



Strasbourg, 9 December 2025

CEPEJ(2025)15

**EUROPEAN COMMISSION FOR THE EFFICIENCY OF JUSTICE  
(CEPEJ)**

**2026 – 2027 Activity Programme of the CEPEJ**

*Document adopted by the CEPEJ at its 45<sup>th</sup> plenary meeting  
(Strasbourg, 4 and 5 December 2025)*

1. The Committee of Ministers has entrusted the European Commission for the Efficiency of Justice (hereafter “CEPEJ”) with the mission of working with member States to promote effective implementation of Council of Europe instruments concerning the organisation of judicial systems, promoting justice as an efficient public service functioning with quality and taking the users of the justice system into account, and helping to disencumber the European Court of Human Rights by offering member States effective solutions prior to legal proceedings, preventing violations of Article 6 of the European Convention on Human Rights.

2. Under Article 2 of its Statute, contained in the Committee of Ministers’ Resolution [Res\(2002\)12](#), the CEPEJ is required to:

- examine the results achieved by the different judicial systems, using common statistical criteria and means of evaluation,
- analyse problems and areas for possible improvements, and
- identify concrete ways of improving the evaluation and functioning of member States’ judicial systems, regarding the needs of each State.

3. The Reykjavik Declaration, adopted at the 4th Summit of Heads of State and Government (May 2023), outlines the main outcomes and strategic priorities of the Organization in a new geopolitical context. Among these is a program entitled ‘Strengthening Trust in Public Institutions,’ which aims to support public institutions based on the rule of law and to address a key cause of democratic decline, namely distrust in their functioning. The actions are intended to support efforts to establish genuine democratic institutions, including a judicial system that is transparent in its operations, independent and impartial, and respectful of human rights.

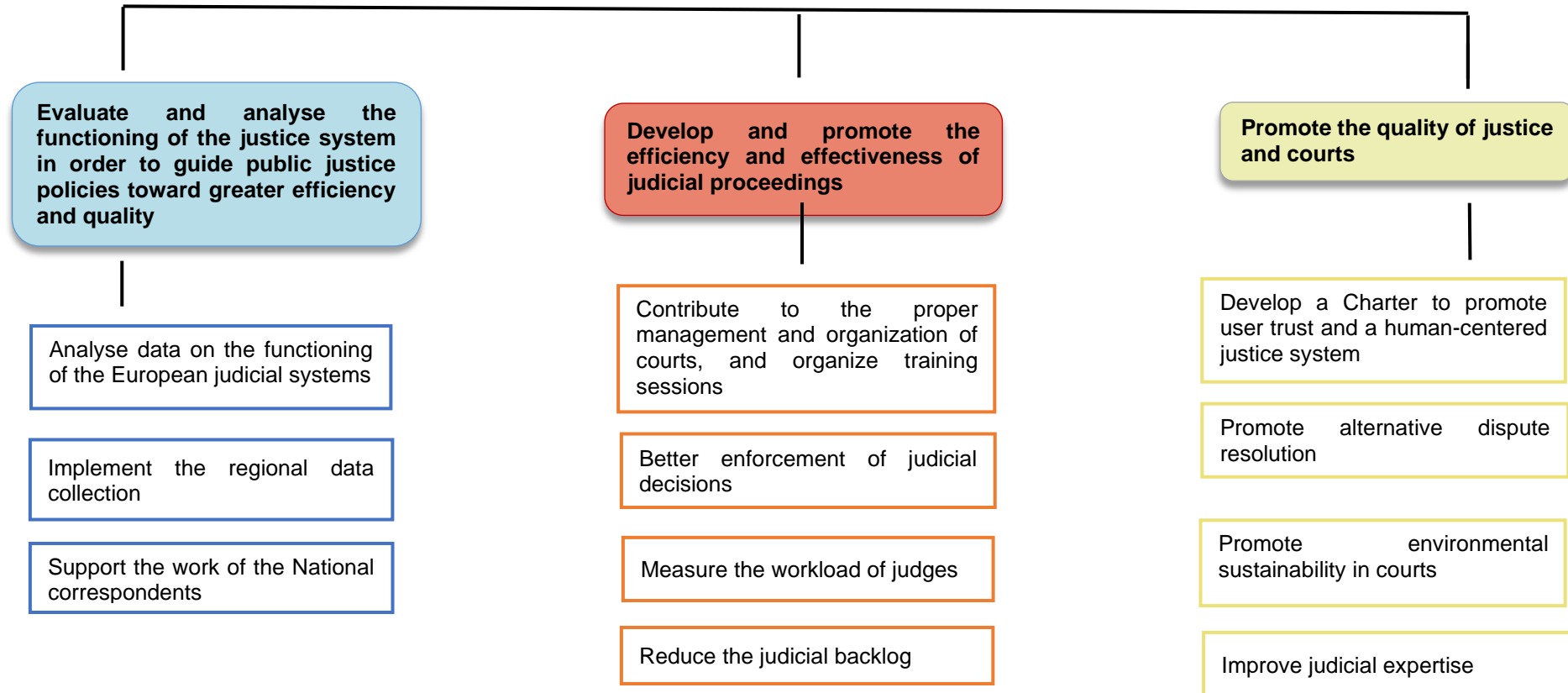
4. The Secretary General of the Council of Europe also launched the idea of a New Democratic Pact for Europe, aimed at redefining democracy to make it stronger, more adaptable, and more inclusive. Within this framework, it is recommended to leverage existing instruments, policies, and tools, while proposing new initiatives and approaches, structured around three pillars: (i) learning about and practicing democracy; (ii) protecting democracy; and (iii) innovating in democracy.

