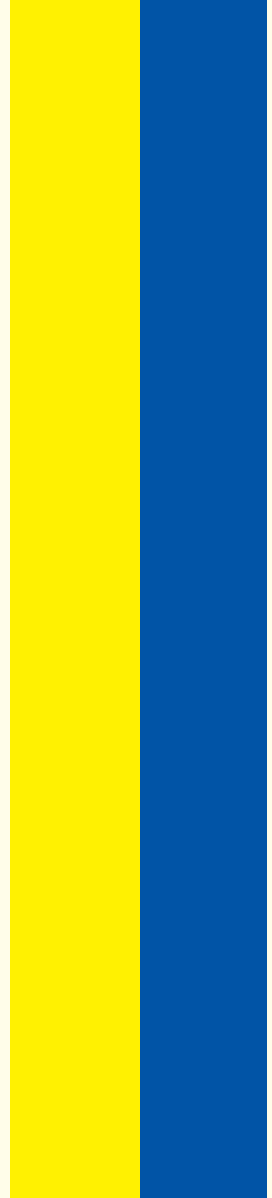


EUROPEAN JUDICIAL TRAINING
NETWORK



Strategic Plan
2007 - 2013





EUROPEAN JUDICIAL TRAINING NETWORK

STRATEGIC PLAN 2007 – 2013



With the support of the European Union

This document was drafted on the basis of seminars that were held in Lisbon on 8th and 9th November 2005 and in Vienna from 20th – 22nd June 2006, with the participation of EJTN members from: Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Ireland, Italy, Latvia, Lithuania, Malta, the Netherlands, Poland, Portugal, Spain, the United Kingdom, and also with the participation of ERA. An observer of the Commission attended each workshop.

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I. MISSION STATEMENT OF THE EUROPEAN JUDICIAL TRAINING NETWORK

As the sole association comprising the national judicial training institutions of the Member States in the European Union, the EJTN, in respecting the independence of the judiciary, is the principal platform and promoter for the development, training and exchange of knowledge and competences of the judiciary of the European Union, thus, contributing significantly to the reinforcement of the area of freedom, security and justice by developing and sharing a common legal and judicial European culture.

II. INTRODUCTION TO THE EUROPEAN JUDICIAL TRAINING NETWORK

Founded on 13th October 2000, the European Judicial Training Network (EJTN) is a non-profit making international organisation (AISBL) with its headquarters in Brussels and comprises the institutions specifically responsible for the training of the professional judiciary within the European Union (EU).¹

The EJTN's objectives fall within the scope of the Amsterdam Treaty of 2nd October 1997, the Tampere European Council meeting of 15th and 16th October 1999, the Hague Programme of 4th and 5th November 2004 and the European Commission Communication on judicial training of 29th June 2006, which set an ambitious goal for the European Union: to build a genuine European area of justice, to promote knowledge of legal systems and thus, to enhance understanding, confidence and cooperation between judges and prosecutors within the EU Member States.

The EJTN aims, therefore, to promote training programmes with a genuine European dimension for members of the judiciary in Europe. This involves analysing and identifying training needs, designing programmes and methods for collaborative training, developing exchanges and disseminating experiences in the field of judicial training, coordinating programmes and providing training expertise and know-how.

The EJTN has existed as a legal entity since 8th June 2003.

The Articles of Association provide for several decision-making bodies in order to guarantee genuine internal democracy and to stimulate the highest level of co-operation between its members. These bodies are:

