EVALUATION OF CHANGE MANAGEMENT IN THE ADMINISTRATIVE REFORM OF THE COUNCIL OF EUROPE (2024)
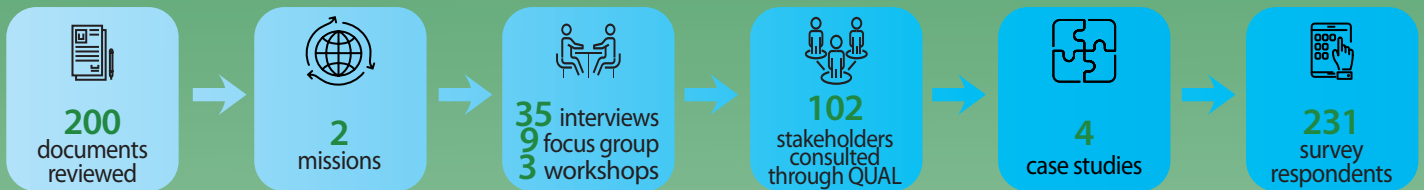

Scope

4 areas of administrative reform:
- People Strategy
- Digital Transformation
- Capital Master Plan
- Governance

Evaluation criteria

- Relevance: alignment of approaches with CoE needs, objectives and context
- Coherence: synergies between reform areas
- Efficiency: best use of resources and aspects of inclusion
- Effectiveness: achievement of objectives and creating ownership of change

Methodology

| **200** documents reviewed | → | **2** missions | → | **35** interviews **9** focus group **3** workshops | → | **102** stakeholders consulted through QUAL | → | **4** case studies | → | **231** survey respondents |

Conclusions

1. The Council of Europe is in a continuous state of reform

2. The reform process is largely reactive, complicated by external challenges, with resource limitations

3. The Council of Europe needs to decide whether to:

   a) Apply full change management: allocate sufficient resources and put in place the required structures and processes

   b) Continue without full change management and sufficient resources but reduce the scale and speed of reforms

Recommendations

Appropriate change management for the reform would require:

in any case (under option a and b)

- pragmatic guidelines
- assessment of feasibility and consequences of reform initiatives
- integrated approach to communicating with and engaging staff

additionally under option a

- strategic decision-making mechanism
- clear roadmap and narrative for reform
- culture of change
- dedicated resources
- organisation-wide change management coordination hub

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