5. In line with these new orientations, the present program of activities is structured around six areas of expertise assigned to the CEPEJ:

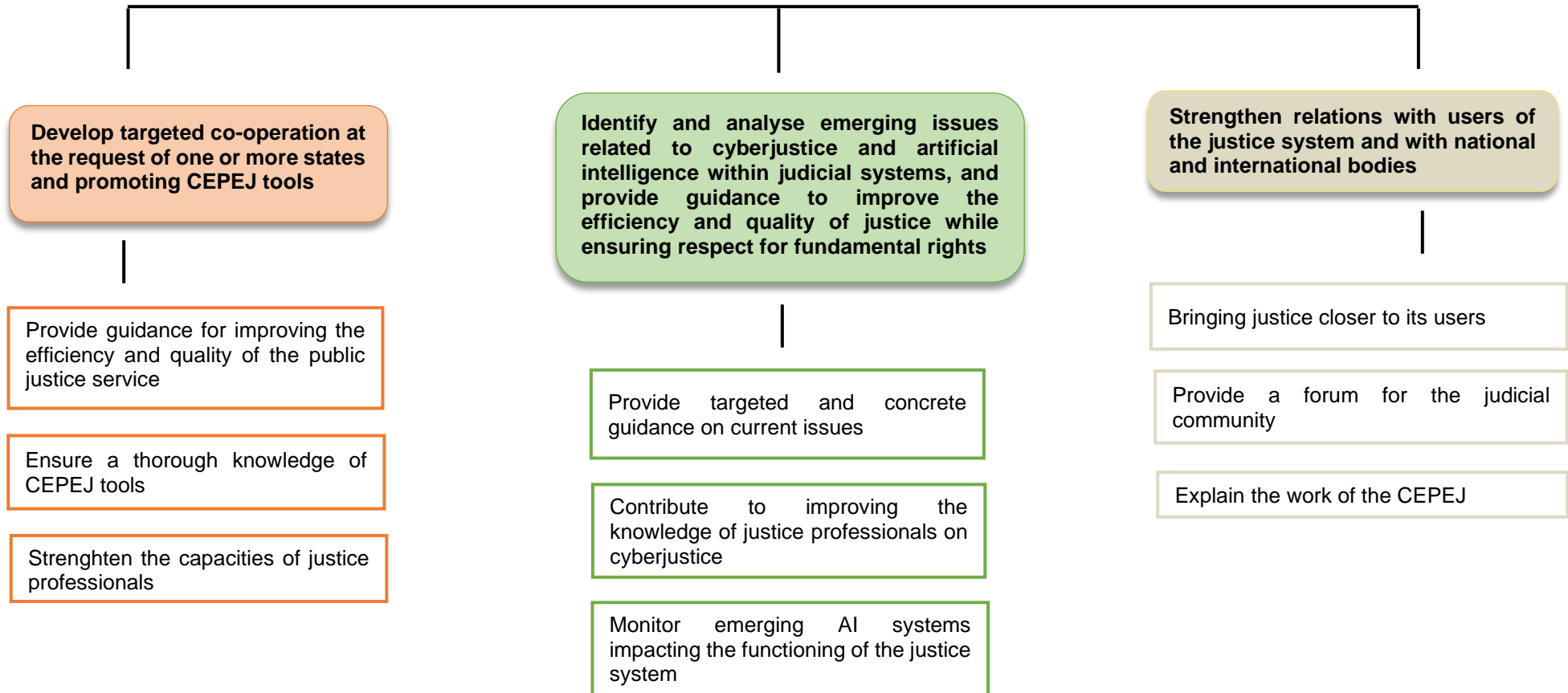
- a. developing tools for analysing the functioning of justice and ensuring that public policies of justice are geared towards greater efficiency and quality,
- b. the promotion and development of tools aimed at making justice more efficient and effective,
- c. promoting quality of judicial systems and courts,
- d. developing targeted co-operation at the request of a member or partner State and promoting among the stakeholders in the member or partner States the implementation of the measures and the use of the tools designed by the CEPEJ,
- e. analysing and developing and promote relevant tools on emerging issues of cyberjustice and artificial intelligence in judicial systems as regards the efficiency and quality of judicial systems,
- f. strengthening relations with users of the justice system, as well as national and international bodies.

