

# EVALUATION OF THE INSTITUTION OF THE COMMISSIONER FOR HUMAN RIGHTS

Management response and action plan



November 2024

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COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

<b>Name of Evaluation Report:</b>	<b>Evaluation of the Institution of the Commissioner for Human Rights</b>		
<b>Date of Evaluation Report:</b>	<b>16 September 2024</b>	<b>Date of the Action Plan:</b>	<b>16 November 2024</b>

**Overall management response to the evaluation:**

In view of the independence of the institution of the Commissioner, the Private Office has asked the Office of the Commissioner for Human Rights to present the current management response and action plan. However, the implementation of this evaluation will take into account any transversal decisions taken by the Secretary General that could have an impact on these recommendations (e.g. recommendation no. 3).

The Office of the Commissioner for Human Rights (the Office) finds the Institution of the Council of Europe Commissioner for Human Rights reasonably well reflected in the overall picture painted by this evaluation, which highlights in particular its high visibility, its capability to rapidly adapt to changes and its solid reputation and credibility among the full range of stakeholders. Crucially, the evaluation also explicitly acknowledges the resilience and commitment of its highly professional staff.

The Office has engaged with the evaluation to the full extent of its capacities and considers that the results benefit from this engagement. It accepts and will work on all recommendations of the evaluation report. In this connection, it is noted that all recommendations, with the exception of recommendation 2, require an assessment of options available to certain ends, which the Office finds in keeping with the independence of the Institution.

It should be noted that progress has already been made on a number of these recommendations. This is due essentially to the temporal overlap between the evaluation process, on the one hand, and the transition between two Commissioner mandates, on the other. The latter translated into a number of opportunities for reassessment and change that had to be seized and this was done in the light of the evaluation recommendations.

## ACTION PLAN

Management decision <sup>1</sup>	Entity in charge <sup>2</sup>	Planned actions <sup>3</sup> (determined by Entity)	Justification for non-acceptance <sup>4</sup>	Target date for action	Person responsible for action
<b>Recommendation 1: Assess the option of defining higher level objectives and indicators to demonstrate higher level results.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	1. Establishment within the Office of a Strategic Planning Unit to support an internal strategic planning process to deliver on the Commissioner's priorities.		1. Before end 2024	Director of the Office of the Commissioner for Human Rights
		2. Assess the option of defining higher level objectives in the context of this internal strategic planning process.		2. Spring 2025	
<b>Recommendation 2: Conduct an internal functional analysis of the Office, in order to align the organisation of the office with the priorities of the new Commissioner.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	1. Holding of a series of meetings (including a dedicated 2-day Office retreat with the Commissioner) to discuss how the internal structure of the Office can be adapted to better support the Commissioner's priorities.		1. Before end of 2024	Director of the Office of the Commissioner for Human Rights
		2. Implement changes, including redistribution of responsibilities and creation of new teams as necessary.		2. Spring 2025	

1. The Management decision concerns the Recommendation (Accepted, Partially accepted, Rejected).

2. Initial suggestion – to be defined/updated by management.

3. For implementing accepted recommendations.

4. For recommendations that are rejected.

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<b>Recommendation 3: Assess the options with regards to the level of regular structured dialogues with Secretary General's Office, DG I and DG II in order to make an informed decisions on the level of coordination that is beneficial and cost-effective.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	Organisation of an internal Commissioner's Office meeting to map the existing frameworks and levels of dialogue with the Secretary General's Office, DG I and DG II, and assess the possible need for a higher level of cooperation and coordination, taking into account the different roles of the entities involved. Depending on the results of this review, explore the viability of options going beyond existing arrangements.		Spring 2025	Director of the Office of the Commissioner for Human Rights
<b>Recommendation 4: Assess ways to systematically track the implementation of the Commissioner's recommendations, while keeping in mind higher level results in Recommendation 1.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	1. Identify possible ways to track the implementation of selected Commissioner's recommendations.		1. Before Summer 2025	Director of the Office of the Commissioner for Human Rights
		2. Pilot identified ways to track implementation on selected recommendations.		2. Before end 2025	
		3. Review and assess the option of doing this more systematically.		3. Before end 2026	

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<b>Recommendation 5: Assess the options for piloting an internal secondments scheme to promote coherence with other Council of Europe institutions, such as the Court, while addressing short term capacity needs.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	1. Together with the Directorate of Human Resources, assess the consistency of a dedicated internal secondments scheme with the staff regulations.		1. Before end 2025	Director of the Office of the Commissioner for Human Rights
		2. Depending on this review, assess the feasibility of such a scheme with an identified MAE,		2. Before end 2025	
		3. if necessary, review alternative options meeting the same goals.		3. Before end 2025	
<b>Recommendation 6: Assess the level of priority on collaborating with international organisations with a view to increase international leverage of the institution of the Commissioner.</b>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	CommHR	With Commissioner O’Flaherty having identified co-operation with international organisations as an essential feature supporting his work in all areas that should be further developed, the assessment of the level of priority has largely taken place already and the Office has moved towards implementation.		Done	Director of the Office of the Commissioner for Human Rights

Abbreviations	
CommHR	Office of the Commissioner for Human Rights
MAE	Major Administrative Entities
DGI	Directorate General Human Rights and Rule of Law
DGII	Directorate General of Democracy and Human Dignity