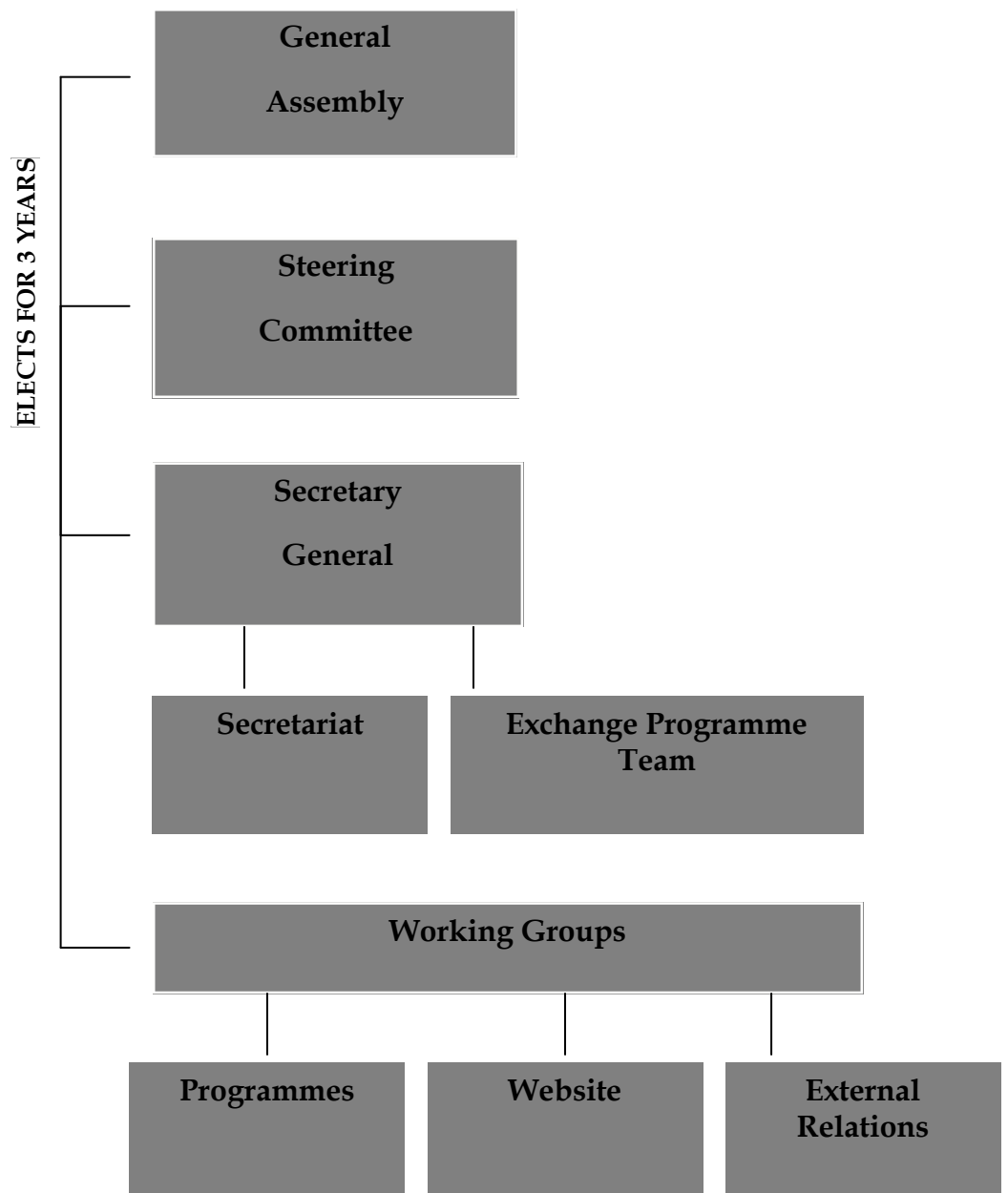
- The General Assembly, which meets every year under the presidency of the Member State holding the presidency of the European Union at the time. Comprised of all EJTN members, the General Assembly determines the general policy and activities of the EJTN and elects other EJTN bodies (Steering Committee, Secretary General, working groups);
- The Steering Committee, which is composed of 9 members elected for 3 years, ensures the implementation of the General Assembly decisions and is empowered to take initiatives and make proposals to that end;

¹ **EJTN Members:** *Austria* (Bundesministerium für Justiz); *Belgium* (Conseil Supérieur de la Justice); *Czech Republic* (Justiční akademie); *Denmark* (Domstolsstyrelsen); *ERA*; *Estonia* (Estonian Law Centre Foundation); *Finland* (Oikeusministeriö); *France* (Ecole Nationale de la Magistrature); *Germany* (Bundesministerium der Justiz); *Greece* (National School of Judges); *Hungary* (Office of the Prosecutor General, Office of the National Council for the Judiciary); *Ireland* (Judicial Studies Institute); *Italy* (Consiglio Superiore della Magistratura); *Latvia* (Latvian Judicial Training Center); *Lithuania* (Ministry of Justice); *Luxemburg* (Ministry of Justice); *Malta* (Judicial Studies Committee); *The Netherlands* (Studiecentrum Rechtspleging); *Poland* (Ministry of Justice); *Portugal* (Centro de Estudos Judiciários); *Slovakia* (Judicial Academy); *Slovenia* (Ministry of Justice); *Spain* (Centro de Estudios Jurídicos, Escuela Judicial Consejo General del Poder Judicial); *Sweden* (Domstolsverket); *United Kingdom* (Judicial Studies Committee of Scotland, Judicial Studies Board of England & Wales, Judicial Studies Board for Northern Ireland). [Last updated on 12th December 2006]