6. It includes co-operation programmes (including Joint programmes with the European Union) for promoting the concrete implementation of the CEPEJ methodology and tools by justice decision-makers and in courts, as an integral part of the CEPEJ's own activities. Such activities offer a genuine added value in the field of justice to the member States and non-member States seeking for closer co-operation with the Council of Europe.
7. Where appropriate, the activities will be carried out in co-operation with the relevant Council of Europe committees, as well as the observers to the CEPEJ.
8. The activity programme is implemented according to available budgetary resources (ordinary budget and other budgetary resources), under the CEPEJ's overall authority, in accordance with the responsibilities laid down in Resolution [Res\(2002\)12](#). Within its responsibilities, the CEPEJ Bureau prepares the ground for this work and issues the necessary guidance.

## Main missions CEPEJ



## Main missions CEPEJ



**Means of the CEPEJ to accomplish its tasks:**

4 plenary meetings of the CEPEJ

4 meetings of the Bureau of the CEPEJ

6 meetings of the CEPEJ-GT-EVAL (other online meetings can be organised as needed)

4 meetings of the CEPEJ-GT-EFF (other online meetings can be organised as needed)

4 meetings of the CEPEJ-GT-QUAL (other online meetings may be organised as needed)

4 meetings of the CEPEJ-GT-CYBERJUST (other online meetings can be organised as needed)

2 meetings of the Network of National Correspondents (other online meetings can be organised as needed)

2 meetings of the CEPEJ Network of Pilot courts

8 Online meetings of the CEPEJ European Cyberjustice Network

*Ad hoc* visits of a CEPEJ-GT-EVAL / Secretariat delegation to states when needed for data collection

Peer review visits (5 maximum with 3 experts)

Participation of representatives of the CEPEJ and the CEPEJ Secretariat in various fora to present the various CEPEJ tools

CEPEJ-COLLECT and CEPEJ-STAT

Specific cooperation programmes in collaboration with other partners (including the EU)

Training meetings for CEPEJ experts

Skills and availability of CEPEJ experts

CEPEJ means of communication: website, presence on social networks

European Day of Justice

Crystal Scales of Justice Prize and Junior Crystal Scales of Justice Prize (jury meetings and prize-giving event)

## APPENDIX – TERMS OF REFERENCE OF THE CEPEJ WORKING GROUPS

### European Commission for the Efficiency of Justice (CEPEJ)

Terms of reference of the  
Working Group on evaluation of judicial systems  
(CEPEJ-GT-EVAL)  
2026-2027

#### 1. Tasks

In accordance with article 7.2.b of Appendix 1 to Resolution [Res\(2002\)12](#), and under the authority of the European Commission for the Efficiency of Justice (CEPEJ), the Working Group on evaluation of judicial systems (CEPEJ-GT-EVAL) is instructed to implement the common tool set up by the CEPEJ which aims at evaluating in an objective manner the functioning of the judicial systems in Europe and those of its observers, as well as developing tools to measure the efficiency and quality of justice, notably relevant indicators or indexes.

