

Management Response and Action Plan

Name of Evaluation Report:	Evaluation of the Roma Integration Phase III Programme		
Date of Evaluation Report:	24 April 2026	Date of Action Plan:	20 May 2026

Overall management response to the evaluation:

Overall, the findings and recommendations of the evaluation are acknowledged and will be taken into account in the design and implementation of future Programme interventions in the field. The Roma and Travellers Division remains committed to strengthening results-based and context-sensitive programming, in line with the Council of Europe Strategy for Roma and Traveller Inclusion (2026–2030), including through improved integration of gender and Beneficiary-specific considerations, more systematic use of monitoring approaches for capacity-building outcomes, and continued emphasis on realistic planning of resources, timelines and objectives.

Structured mechanisms for cooperation and peer exchange are in place, including the Ad hoc Committee of Experts on Roma and Traveller Issues (ADI-ROM), where some of the National Roma Contact Points are also ADI-ROM members. They participate and regularly exchange information and good practices, including through thematic exchanges and study visits. Programme design and implementation already build on established tools and coordination mechanisms, including more detailed internal planning and consultation processes. In addition, the Division already implements activities supporting ethical journalism and the positive and non-stigmatising portrayal of Roma and Travellers in the media, including capacity-building for media professionals and the annual Journalism Excellence Awards. Building on these foundations, the Division will continue to enhance synergies between policy and implementation levels, further support exchange of good practice and peer learning, and ensure adequate resources and staffing to support effective delivery and stakeholder engagement.

As the Roma Integration Phase III EU-CoE Joint Programme will conclude (based on its no-cost extension) on 30 June 2026, the evaluation recommendations and lessons learnt will be taken into account and applied in the design and implementation of new activities and projects of the Roma and Traveller Division and of the Cooperation Division of the Anti-discrimination Department.

Recommendations to the EU will be duly transmitted to our counterparts in DG ENEST.

[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.

The evaluation report will be disseminated in a structured and timely manner to ensure its findings are appropriately shared and used. Internally, it will be circulated within the Roma and Travellers Division, the Co-operation Division of the Anti-discrimination and Inclusion Department and the Department of Programme Co-ordination. Externally, the evaluation report was already shared with the European Commission (DG ENEST). The evaluation report findings, lessons learnt, and recommendations were presented during the Closing Event of Roma Integration Phase III EU-CoE Joint Programme, in Skopje, North Macedonia, on 26 March 2026. The meeting was attended by the National Roma Contact Points of the Programme Beneficiaries, European Commission representatives, civil society, as well as representatives of international organisations.

The primary method of dissemination will be electronic circulation by email. In addition, the evaluation report will be published by the Department of Internal Oversight (DIO) on the dedicated CoE website.

The process will be undertaken within one month of final validation of the report.

Person responsible: Cristina Marian, Project Manager.

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	Priority Level (High/Medium)
Recommendation 1: Mainstreaming Roma integration (Medium): Considering the increasing relevance of mainstreaming approaches to Roma integration (particularly at European level), the CoE should step up support to the Beneficiaries for linking general policy frameworks to Roma integration goals.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	The Roma and Travellers Division actively engages with institutional stakeholders to promote the mainstreaming of Roma and Traveller inclusion across relevant policy frameworks. In line with the Council of Europe Strategy for Roma and Traveller Inclusion (2026–2030) and building on the positive experience of the Roma Integration Phase III EU-CoE Joint Programme and other related initiatives, the Division will continue strengthening its support to Beneficiaries in linking broader policy processes with Roma and Traveller inclusion objectives. This support will include continued advocacy, targeted technical assistance, and the sharing of good practices to enhance		By October 2026	Eleni Tsetsekou Ana Oprisan	Medium

¹ The management decision is in relation to the Recommendation (Accepted, Partially accepted, Rejected).

² For implementing accepted recommendations.

³ For recommendations that are partially accepted or rejected.

