# Template for Management Response and Action Plan

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| **Name of Evaluation Report:** | Evaluation of the "Strengthening National Child Participation Frameworks and Action in Europe (CP4Europe)" Project |

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| **Date of Evaluation Report:** | 22 June 2023 | **Date of Action Plan:** | |

**Overall management response to the evaluation:** A feedback session is organised with the evaluator, the project team, the partners and experts of the project to discuss about the main findings and recommendations of the evaluation report. A presentation during the next CENDF Task Force can also be conducted with a focus on child safeguarding.

**[FOR DECENTRALISED EVALUATIONS] Dissemination plan for the evaluation:** please briefly explain how the report will be shared (internally, other CoE entities, donors, beneficiaries etc.), methods (email, events, website etc.), resources, timeframe and person responsible.

| Management Decision[1] | Entity in Charge | Planned Actions[2] (determined by Entity) | Justification[3] for Non-Acceptance | Target Date for Action | Person Responsible for Action |
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| **Recommendation 1:** high priority: The Council of Europe and Project partners should plan for and carry out a comprehensive child rights situation analysis and needs assessment at the outset of any forthcoming intervention aimed to enhance the fulfillment of children's rights, also by using the CPAT and related tools. Such analysis could either focus on a specific set of countries, and on a given sector (namely, child participation), or be conducted in the framework of a broader situation analysis on children's rights. Along with the Staff of the organizations preparing to design an intervention, this exercise should encourage the active input and participation of all concerned children – including those belonging to vulnerable groups - as well as their carers, relevant decision-makers and professionals, and other key stakeholders, throughout the whole process. | | | | | |
| ☐Accepted<br>☐ Rejected<br>☒Under consideration | CRD | Ordinary budget is not available prior to the project in order to conduct a comprehensive situation analysis and a needs assessment. Nonetheless, project team will conduct a desk review, a problem, stakeholders and risk analysis before designing a project. | NA | From last quarter of 2023 onwards | Project Manager |
| **Recommendation 2:** high priority: It is recommended to the Council of Europe and to Project partners that the Project design phase entails a more careful identification of: the goal that the intervention is aimed to contribute to; the objectives it aims to achieve, conceived in terms of changes in the lives of children and young persons, and phrased in a way that makes them specific and measurable; and of a range of activities, outputs and outcomes required to achieve the objectives. It is recommended that the Project design documents more clearly illustrate the causal link between the above components of the intervention – in particular, making explicit the links between identified problems and intended objectives in light of external and internal factors that could influence the intended achievements. | | | | | |
| ☒Accepted<br>☐ Rejected<br>☐Under consideration | CRD | To better design Theory of Change and Logical Framework as per the CoE PMM Methodology guidelines. | NA | From last quarter of 2023 onwards | Project Manager |
| **Recommendation 3:** high priority: A comprehensive impact monitoring system, including baseline assessment, should be set up and applied throughout the whole Project lifecycle of future interventions, in order to assess the broader, long-term changes that happen as a result of the intervention. Such system should include: impact indicators; means of verification; protocols for measuring indicators; and a monitoring plan – detailing who measures each indicator, how often, who analyses data collected and how to present these. | | | | | |

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[1] The management decision is in relation to the Recommendation (Accepted, Rejected, Under consideration).
[2] For implementing accepted recommendations.
[3] For recommendations that are rejected or under consideration.