In order to fulfil its tasks, the CEPEJ-GT-EVAL shall in particular:

(1) *analyse data on the functioning of the European judicial systems*

- a. implement the reform of the CEPEJ judicial system evaluation cycles on an annual basis by organizing the collection and processing of national judicial data according to a revised timeline and by developing new indicators at the European and, where relevant, at group-of-States levels;
- b. prepare the 2026 (2025 data) and 2027 (2026 data) evaluation reports including a brief analysis of European trends, a synthesis of indicators at the European level and enhanced country profiles, for adoption at the 47th and 49th plenary meetings of the CEPEJ;
- c. pursue the development of the CEPEJ-STAT interactive database, ensuring its improvement and user friendliness developing, in particular predefined data related questions/answers;
- d. from the 2027 cycle onwards, in addition to the judicial systems evaluation report and according to a to-be-defined periodicity, initiate and oversee the preparation of specific thematic reports on topics such as ICT, attractiveness of legal professions or mediation and develop dedicated questionnaires if necessary;
- e. assess the impact of the Report in the Member States and support the promotion of its visibility and use within the Member States;

(2) *support the work of the National correspondents*

- f. support the CEPEJ national correspondents in their tasks, and in particular in the context of the change in the timeline for data collection and quality control of such data;
- g. organise peer review and *ad hoc* visits to member States aiming to support them in improving the quality of their judicial statistics

(3) *implement the regional data collection*

- h. coordinate and supervise the preparation of the CEPEJ Studies supporting the annual publication of the “EU Justice Scoreboard” including data presented on Eurostat, CEPEJ “Dashboard Western Balkans” and CEPEJ “Justice Dashboard Eap” consisting in collecting and analysing data on the functioning of the judicial systems of the European Union Member States, Western Balkans and Eastern Partnership Beneficiaries following the established CEPEJ methodology and with the view to improve the coherence of the processes of all evaluation exercises in light of the CEPEJ evaluation cycle reform;

The CEPEJ-GT-EVAL shall also:

- i. in co-operation with CEPEJ-GT-QUAL, carry out a reflection on the feasibility to develop indicators and/or indexes for measuring the quality of justice;
- j. develop guidelines, including methodology, for indicators/indexes used and developed by CEPEJ;
- k. take into account in its work the identified needs arising from the implementation of relevant cooperation programs and actively contribute thereto.

## **2. Composition**

The CEPEJ-GT-EVAL shall be composed of 6 members of the CEPEJ or experts, as well as possibly 2 substitute members, proposed by member States through their CEPEJ members and appointed by the CEPEJ Bureau, with an in-depth knowledge in the field of the evaluation of judicial systems. Their travel and subsistence expenses are to be borne by the budget of the Council of Europe. Other experts appointed by the member States might participate in its work, at their own expenses.

The relevant Council of Europe and European Union bodies may be represented to the CEPEJ-GT-EVAL without the right to vote or defrayal of expenses.

The non-governmental organisations granted observer status with the CEPEJ may be invited by the Bureau to participate in the work of the CEPEJ-GT-EVAL, if the Bureau considers their attendance relevant for the quality of the work.

## **3. Working structures and methods**

The CEPEJ-GT-EVAL will organise 6 meetings and evaluation visits can be organised in some member States or observer States participating to the evaluation cycle (on States request and subject to budgetary availability).

In carrying out its terms of reference, the CEPEJ-GT-EVAL is supported by the Network of national correspondents entrusted with the coordination of the answers to the evaluation Scheme.

It will also coordinate its work with other relevant CEPEJ's working groups (namely the CEPEJ-GT-EFF, CEPEJ-GT-QUAL and CEPEJ-GT-CYBERJUST)

It may also seek the advice of external experts and have recourse to studies by consultants.

## **4. Duration**

These terms of reference expire on 31 December 2027.



## European Commission for the Efficiency of Justice (CEPEJ)

Terms of reference of the  
Working Group on the effectiveness of judicial proceedings

(CEPEJ-GT-EFF)

2026-2027

### 1. Tasks

According to article 7.2.b of annex 1 to Resolution [Res\(2002\)12](#), and under the authority of the European Commission for the Efficiency of Justice (CEPEJ), the Working group on the effectiveness of judicial proceedings (CEPEJ-GT-EFF) is instructed to develop means of analysis and evaluation of the work carried out within judicial systems as well as tools with a view to enhancing, within Member States, the efficiency of justice and enabling member States to implement policies aiming to prevent violations of Article 6 of the European Convention on Human Rights.

In order to fulfil its mandate, the CEPEJ-GT-EFF shall in particular on the following topics:

#### 1) *Court management, organisation and training*

- prepare a checklist for efficient, effective, ideal and modern administrative and judicial court management, adaptable to all judicial systems;
- prepare a training curriculum on efficient court management;

#### 2) *Workload measurement*

- prepare guidelines for implementing workload measurement systems in courts;

#### 3) *Backlog reduction*

- strengthen and expand the Resource Centre on backlog reduction practices;
- elaborate proposals for potential tools aimed at reducing duration of judicial proceedings;

#### 4) *Enforcement of judicial decisions*

- Review, if necessary, the existing CEPEJ tools on enforcement of judicial decisions.