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		mainstreaming at both strategic and operational levels, in line with the indicators established for the implementation of the Strategy for Roma and Traveller Inclusion (2026–2030). A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit of the Co-operation Division will be organised to inform the teams about the proposed recommendation and take note for further implementation. Meeting minutes will be drafted.				
Recommendation 2: Gender analysis (Medium): The design of future Programme interventions should be preceded by systematic gender analysis along key objectives in the areas of antigypsyism, civil registration, education, employment, health, and housing. The introduction of gender markers could build a consistent understanding on gender mainstreaming and respective intervention outcomes.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	This recommendation will be taken into account in the design of future Programme interventions. Gender equality considerations are already embedded in the Organisation's strategic framework and will continue to guide programme development. The CoE		By October 2026	Eleni Tsetsekou Ana Oprisan	Medium

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		Directorate of Programme Co-ordination is now also supported by Gender Equality Advisers, who will be systematically consulted during the preparation of new programmes to strengthen the quality and consistency of gender mainstreaming. In this context, gender analysis will be further strengthened at the design stage across key thematic areas, and, where appropriate and proportionate, gender-related indicators or markers will be used to support a clearer understanding of intervention outcomes. The Division remains committed to integrating these considerations into planning processes and ensuring that relevant aspects are reflected in programme design and implementation planning. A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed				

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		recommendation and take note for further implementation. Meeting minutes will be drafted.				
Recommendation 3: Digital monitoring tool (High): The CoE should consider hosting the platform for the coming three to four years until fully introduced and governments established routine, with the medium-term plan to hand over and nationalize the platform. National statistics offices should be utilized.						
☐ Accepted ☐ Partially accepted ☒ Rejected			The platform will be transferred as part of handover file to the European Commission. Governments have also been informed about the need to take over the hosting and maintenance of the platform. CoE does not have assigned resources nor mandate to host the platform.			
Recommendation 4: Strategic programme design (High): Future programme interventions of the Roma and Travellers Division should formulate realistic objectives, taking into account the available resources and implementation time frame and considering the specific contexts and challenges of the respective Beneficiaries. Focus should be directed to a limited number of targeted policy processes that have been initiated or followed by the Programme. Here, consideration should be given to a balance between processes for which an already existing basic political will is evident (sustainability orientation) and processes for which this requires CoE leverage and advocacy more prominently (needs orientation).						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	This recommendation has already been discussed with the leadership of the Roma and Travellers Division. Newly developed actions, including joint co-operation initiatives		By October 2026	Eleni Tsetsekou Ana Oprisan	High

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		and programmes with the European Commission, are subject to careful review and assessment during the concept and project proposal development phases to ensure that they are appropriately focused, context-specific, and realistic in terms of implementation. Proposed budgets, resources, timelines, and expected results are assessed to ensure their feasibility and alignment with the overall programme objectives and priorities. This proposal should be reflected already in the activities and budgetary resources planning of RTD for 2027 and taken into account systematically on yearly basis. A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed recommendation and take note for further				

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		implementation. Meeting minutes will be drafted.				
Recommendation 5: Measuring effectiveness of capacity building (High): In order to ascertain longer-term effectiveness and to lay the groundwork for impact evaluation, CoE should develop a unified approach to project design which ensures that future interventions incorporate follow-up on and monitoring of the outcomes of capacity-building and training components more systematically to measure not only knowledge gains, but also changes in attitude and practice. Time and resource intensity need to be adequately considered when planning and budgeting for capacity-building interventions.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	This recommendation will inform the development of future actions and project proposals. Particular attention will be paid to strengthening the monitoring and follow-up of capacity-building activities in order to better assess their longer-term effects and practical application. Consideration will also be given, at the design stage, to the level of resources and implementation time required to support meaningful follow-up and assessment activities. A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed recommendation and take note for further		By October 2026	Eleni Tsetsekou, Ana Oprisan	Medium

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		implementation. Meeting minutes will be drafted.				
Recommendation 6: Beneficiary-specific approaches (Medium): Future projects by the Roma and Travellers Division should consider introducing logical frameworks at Beneficiary level as a starting point, with specific objectives to contribute to progress on the overall impact the Roma Integration Programme aims for in the region with an eye to establishing clear pathways, considering Beneficiary-specific contexts and challenges.						
☐ Accepted ☒ Partially accepted ☐ Rejected	Roma and Travellers Division	The standard project design template used at proposal stage, including those required by the European Commission, already provides a common logical framework for the intervention as a whole and is not structured by individual Beneficiary. This framework is complemented by more detailed operational planning tools, such as activity plans and country-specific workplans developed by implementation teams. This approach was also applied by the Roma Integration Phase III team through the development of country-specific plans. Within this existing structure, consideration will be given to further strengthening the use of country-specific planning and monitoring tools to	The recommendation is partially accepted as it aligns with ongoing practice and the existing project management structure, which already includes both a common intervention logic and detailed country-specific operational planning tools. These mechanisms already ensure a structured link between activities, results, and overall objectives without requiring a separate Beneficiary-based logical framework. The focus will therefore be placed on further improving the clarity and consistency of existing country-specific planning and monitoring processes, rather than introducing additional	By October 2026	Cristina Marian	Medium