EJTN Observers: *Bulgaria* (National Institute of Justice); *Council of Europe*; *Estonia* (Office of the Prosecutor General); *Lithuania* (Office of the Prosecutor General); *Norway* (National Courts Administration); *Romania* (National Institute of Magistracy). [Last updated on 12th December 2006]

- The Secretary General, elected for 3 years, is responsible for coordinating activities, finances, general administration, as well as the EJTN's external representation. He/she manages a permanent secretariat, which was set up in 2005 and located in Brussels. Since 14th March 2005, the Secretary General is Gilles Charbonnier, a judge, formerly in charge of training at the Ecole Nationale de la Magistrature (France);
- Working groups, which are responsible respectively for programmes, the website and external relations. Their role is to build the capacity of the Network in these different fields in order to meet its objectives. These groups are also appointed for three years.

EJTN bodies²



² Last updated 12th December 2006.

III. PURPOSE OF THE STRATEGIC PLAN 2007 – 2013

The European Judicial Training Network took the initiative to develop a Strategic Plan 2007 – 2013 in order to:

- determine the objectives that will give clarity, coherence and thus, more strength to its activities;
- develop an efficient strategy to achieve these objectives;
- give visibility to the policy orientations and activities that it implements (internally, as well as externally);
- position itself strategically at the European level at a time in which judicial training in Europe is evolving, most notably, through the implementation of the Hague Programme and the development of the Framework Programme on Fundamental Rights and Justice (2007-2013).

The European Judicial Training Network Strategic Plan 2007 – 2013 defines:

- the EJTN's *mission*, i.e. its “raison d’être” and purpose;
- the EJTN's *vision*, i.e. the plans for its evolution in the coming years, the concrete results that it intends to achieve;
- the *strategy* that the EJTN will deploy to realise its mission and vision.

This strategy involves four basic dimensions, namely:

- What activities will the EJTN develop and who are the beneficiaries?
- With which partners?
- What type of organisational structure and division of labour?
- What kind of resources?

IV. VISION AND CORE RESULTS 2007 – 2013

The vision described by the European Judicial Training Network below is the result of the analysis of its members in light of their own experience in judicial training matters but also takes account of the provisions of the Hague Programme, adopted by the European Council in 2004, as well as the perspectives highlighted in the Communication on judicial training in the European Union, adopted by the Commission on 29th June 2006.

As the principal promoter and platform for the development, training and exchange of knowledge and competences of the judiciary of the European Union, the European Judicial Training Network aims to achieve the following core results by 2013:

A. To ensure the quality of European judicial work through high level training standards and curricula and to promote the exchange of information and best practices between judicial training institutions.

A.1 Definition and implementation of high level judicial training curriculum guidelines at the European level, based on European standards and defined by the EJTN and its members;

A.2 Regular exchange of information between trainers and between training institutions on training methodologies and didactics, including an exchange of training staff;

A.3 Development and implementation of a reference website.

B. To contribute to the achievement of objectives defined at the European level for judicial training in order to foster mutual trust among judicial authorities. Specifically, the EJTN seeks to contribute to the development of knowledge of a) judicial systems in Europe, b) Community instruments, European law and the role of the European institutions and c) foreign languages.

B.1 Conception and implementation of a permanent exchange programme in which a representative and growing number of national judges and prosecutors will participate in order to obtain concrete experience of different European judicial systems;

B.2 Dissemination of information about training activities for judges and prosecutors, conception and implementation of common training activities, developed at the national level, through EU co-financed programmes or on a bi- or multilateral basis, with a strong European added-value and with the aim of improving knowledge of judicial systems in Europe;

B.3 Promotion of the use of different European languages among national judges and public prosecutors.

C. To reinforce the European Judicial Training Network in order to ensure a more efficient structure and strengthen its networking capacity.

C.1 To increase the efficiency of the European Judicial Training Network's structure:

1. Strengthening the European Judicial Training Network's structures and bodies;
2. Reinforcing the financial capacities of the European Judicial Training Network with a special permanent line in the EU budget in order to guarantee the stability of its structural funding and to improve its capacities of action, as well as the diversification of its funding (notably through framework missions);
3. Developing mutual support between the members of the Network.