The CEPEJ-GT-EFF shall also:

- finalise a study on means to reduce the length of the stages of civil proceedings and consider developing a related tool;

- strengthen the CEPEJ Network of pilot courts to develop and promote CEPEJ tools;
- take into account in its work the identified needs arising from the implementation of relevant co-operation programs and actively contribute thereto.

## **2. Composition**

The CEPEJ-GT-EFF is composed of 6 members of the CEPEJ or experts, as well as possibly 2 substitute members, proposed by member States through the CEPEJ members and appointed by the CEPEJ Bureau, with an in-depth knowledge in the field of court management and administration and efficiency of justice. Their travel and subsistence expenses will be borne by the budget of the Council of Europe. Other experts appointed by the member States might participate in its work, at their own expenses.

The relevant Council of Europe and European Union bodies may be represented on the Steering group without the right to vote or defrayal of expenses.

The non-governmental organisations granted observer status with the CEPEJ may be invited by the Bureau to participate in the work of the Working group, if the Bureau considers their attendance relevant for the quality of the work.

## **3. Working structures and methods**

The CEPEJ-GT-EFF will hold 4 meetings (subject to budgetary availability).

In carrying out its terms of reference, the CEPEJ-GT-EFF might rely on the CEPEJ Network of pilot courts.

It will also coordinate its work with other relevant CEPEJ's working groups (namely the CEPEJ-GT-EVAL, the CEPEJ-GT-QUAL and CEPEJ-GT- CYBERJUST).

It may also the advice of external experts and have recourse to studies by consultants.

## **4. Duration**

These terms of reference expire on 31 December 2027.

## European Commission for the Efficiency of Justice (CEPEJ)

Terms of reference of the  
Working Group on quality of justice  
(CEPEJ-GT-QUAL)  
2026-2027

### 1. Tasks

In accordance with article 7.2.b of Appendix 1 to Resolution [Res\(2002\)12](#), and under the authority of the European Commission for the Efficiency of Justice (CEPEJ), the Working Group on quality of justice (CEPEJ-GT-QUAL) is instructed to develop means of analysis and evaluation of the work carried out within judicial systems, as well as tools with a view to enhancing, within Member States, the quality of the public service of the justice system, vis-à-vis the expectations of the justice practitioners and users.

In order to fulfil its tasks, the CEPEJ-GT-QUAL shall in particular:

- i. develop a Charter for promoting users' Trust and the human-centered justice to ensure justice systems accessible, fair, transparent in an increasingly digitalized environment. This Charter should in particular emphasise "judgecraft" and ethical and human digital transformation;
- ii. prepare a Checklist on means to raise awareness and promote environmental sustainability practices within the courts and judicial administration;
- iii. review the Manual for conducting satisfaction surveys among court users and develop a digital tool in this matter;
- iv. review if necessary, the Guidelines on the role of court-appointed experts in judicial proceedings of the member States of the Council of Europe;
- v. in co-operation with CEPEJ-GT-EVAL, carry out a reflection on the feasibility to develop indicators and/or indexes for measuring the quality of justice;
- vi. consider the development of a toolkit on access to justice for vulnerable people, aimed at complementing the checklist for the promotion of access to justice;

The CEPEJ-GT-QUAL shall also:

- vii. finalise the tool on interpretation in judicial proceedings and their impact on the quality of judicial services, in co-operation with the CEPEJ-GT-CYBERJUST;
- viii. further promote mediation within Member States and, more broadly, alternative dispute resolution (ADR) by:
  - developing one or more tools to raise awareness among justice users and professionals (judges, lawyers) and/or;
  - improving data collection on mediation within Member States, in cooperation with CEPEJ-GT-EVAL;

- ix. take into account in its work the identified needs arising from the implementation of relevant cooperation programs and actively contribute thereto.

## **2. Composition**

The CEPEJ-GT-QUAL is composed of 6 members of the CEPEJ or experts, as well as possibly 2 substitute members, proposed by member States through the CEPEJ members and appointed by the CEPEJ Bureau, with an in-depth knowledge in the field of operation of courts, analyse of judicial practice and, when necessary, mediation. Their travel and subsistence expenses will be borne by the budget of the Council of Europe. Other experts appointed by the member States may participate in its work, at their own expenses.