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		support a clearer link between activities, expected results, and the overall project objectives, while avoiding unnecessary administrative burden and duplication of planning tools. A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed recommendation and take note for further implementation. Meeting minutes will be drafted.	elements that could increase administrative complexity and risk duplication of existing tools.			
Recommendation 7: Inclusion of the local level (Medium): Future programme interventions by the Roma and Travellers Division should link work on central-level policies with support for the development of related policies at local level in a synergistic approach taking into account that local authorities are well positioned to understand and address the challenges in their communities. Such links create a system of accountability for monitoring local progress and ensuring that inclusion efforts are not sidelined.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed recommendation and take note for further implementation. Meeting minutes will be drafted.		By October 2026	Eleni Tsetsekou, Ana Oprisan	Medium

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		This will be implemented in line with the Strategy for Roma and Traveller Inclusion (2026–2030). The Roma and Travellers Division already promotes multi-level governance approaches, and efforts will be further strengthened to better connect work on national policy frameworks with support for local-level implementation where relevant. In doing so, attention will be given to reinforcing synergies between central and local actors, recognising the important role of local authorities in addressing community-specific challenges. This approach will also contribute to improving follow-up on implementation and supporting more coherent monitoring of inclusion efforts at different governance levels.				

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Recommendation 8: Networking and collaboration (Low): Future programmes should (continue to) prioritize and fund regional mechanisms to facilitate shared learning collaboration, making use of CoE's Programme Offices in the region. Among possible mechanisms, consideration could be given to supporting a network of National Roma Contact Points for the purposes of capacity building, sharing experiences, and facilitating replication of successful pilots across Beneficiaries.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	This recommendation will be taken into account in the design of future Programme interventions. The Roma and Travellers Division will continue to promote networking and collaboration among Beneficiaries, including through regional mechanisms and the use of Council of Europe Programme Offices. It is also worth emphasising that some National Roma Contact Points also serve as members of the Ad hoc Committee of Experts on Roma and Traveller Issues (ADI-ROM), which meets twice a year under the auspices of the Division. Within this framework, members already actively exchange information and good practices, including through thematic exchanges and study visits organised by beneficiary governments. Further opportunities to		By October 2026	Eleni Tsetsekou, Ana Oprisan	Medium

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		strengthen such exchanges will be considered, including where appropriate support to peer learning, subject to available resources and priorities. A joint meeting of the Roma and Travellers Division and the Unit for Thematic Co-operation will be organised to inform the teams about the proposed recommendation and take note for further implementation. Meeting minutes will be drafted.				
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Recommendation 9: Scaling-up media work (Low): In future programmes the Roma and Travellers Division should (continue to) build on the Roma Integration Phase III Programme and further scale up work with media as a target group to aim for citizens' awareness on discrimination and stereotyping of Roma. Linkages to other CoE interventions should be sought.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division	The Roma and Travellers Division already implements activities aimed at supporting media and journalistic work that promotes ethical reporting and positive portrayals of Roma	n/a	Until 2030	Eleni Tsetsekou	Medium

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		and Travellers in the media, as well as capacity building for media professionals on addressing antigypsyism. It also organises, and will continue to organise, the annual Journalism Excellence Awards “Ethical reporting on Roma and Travellers and combating antigypsyism through the media”, which aim to recognise and promote media contributions that avoid the stigmatisation often faced by Roma and Travellers, while providing balanced and humanised coverage of their experiences.				
Recommendation 10: Staffing (Medium): Future regional interventions by the Roma and Travellers Division should ensure a dedicated Project Officer for each Beneficiary, even on a part-time basis, to maintain a consistent presence and navigate local political dynamics.						
☒ Accepted ☐ Partially accepted ☐ Rejected	Roma and Travellers Division; European Commission	This recommendation has already been communicated to the Roma and Travellers leadership and to counterparts in the European Commission (DG ENEST), including during annual coordination meetings and at the closing event of the Roma Integration Phase III EU-		By October 2026	Cristina Marian	Medium

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		CoE Joint Programme, held on 26 March 2026 in Skopje, North Macedonia. The importance of ensuring adequate staffing arrangements in future actions has been raised, with a view to assigning a dedicated project officer for each Beneficiary, including on a part-time basis where appropriate, in order to support effective implementation, maintain continuity, and facilitate engagement with stakeholders in complex local contexts. A joint meeting of the Roma and Travellers Division and the Thematic Co-operation Unit will be organised to inform the teams about the proposed recommendation and take note for further implementation. Meeting minutes will be drafted.				