C.2 To strengthen its networking capacity:

1. Developing "operative and strategic alliances" with other organisations and networks involved in matters relating to the judiciary;
2. Developing relationships with judicial institutions from third countries in order to foster closer cooperation and to establish common standards for judicial training in Europe.

V. IMPLEMENTATION STRATEGY

The following tables summarise the main elements of the strategy that will be deployed by the European Judicial Training Network to realise its mission and vision as stated above. This strategy will be implemented in the framework of annual work plans.

A. To ensure the quality of European judicial training through high level standards and curricula and to promote the exchange of information and best practices between judicial training institutions.		
What types of activities and content to realise our vision?	Who are the beneficiaries?	Comments/ Next Steps
<p>A.1 <i>The development and implementation of high level judicial training curriculum guidelines at the European level:</i></p> <ul style="list-style-type: none"> • <i>Definition of “curriculum” guidelines:</i> coherent concept of judicial training material from a European perspective, inventory of key areas of training (see below), setting priorities, defining target groups for different areas, suggesting methodologies, suggesting levels at which the respective training should be implemented (EU/EJTN and/or national). The guidelines are not compulsory but aim to give general guidance to EJTN members, as well as to individual judges and prosecutors; • <i>Areas of training (indicative):</i> principles of EU law (basics), substantial EU law (e.g. competition law), procedural EU law (various instruments and important issues concerning judicial cooperation, EU criminal and civil law, institutional framework), human rights law (ECHR), ECJ case law, knowledge of the national legal systems of the Member States, organisation and management of courts, judicial skills, legal languages and terminology, and possibly ethics... 	<ul style="list-style-type: none"> – EJTN members – judges and prosecutors (initial and continuous education) 	<ul style="list-style-type: none"> – Reviewing existing EJTN <i>acquis</i> in view of the practical relevance for members of the judiciary; – Taking stock of existing curricula and analysis at national and European levels; – Developing learning outcomes (to the extent possible) as a basis for evaluation.
<p>A.2 <i>Regular exchanges between trainers and between training institutions on training methodologies and didactics, including an exchange of training staff:</i></p> <ol style="list-style-type: none"> 1. Identification and development of common standards in judicial training; 2. Inventory, development and exchanges of best practice, training modules; 3. Organisation of regular meetings of ‘heads of schools’; 4. Organisation of an annual or bi-annual ‘innovation’ conference. 	<ul style="list-style-type: none"> – EJTN members – trainers at national or decentralised levels 	<ul style="list-style-type: none"> – Organising meetings or conferences on a regular or <i>ad hoc</i> basis.

What types of activities and content to realise our vision?	Who are the beneficiaries?	Comments/ Next Steps
<p>A.3 Development and implementation of a reference website:</p> <ol style="list-style-type: none"> 1. Providing documental, scientific and didactic information; 2. Developing e-learning tools; 3. Offering a forum of discussion for trainers; 4. Disseminating examples of best practice, training modules for training institutions, trainers, judges and prosecutors; 5. Publishing the EJTN newsletter (both electronic and hard copy). 	<ul style="list-style-type: none"> – EJTN members – judges and prosecutors 	<ul style="list-style-type: none"> – Building further on the results achieved by the EJTN.

B. To contribute to the achievement of the objectives defined at the European level for judicial training in order to foster mutual trust among judicial authorities. Specifically, the EJTN seeks to contribute to the development of knowledge of a) judicial systems in Europe, b) Community instruments, European law and the role of the European institutions and c) foreign languages.

What types of activities and content to realise our vision?	Who are the beneficiaries?	Comments/ Next Steps
<p>B.1 Conception and implementation of a permanent exchange programme in which a representative and growing number of national judges and prosecutors will participate.</p>	<ul style="list-style-type: none"> – judges and prosecutors 	<ul style="list-style-type: none"> – Building further on the results achieved by the EJTN.
<p>B.2 Dissemination of information about training activities for judges and prosecutors, conception and implementation of common training activities developed at the national level, through EU co-financed programmes or on a bi- or multilateral basis with a strong European added-value. These activities aim to improve the knowledge of judicial systems in Europe:</p> <ol style="list-style-type: none"> 1. Initial training: <ol style="list-style-type: none"> a) Organisation of an annual competition for future judges and prosecutors to enhance the awareness of belonging to a shared European community; b) Organisation of common training periods (minimum 4 weeks) for future judges and prosecutors for in-depth training on European law, Community instruments and the role of the European institutions. 	<ul style="list-style-type: none"> – EJTN members and judicial training institutions – future judges and prosecutors 	<ul style="list-style-type: none"> – Building further on the results achieved by the EJTN.

