

## Appendix E. Evaluation matrix

<b>EQ1: To what extent and how have the different initiatives of the Council of Europe in the two areas of cybercrime and trafficking in human beings achieved their objectives?</b>				
<b>Evaluation criterion</b>	<b>Effectiveness</b>			
<b>Sub-questions</b>	<b>Indicators</b>	<b>Information sources</b>		<b>Methods/tools</b>
		<b>Primary</b>	<b>Secondary</b>	
1a. To what extent did the expected immediate and intermediate outcomes materialise?	Evidence of achieved changes	<ul style="list-style-type: none"> <li>Chairs and members of structures</li> <li>National/local partners and stakeholders (including case studies during field visits)</li> <li>Permanent Representations</li> <li>Other organisations (C-C, THB)</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Follow-up reports GRETA</li> <li>T-CY/C-C internal follow-up documents (if existing)</li> </ul>	<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Survey 1</li> </ul> <p>DATA ANALYSIS</p> <ul style="list-style-type: none"> <li>Project results cards → results mapping</li> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
1b. What factors can be identified that contributed to the achievement of the objectives or hindered success?	Evidence of factors contributing and not contributing to change	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Chairs and members structures</li> <li>National/local partners and stakeholders (including case studies during field visits)</li> <li>Permanent Representations</li> <li>Other organisations (C-C, THB)</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> </ul>	<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> <li>Surveys 1, 2, 3</li> </ul> <p>DATA ANALYSIS</p> <ul style="list-style-type: none"> <li>Qualitative Comparative Analysis (QCA)</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
1c. Can any unintended changes (positive or negative) be observed through the results chain to which the initiatives of	Evidence of positive or negative, unintended changes	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Chairs and members of structures</li> </ul>	<ul style="list-style-type: none"> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Further secondary sources as relevant</li> </ul>	<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> <li>Surveys 1, 3</li> </ul>

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Evaluation criterion	Effectiveness			
Sub-questions	Indicators	Information sources		Methods/tools
		Primary	Secondary	
the Council of Europe have contributed?		<ul style="list-style-type: none"> <li>National/local partners and stakeholders (including case studies during field visits)</li> <li>Permanent Representations</li> <li>Other organisations (C-C, THB)</li> <li>Donors</li> </ul>		DATA ANALYSIS <ul style="list-style-type: none"> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
1d. Can any contribution of the sub-programme to gender equality and human rights be observed under the two areas of cybercrime and trafficking in human beings?	Evidence of contribution to gender equality and HR protection	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Chairs and members structures</li> <li>National/local partners and stakeholders (including case studies during field visits)</li> <li>Permanent Representations</li> <li>Other organisations (C-C, THB)</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Follow-up reports GRETA</li> <li>T-CY/C-C internal follow-up documents (if existing)</li> <li>Further secondary sources as relevant</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> <li>Surveys 1, 2, 3</li> </ul>
				DATA ANALYSIS <ul style="list-style-type: none"> <li>Project results cards → results mapping</li> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>

EQ2: To what extent are the initiatives of the Council of Europe in the areas of cybercrime and trafficking in human beings implemented efficiently and can provide lessons for implementing the most recent conventions included under the sub-programme?				
Evaluation criterion	Efficiency			
Sub-questions	Indicators	Information sources		Methods/tools
		Primary	Secondary	
2a. To what extent did the initiatives deliver the outputs indicated in the Programme and Budget documents and other relevant documents? What were reasons for not meeting the indicated targets (if relevant)?	<ul style="list-style-type: none"> <li>Evidence of outputs delivery and target matching</li> <li>Evidence of factors hindering delivery</li> </ul>	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Chairs and members structures</li> <li><i>(Limited to factors hindering delivery of outputs)</i> National/local partners and stakeholders (including case studies during field visits)</li> <li>Permanent Representations</li> </ul>	<ul style="list-style-type: none"> <li>Project and Budget documents</li> <li>Progress review reports</li> <li>Project design documents</li> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Follow-up reports GRETA</li> <li>T-CY/C-C internal follow-up documents (if existing)</li> <li>Further secondary sources as relevant</li> </ul>	<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> <li>Survey 2</li> </ul> <p>DATA ANALYSIS</p> <ul style="list-style-type: none"> <li>Project results cards → results mapping</li> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
2b. To what extent are modalities of implementation (including instruments and internal management arrangements, processes and policies) supporting or hindering the achievement of objectives? To what extent is there potential for efficiency gains by changing these?	Evidence of causal links between processes and efficiency	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Admin staff</li> <li>Chairs and members structures</li> <li>National/local partners and stakeholders (including case studies during field visits)</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Documents documenting processes</li> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Further secondary sources as relevant</li> </ul>	<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> <li>Surveys 1, 2</li> </ul> <p>DATA ANALYSIS</p> <ul style="list-style-type: none"> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
2c. To what extent are gender equality and human-right		<ul style="list-style-type: none"> <li>Staff C-C and THB</li> </ul>		<p>DATA COLLECTION</p> <ul style="list-style-type: none"> <li>Secondary sources analysis</li> </ul>

