

Appendix 5.4. Evaluation matrix

Evaluation sub-question	Measure(s)/Indicator(s)	Data collection instrument	Data analysis methods
Relevance questions			
1. To what extent is the work of the Independence and efficiency of Justice sub-programme relevant?			
1a. Are the sub-programme's interventions and key areas of work relevant to the achievement of its objectives? Are there any gaps?	<ul style="list-style-type: none"> • Extent to which the objectives necessitate the work conducted under the sub-programme line • Extent to which planned activities are sufficient to achieve the stated objectives • Number of reports, studies and guidelines adopted • Number of studies completed on emerging issues 	Document review Focus group interviews Interviews	Thematic analysis Indicator analysis
1b. To what extent are the objectives relevant to the needs of member states?	<ul style="list-style-type: none"> • Extent to which the challenges in member states were addressed by the sub-programme 	Document review Interviews Survey	Thematic analysis
1c. To what extent are the interventions relevant to the needs of member states?	<ul style="list-style-type: none"> • Extent to which the challenges in member states were addressed by the sub-programme 	Document review Interviews Survey	Thematic analysis
1d. To what extent are the objectives of the sub-programme consistent with the objectives of the Council of Europe?	<ul style="list-style-type: none"> • Number of opinions strengthening the Council of Europe standards • Absence of conflicts between objectives of the sub-programme and those of other Council of Europe entities • Number of opinions providing guidance to member states 	Document review	Thematic analysis Comparative analysis

Effectiveness questions			
2. To what extent has the work of the Independence and efficiency of Justice sub-programme been effective in achieving the objectives and expected results as outlined in the Programmes and Budgets 2018-2022?			
2a. To what extent does the sub-programme contribute to the Rule of Law-based institutions programme?	<ul style="list-style-type: none"> • Number and nature of judicial reforms in member states to which the sub-programme has contributed • Extent of improvement of efficiency and quality of public justice in member states • Stakeholder perceptions on changes in public justice • Extent to which best practices were applied as recommended by the sub-programme • Extent to which changes and practices are attributable to the sub-programme interventions 	Document review Focus group interviews Interviews Survey	Thematic analysis Analysis of statistics Contribution analysis (to the extent possible)
2b. To what extent were the objectives and expected results as set out in the Programme and Budget documents 2018-2022 achieved?	<ul style="list-style-type: none"> • Number of member states that took opinions and findings into account for judicial reforms • Number and nature of judicial reforms in member states to which the sub-programme has contributed • Extent of improvement of efficiency and quality of public justice in member states • Stakeholder perceptions on changes in public justice • Extent to which best practices were applied as recommended by the sub-programme • Extent to which changes and practices are attributable to the sub-programme interventions • Extent of application of opinions and reports in member states 	Document review Focus group interviews Interviews Case studies Survey with national authorities/ Permanent Representations	Indicator analysis Thematic analysis Analysis of statistics Contribution analysis (to the extent possible)
2c. What were the main factors influencing the achievement or non-achievement of the objectives?	<ul style="list-style-type: none"> • Factors influencing the outcomes of the work of the sub-programme in positive ways • Factors influencing the outcomes of the work of the sub-programme in negative ways 	Document review Focus group interviews Interviews Survey Case studies	Thematic analysis

	<ul style="list-style-type: none"> • Extent to which Covid-19 pandemic affected the work of the sub-programme • Extent to which the application of Article 15 of the European Convention on Human Rights affected the work of the sub-programme • Extent of co-operation between the three bodies covered by the evaluation 	Observation	
2d. To what extent has the sub-programme's effectiveness been facilitated by support from other areas of the Council of Europe and vice-versa?	<ul style="list-style-type: none"> • Extent to which other areas of the Council of Europe have supported the sub-programme in its interventions • Extent of co-operation between the sub-programme's three bodies and other Council of Europe bodies • Number of references to sub-programme's work by other Council of Europe bodies • Number of joint events organised between the sub-programme and other Council of Europe bodies 	Document review Focus group interviews Interviews Survey	Thematic analysis Indicator analysis
Efficiency questions 3. Evaluation question: To what extent has the Independence and efficiency of Justice sub-programme been efficient in implementing its programme of activity for the period 2018-2022?			
3a. To what extent are the sub-programme's activities cost-efficient?	<ul style="list-style-type: none"> • Number of reports/opinions produced per staff member • Resources available for delivering sub-programme's interventions 	Document review Focus group interviews Observation	Financial analysis Analysis of statistics
3b. To what extent were outputs of the sub-programme delivered within requested deadlines?	<ul style="list-style-type: none"> • Time frame within which outputs were delivered against set targets • Number of outputs delivered after requested deadlines 	Document review Interviews Surveys	Analysis of statistics
3c. To what extent is the amount of resources (time/budget) allocated for specific activities of the sub-	<ul style="list-style-type: none"> • Extent to which set time frames are realistic for the type of activity to be delivered • Stakeholder perceptions on the quality of outputs delivered 	Document review Focus group interviews Interviews	Thematic analysis Analysis of statistics

programme appropriate to produce the expected outputs?	<ul style="list-style-type: none"> • Amount of time staff spent on delivering an output • Number of staff members involved in delivering an output • Amount of time staff spent on delivering an output • Stakeholder perception on the quality of the outputs 		
3d. To what extent is the sub-programme managed in line with good management practices?	<ul style="list-style-type: none"> • Appropriate strategic and operational planning and programming • Effective monitoring and evaluation system • Effective performance management • Effective knowledge management • Effective resource allocation and management • Effective recruitment and management of staff and consultants • Effective risk management • Effective internal and external communication • Effective partnership building • Mainstreaming of gender equality and intersectionality and other cross cutting issues 	Document review Focus group interviews Interviews Survey	Thematic analysis Analysis of statistics
Impact questions 4. What has been the impact of the three main bodies under the Independence and efficiency of Justice sub-programme (CEPEJ, CCJE and CCPE) since their establishment?			
4a. Has the sub-programme contributed to member states fulfilling their obligations under Article 6 (right to a fair trial) of the European Convention on Human Rights?	<ul style="list-style-type: none"> • Evidence of and stakeholders' perceptions on judicial reform in member states • Evidence of changes over time in length of trial • Evidence of activities by national authorities to their obligations under Article 6 of the European Convention on Human Rights • Evidence of improved rule of law in member states as assessed by other Council of Europe bodies/international organisations 	Document review Focus group interviews Interviews Surveys Case studies	Thematic analysis Analysis of statistics

	<ul style="list-style-type: none"> • Evidence of long-term judicial reforms and the rule of law • Evidence of positive or negative long-term effects 		
4b. In what concrete ways has the work of the sub-programme contributed to citizens enjoying their rights to a fair trial as enshrined in Article 6?	<ul style="list-style-type: none"> • Number and nature of judicial reforms in member states attributable to the work of the sub-programme • Extent of alignment of national legislation with sub-programme's expertise • Stakeholder perceptions on changes in legal practices • Extent to which best practices were applied as recommended by the sub-programme • Evidence of long-term judicial reforms in the rule of law • Extent to which changes in legislation and practices are attributable to the sub-programme • Extent to which the challenges in member states were addressed by the sub-programme 	Document review Focus group interviews Interviews Surveys Case studies Observation	Thematic analysis Analysis of statistics Contribution analysis (to the extent possible)