The relevant Council of Europe and European Union bodies may be represented to the CEPEJ-GT-QUAL without the right to vote or defrayal of expenses.

The non-governmental organisations granted observer status with the CEPEJ can be invited by the Bureau to participate in the work of the CEPEJ-GT-QUAL, if the Bureau considers their attendance relevant for the quality of the work.

## **3. Working structures and methods**

The CEPEJ-GT-QUAL will organise 4 meetings (subject to budgetary availability).

In carrying out its terms of reference, the CEPEJ-GT-QUAL may rely on the CEPEJ Network of Pilot courts.

It will also coordinate its work with other relevant CEPEJ's working groups (namely the CEPEJ-GT-EVAL and the CEPEJ-GT-EFF and the CEPEJ-GT-CYBERJUST).

It may also seek the advice of external experts and have recourse to studies by consultants.

## **4. Duration**

These terms of reference expire on 31 December 2027.

## European Commission for the Efficiency of Justice (CEPEJ)

Terms of reference of the  
Working Group on cyberjustice and Artificial Intelligence  
(CEPEJ-GT-CYBERJUST)  
2026-2027

### 1. Tasks

In accordance with article 7.2.b of Appendix 1 to Resolution [Res\(2002\)12](#), and under the authority of the European Commission for the Efficiency of Justice (CEPEJ), the Working Group on cyberjustice and Artificial Intelligence (CEPEJ-GT-CYBERJUST) is instructed to develop tools with a view to offer a framework and safeguards to member States and justice professionals willing to create or use ICT (information and communication technologies) and/or AI mechanisms in judicial systems in order to improve the efficiency and quality of justice, in coordination with the work of the European Committee on Legal Co-operation (CDCJ) and the Committee on Artificial Intelligence (CAI).

To fulfil its mandate, the CEPEJ-GT-CYBERJUST shall in particular:

1) *monitor emerging AI systems impacting the functioning of justice:*

- transform the Resource Centre on Cyberjustice and Artificial Intelligence into a Observatory for AI in Justice, thus contributing to the effective implementation of the Council of Europe Framework Convention on Artificial Intelligence and human rights, democracy and the rule of law in the domain of justice;
- optimise the use of the Artificial Intelligence Advisory Board (AIAB) in the Observatory for AI in Justice;
- strengthen the European Cyberjustice Network (ECN);

2) *provide concrete guidance on the following issues:*

- the potential and limitations of process automation in the justice system, with or without AI;
- how to maintain judicial independence in the digital age through data sovereignty and the use of open-source software;
- legal and practical implications of AI-generated 'deep fakes' emerging in the context of electronic evidence;

3) *contribute to increase the knowledge of legal professionals about cyberjustice by:*

- the development of an ICT training curriculum for judges, ensuring that they acquire the necessary knowledge and skills for an increasingly digital judicial environment;
- the update of the CEPEJ Technology Glossary;

The CEPEJ-GT-CYBERJUST shall also:

- consider in its work the identified needs arising from the implementation of relevant co-operation programs and actively contribute thereto.

## **2. Composition**

The CEPEJ-GT-CYBERJUST is composed of 6 members of the CEPEJ or experts, as well as possibly 2 substitute members, proposed by member States through the CEPEJ members and appointed by the CEPEJ Bureau, with an in-depth knowledge in the field of cyberjustice and IA applied in justice. Their travel and subsistence expenses will be borne by the budget of the Council of Europe. Other experts appointed by the member States may participate in its work, at their own expenses.

The relevant Council of Europe and European Union bodies may be represented to the CEPEJ-GT-CYBERJUST without the right to vote or defrayal of expenses.

The non-governmental organisations granted observer status with the CEPEJ can be invited by the Bureau to participate in the work of the CEPEJ-GT-CYBERJUST, if the Bureau considers their attendance relevant for the quality of the work.

## **3. Working structures and methods**

The CEPEJ-GT-CYBERJUST will organise 4 meetings.

In carrying out its terms of reference, the CEPEJ-GT-CYBERJUST will coordinate its work with other relevant CEPEJ's working groups (namely the CEPEJ-GT-EVAL, the CEPEJ-GT-EFF and the CEPEJ-GT-QUAL).

It may also seek the advice of external experts and have recourse to studies by consultants.

## **4. Duration**

These terms of reference expire on 31 December 2027.