EQ2: To what extent are the initiatives of the Council of Europe in the areas of cybercrime and trafficking in human beings implemented efficiently and can provide lessons for implementing the most recent conventions included under the sub-programme?				
Evaluation criterion	Efficiency			
Sub-questions	Indicators	Information sources		Methods/tools
		Primary	Secondary	
approach mainstreamed in the operations?	<ul style="list-style-type: none"> <li>Evidence of integration of a gender and HR perspective in project design, planning, monitoring and reporting</li> <li>Evidence of a gender and HR perspective in outputs' delivery</li> </ul>	<ul style="list-style-type: none"> <li>Project staff</li> <li>Council of Europe staff dealing with gender and HR streamlining</li> <li>Chairs and members structures</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Design, planning, monitoring and reporting documents</li> <li>Internal project reports</li> <li>Previous evaluations and ROM reports</li> <li>Further secondary sources as relevant</li> </ul>	<ul style="list-style-type: none"> <li>Interviews (including during field visits)</li> <li>Survey 2</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>Quantitative analysis survey data</li> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
2d. To what extent the experiences gained in implementing the 2001 Budapest Convention n. 185 and additional protocols; and the 2005 Warsaw Convention n. 197 can be used as a source of inspiration during the implementation of recent and future conventions, regarding: <ul style="list-style-type: none"> <li>strategies and processes to attract new signatory states;</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of causal links between mechanisms and processes adopted/ implemented in C-C and THB areas and most important achievements</li> <li>Informed opinions of implementing staff about the</li> </ul>	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Project staff</li> <li>Chairs and members structures</li> <li>Permanent Representations</li> </ul>	<ul style="list-style-type: none"> <li>Documents documenting processes</li> <li>Documents documenting the possibility to mobilise private funds</li> <li>Further secondary sources as relevant</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews (including during field visits)</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>

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		Primary	Secondary	
<ul style="list-style-type: none"> <li>○ processes leading to the evolution over time of the conventions (including the existence of feedback loops from monitoring and co-operation);</li> <li>○ modalities of monitoring;</li> <li>○ mobilisation of private funds and the mechanisms to safeguard the independence and public interest of the Council of Europe;</li> <li>○ the setting up of a specific central co-operation office (with reference to the Cybercrime Programme Office in Bucharest).</li> </ul>	efficiency of processes and methods			

<b>EQ3: To what extent are the interventions in the areas of cybercrime and trafficking in human beings coherent with other interventions within and outside the sub-programme?</b>				
<b>Evaluation criterion</b>	<b>Coherence</b>			
<b>Sub-questions</b>	<b>Indicators (Ind)</b>	<b>Information sources</b>		<b>Methods/tools</b>
		<b>Primary</b>	<b>Secondary</b>	
3a. To what extent did the sub-programme add value to the work of the Council of Europe in the thematic areas covered?	Evidence of additional value brought in by the existence of the sub-programme	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Other relevant Council of Europe staff</li> </ul>	<ul style="list-style-type: none"> <li>Any relevant secondary source</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
3b. To what extent does co-ordination and co-operation take place between the different structures covered by the sub-programme? Which synergies, if any, have been created?	<ul style="list-style-type: none"> <li>Evidence of formal and informal co-ordination mechanism and of co-operation (present, absent)</li> <li>Evidence of synergies created because of the sub-programme</li> </ul>	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Other relevant Council of Europe staff (in particular from the sub-programme)</li> </ul>	<ul style="list-style-type: none"> <li>Any relevant secondary source</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews</li> <li>Survey 1 and 2</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
3c. To what extent does co-ordination and co-operation take place with other parts of the Council of Europe working on the two themes of cybercrime and trafficking in human beings?	Evidence of formal and informal co-ordination mechanism and of co-operation (present, absent) with other parts of the Council of Europe working on C-C and THB	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> <li>Other relevant Council of Europe/the Court staff working on C-C and THB</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Any relevant secondary source</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> <li>Interviews</li> <li>Survey 1 and 2</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>Qualitative analysis interviews and full-text responses to survey</li> </ul>
3d. To what extent does the Council of Europe co-ordinate	Evidence of formal and informal co-	<ul style="list-style-type: none"> <li>Staff C-C and THB</li> </ul>	<ul style="list-style-type: none"> <li>Any relevant secondary source</li> </ul>	DATA COLLECTION <ul style="list-style-type: none"> <li>Secondary sources analysis</li> </ul>

EQ3: To what extent are the interventions in the areas of cybercrime and trafficking in human beings coherent with other interventions within and outside the sub-programme?				
Evaluation criterion	Coherence			
Sub-questions	Indicators (Ind)	Information sources		Methods/tools
		Primary	Secondary	
and co-operate with other external actors operating in the two thematic areas?	ordination mechanism and of co-operation (present, absent) with other external actors working on C-C and THB	<ul style="list-style-type: none"> <li>• Staff of other external actors working on C-C and THB (including national and local partners and stakeholders, donors, case studies)</li> <li>• Permanent Representations</li> <li>• Other organisations (C-C, THB)</li> <li>• Donors</li> </ul>		<ul style="list-style-type: none"> <li>• Interviews (including during field visits)</li> <li>• Surveys 1, 2, 3</li> </ul> DATA ANALYSIS <ul style="list-style-type: none"> <li>• Qualitative analysis interviews and full-text responses to survey</li> </ul>