| Management Decision[1] | Entity in Charge | Planned Actions[2] (determined by Entity) | Justification[3] for Non-Acceptance | Target Date for Action | Person Responsible for Action |
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| ☐Accepted<br>☐ Rejected<br>☒Under consideration | CRD | To advocate to allocated resources (i.e. budget, time, expertise, etc.) to develop a proper monitoring system in new proposals/budgets. Moreover, Steering Committee meetings will be regularly organised during the implementation. | NA | From last quarter of 2023 onwards | Project Manager |
| **Recommendation 4:** high priority: It is recommended to the Council of Europe to strengthen the planning, coordination and communication aspects in future interventions involving multiple countries and partners. This should lead to a predictable and manageable amount of work for all parties involved in the Project, especially local partners. In particular, activities and outputs should be timed to maximize their potential impact throughout the Project's lifecycle. It is also recommended to prioritize and promote ongoing dialogue and communication among the different parties involved in order for them to align respective work plans and mutual expectations. | | | | | |
| ☒Accepted<br>☐ Rejected<br>☐Under consideration | CRD | To brief potential partners during the identification of the stakeholders on what is exactly expected from them, brief the partners at the beginning of the project and then plan and review/update the activities with them during the implementation. | NA | From last quarter of 2023 onwards | Project Manager |
| **Recommendation 5:** medium priority: The Council of Europe is advised to rationalize the division of work among the different Project Team Members, and to externalize specific, clearly envisaged tasks to external actors, based on clear engagement contracts, ideally covering the whole Project duration or anyways longer timespans. Should the Council of Europe further support multi-country child participation projects, it is recommended to allocate more resources to national partners, in order to allow them to fully undertake activities involving children and young people, whilst central-level management input should be restrained to a lower proportion of the overall Project budget. It is also recommended to the Council of Europe to embed a more detailed cost analysis in the Project management practice in future. | | | | | |
| ☐Accepted<br>☒ Rejected<br>☐Under consideration | CRD | | Framework contracts are developed by project and Order Forms do not constitute contracts and correspond to | From last quarter of 2023 onwards | Project Manager |

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| | | | several tasks. That being said, the project team will carefully assess if grants to partners are really needed and their capacities to implement the activities, and if not, to allocate required resources to implement the activities. | | |

**Recommendation 6:** medium priority: It is recommended to the Council of Europe and national partners to continue working in line with standards for safe and meaningful child participation, and to strengthen the areas in which more quality could be attained. In particular, it is recommended to expand the involvement of children and young persons in the framework of their future interventions, be these focused on child participation or on any other measures likely to have an impact on children. It is also recommended to carry on the remarkable efforts to reach out to the most marginalized groups of children and youth, to involve children and young people at an earlier stage of the Project lifecycle, and to expand the level of participation towards more collaborative, and even child-led forms of engagement – as appropriate to each case and action.

| ☒Accepted ☐ Rejected ☐Under consideration | CRD | To make sure that vulnerable children are targeted and involved in the activities. | NA | From last quarter of 2023 onwards | Project Manager |

**Recommendation 7:** medium priority: It is recommended to the Council of Europe and to partner organizations to complete the roll out of their child safeguarding policies. In particular, they should upgrade complaint procedures, with the active involvement of children, their families and communities in the process, and device tools and modalities to make such procedures widely known and easily accessible by all concerned parties, above all children and young people. The other above-mentioned sets of procedures need to also be designed (or, where existing, assessed and upgraded if required), and need to be integrated throughout each organization's systems, processes and operations, to make these really safe for children. All safeguarding measures should be subjected to ongoing monitoring and periodic review.

| Management Decision[1] | Entity in Charge | Planned Actions[2] (determined by Entity) | Justification[3] for Non-Acceptance | Target Date for Action | Person Responsible for Action |
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| ☒Accepted<br>☐ Rejected<br>☐Under consideration | CRD | To advocate for the endorsement of a child safeguarding policy for the whole organisation/CoE. | NA | From last quarter of 2023 onwards | Project Manager |
| **Recommendation 8:** high priority: The Evaluation Team recommends that the Council of Europe undertakes systematic work to actively spread the resources produced by the Project beyond the countries who participated to the intervention. Moreover, it is recommended that the Council of Europe retains its leading role in the further implementation of the CPAT process, supported by the newly devised outcome indicators, the child-friendly version of the CPAT, and the other guidance and tools produced in the framework of the Project. | | | | | |
| ☒Accepted<br>☐ Rejected<br>☐Under consideration | CRD | To advocate for the use of the CoE child participation tools and in particular the CPAT through CoE entities such as the CDENF. | NA | From last quarter of 2023 onwards | Project Manager |