former the political nature and particularities of the Organisation.</p> <p>The presentation of her Strategic Framework and a move to a four-year programme should facilitate a further focus on results and learning.</p>	31/12/2022	Director of Private Office

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.

Management Decision ¹	Entity in charge	Planned Actions ² (determined by Entity)	Target Date for Action	Person Responsible for Action
Recommendation 2: To support the Secretary General in making a decision on what to propose under recommendation 1 above, the Organisation should develop a management strategy. Development of this strategy would allow consideration of the various alternative options and of which add the most potential value, and which are feasible to implement.				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB (in consultation with ODGP, DGA, DGI and DGII)	Various options will be studied, in the light of experience within other international organisations, with a view to support the Secretary General's decision. The value added of any option and its feasibility to implement will of course be key in any choices made.	30/06/2022	Director of DPB
Recommendation 3: The Secretary General's strategic choice, and underlying strategic goals, should be formalised in a publicly available organisational document, and its implementation should be transparently managed through an operational plan.				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB	The Secretary General's strategic choice will be made available in a publicly available document the internet and intranet of the Organisation, and its implementation monitored.	31/12/2022	Director of DPB
Recommendation 4: To enhance the strategy's contribution to the development of a stronger results culture within the Council of Europe, its future development and implementation should be managed explicitly to build synergies with other parts of the Secretary General's reform agenda.				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB (in consultation with DGA and ODGP, DGI and DGII)	The further development of the results-oriented culture is an integral part of the Secretary General's Strategic Framework. A road map will be developed with concrete measures to further create synergies with the reform agenda (e.g. mobility, flexibility in deployment, workforce planning, acquisition of competences including in management).	31/12/2022	Director of DPB

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Recommendation 5: To meet the needs of communicating credible evidence of achieving results, the Secretary General should build on the approach set out in the 2019 Evaluation Policy and define the required level of coverage to meet this need through implementation of the policy.				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB (in consultation with DGA and ODGP, DGI and DGII and DIO)	<p>The Secretary General will continue to foster an enabling environment for the further development of the results-oriented culture within the Organisation and sees the evaluation policy as an integral part of the RBM approach.</p> <p>Consideration will be given to an appropriate level of coverage within the limits of the overall budgetary means of the Organisation and bearing in mind also the recent recommendation of the Oversight Advisory Committee in this respect.</p>	31/12/2021	Director of DPB
Recommendation 6: In future, monitoring of the implementation of the strategy and its road map, and the degree to which it is delivering the anticipated benefits, should lie with a senior management team designated by the Secretary General.				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB (in consultation with ODGP, DGA, DGI and DGII)	The RBM road map will be presented to, discussed and agreed in the SMG and its implementation discussed on a regular basis.	31/12/2022	Director of DPB

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<p>Recommendation 7: The Directorate of Programme and Budget should ensure that adequate resources are invested where most needed, including for communication of the purposes of RBM, the purposes it is intended to meet and the implications for staff within the Organisation of the new strategy. In particular, the difference between RBM and RBB should be more forcefully communicated and its implications in terms of what is expected from the various institutions within the Council of Europe.</p>				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB	<p>A number of measures are currently underway to communicate better the RBM purposes to all staff of the Organisation (e.g. video, trainings, ...) and to clarify the difference between RBM and RBB (practical guide update). Workshops will be held with programme teams for the elaboration of the next programme and trainings on our RBM approach have been devised and will contribute to an enhanced result-oriented culture. It is also intended to hold information meetings with Permanent Representations to present the approach.</p>	31/12/2021	Director of DPB
<p>Recommendation 8: The guidance on the definition of results statements and identification of indicators is adequate. The Directorate of Programme and Budget should continue to work with the Directorate General of Administration to monitor whether more resources should be invested to ensure that staff develop the capability to use the guidance.</p>				
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Under consideration	DPB (in consultation with DGA)	<p>Trainings will continue to be proposed to all staff on public policy design and the RBM approach. In addition, the workshops with programme teams should further this aim.</p>	Ongoing	Director of DPB

Abbreviation	Entity
DGA	Directorate General of Administration
DGI	Directorate General for Human Rights and Rule of Law
DGII	Directorate General for Democracy
DIO	Directorate of Internal Oversight
DPB	Directorate of Programme and Budget
ODGP	Office of the Director General of Programmes
PO	Private Office