

EVALUATION OF THE COUNCIL OF EUROPE PROGRAMME “BUILDING TRUST IN PUBLIC INSTITUTIONS”

Management response and Action plan



DIO-EVA(2025)04

Management response and Action Plan

Name of Evaluation Report:	Evaluation of the Council of Europe Programme “Building Trust in Public Institutions”		
Date of Evaluation Report:	20/10/2025	Date of Action Plan:	12/12/2025

Overall management response to the evaluation:

The Organisation appreciates the positive evaluation of the programme “Building Trust in Public Institutions”.

All recommendations from the evaluation are pertinent for the sector, at the same time the recommendations 2 and 3 have a broader reach and recommend changes that go beyond the scope of the BTPI programme. The implementation of these two recommendations would require involvement of the Directorate General Human Rights and Rule of law (DGI) and other MAEs including an overall review and change in the Council of Europe’s approach to design, implementation, monitoring and evaluation of the programmes (including BTPI) to enhance the monitoring and evaluation but also to include systemic introduction of behavioural change processes and mechanisms in the Council of Europe work. The latter would have to be supported with training and capacity building which will like require involvement of DHR and commitment of additional resources for the implementation.

In view of the complexity of implementation, recommendations 2 and 3 are marked as partially accepted. This is due to the fact that the implementation will require the involvement of DGI and other MAEs in order to address in full the findings in the evaluation report.

ACTION PLAN

Management decision ¹	Entity in charge ²	Planned actions ³ (determined by entity)	Justification for non-acceptance ⁴	Target date for action	Person responsible for action
Recommendation 1: Expand the programme’s Theory of Change to reflect pathways of change through non-state actors and clarify the causality from improved institutional capacity and frameworks to improved institutional performance. (High ⁵)					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	DGI	A review of the current theory of change will be undertaken in the course of the biennium seeking to identify pathways for inclusion of non-state actors and define their potential role and contribution. Changes will be proposed and introduced for the next review of the programme and budget (2028-2031);		31/12/2027	All Programme coordinators of BTPI in DGI
Recommendation 2: Introduce a more systematic complex-aware programme monitoring and reporting approach to better capture the programme’s effect at member state level, with particular attention for change in non-co-operation countries. (High)					
<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	DGI, possibly in co-operation with DPB	As indicated in the recommendation itself (paras 155 and 156), “the development of an <u>organisation-wide</u> and complex-aware Monitoring and Evaluation (M&E) system would seem necessary” for the implementation of this recommendation. Its implementation at BTPI programme level only would not seem easily feasible or appropriate. Cooperation with DPB and other MAEs to this effect would be indispensable. The implementation of this recommendation will require important systemic changes and as result will require long time for implementation		31/12/2029 with regular reviews at the end of each year	DGI (Directors, Central Division), PO, other MAEs, DPB; DPC etc.

¹ The management decision is in relation to 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 partially accepted or rejected.

⁵ Recommendations have been classified as either “high” or “medium” in terms of the assessment of their importance following the evaluation.

Recommendation 3: Ensure that considerations of behaviour change processes and mechanisms are incorporated into the design and implementation of Council of Europe work and strengthen the capacity of programme staff to advocate and support targeted institutions in their change management challenges. (High)					
<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	DGI	<p>The implementation of this recommendation will require a review of the current programme design methodologies to ensure that behaviour change theories, strategies, and tools are embedded throughout. This will require coordination with DPB and DPC (for the extra-budgetary funded activities) to engage in the process and ensure a broader introduction of the behaviour change processes and mechanisms in the Council of Europe work.</p> <p>Actions will include:</p> <ol style="list-style-type: none"> 1) Meetings of the BTPI Programme Coordinators with DPB and DPC to discuss the modalities for the improvement of the programme design methodologies. 2) proposals for improvement of program design methodologies to include the behavioural change processes and mechanisms 		31/12/2029 Regular review at the end of each year	All Programme coordinators of BTPI in DGI; DPB; DPC, DHR;
Recommendation 4: Enhance visibility of BTPI programme beyond those directly involved. (High)					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected	DGI	<p>Further visibility and communication efforts on the standards produced and on the results of co-operation activities will be carried out. This will include communication through the DGI and Council of Europe websites and social media networks.</p>		Regular review at end of each year	All Programme coordinators of BTPI in DGI; DGI communications team; DPC Communication team (for the Extra-Budgetary funded activities)

Abbreviations	
BTPI	Council of Europe programme “Building Trust in Public Institutions”
DGI	Directorate General Human Rights and Rule of Law
DHR	Directorate of Human Resources
DPB	Directorate of Programme and Budget
DPC	Directorate of Programme Co-ordination
MAE	Major Administrative Entity
PO	Private Office of the Secretary General and the Deputy Secretary General