<p>2. On-going training: updating the <i>EJTN catalogue</i> with information on national courses and also European courses organised by the EJTN itself, two or more of its members (in particular, in the context of EU programmes), individual partners or partner organisations. This could also involve “<i>joint actions</i>” between two or more EJTN members, coordinated by the EJTN, on a specific (regional) judicial topic.</p> <p>3. Development of ‘training the trainer’ courses.</p> <p>4. Regular updating on new EU training programmes and providing support to EJTN members with regard to application procedures.</p> <p>5. Conception of training modules, particularly in fields of common interest (i.e. on civil or criminal judicial cooperation, languages ...) which could be easily re-used.</p> <p>6. Organisation of <i>mock trials</i> in order to promote knowledge of other judicial systems in Europe and to exchange experiences with European colleagues.</p>	<ul style="list-style-type: none"> – EJTN members – individual judges and prosecutors – strategic partners (Commission etc.) – judicial staff involved in training – EJTN members – EJTN members – judges and prosecutors – EJTN members and judicial training institutions – judges and prosecutors – EJTN members and judicial training institutions 	<ul style="list-style-type: none"> – Support EJTN members in the selection of courses available; – Explore the cost of financing the translation of courses. – Making an inventory of courses at the national level and designing a common training module at the European level for training institutions. – Staff dedicated to carrying out this task; – Use of EJTN website and organising meetings for coordination; – Partnerships; – Dissemination through the EJTN website.
<p><i>B.3 Promote the increased use of different European languages among national judges and prosecutors:</i></p> <p>1. Production of reference documents in various EU languages;</p> <p>2. Development of courses and internships in order to improve language skills, practice and knowledge of judicial terminology.</p>	<ul style="list-style-type: none"> – EJTN members – judges and prosecutors 	<ul style="list-style-type: none"> – Dissemination through the EJTN website.

C. To reinforce the European Judicial Training Network in order to ensure a more efficient structure and strengthen its networking capacity.

- The EJTN will serve as a central information point for cross-border cooperation in judicial training;
- The EJTN will serve as a central contact point for the European institutions, in particular, the European Commission, for all matters relating to judicial training and will offer pro-active advice;
- The EJTN will provide assistance to its members and also to the judicial training institutions that are not from the EU Member States and to other relevant organisations.

What types of activities and content to realise our vision?

C.1 To increase the efficiency of the EJTN structure:

1. Building structural capacity:

- Reinforcing and adapting the structure of the staff recruited by the EJTN (secretariat, teams recruited specifically for the implementation of EU programmes, for example, the Exchange Programme team);
- Restructuring the “programmes” working group in order to fulfil its objectives;
- Strengthening the ability of the EJTN to define appropriate policy orientations and pedagogical priorities;
- Developing an internal evaluation process on quality.

2. Reinforcing financial capacities:

If the EJTN wishes to strengthen its structure in order to implement its vision of judicial training and its priorities, a greater level of security is needed with respect to its structural financing (permanent EU budget line) and its capacity to give impetus to the development of its activities without being hampered by administrative procedures (i.e. calls for proposals) or financial burdens. These objectives necessarily require the enhancement of relations between the EJTN and the European institutions, particularly the European Commission. In this regard, two basic options were possible: a) becoming an agency of the European Union or b) developing enhanced cooperation and framework agreements. The second option was chosen over the first one, partly because there is no consensus among EJTN members and also because this solution is not at present being considered by the European institutions, which favour other approaches (for instance, framework contracts) to enhance the capacity of the EJTN.

In this perspective, the following resources have been identified:

- Internal sources: membership fees (introduced since 2005) will be maintained, contributions in kind from members (manpower, facilities etc.) and special contributions from members;
- External sources: permanent line in the EU budget;
- Other sources: self-financing activities (selling some of the training products, channelling income into other training activities).

3. Developing mutual support between the members of the Network:

- Disseminating information;
- Designing common databases (i.e. regarding experts, training activities, training modules, documentation ...);
- Exchanging experiences, evaluating training, supporting the reforms undertaken by training institutions.

C.2 To strengthen its networking capacity:

1. Developing operative and strategic alliances with other organisations and networks involved in matters relating to the judiciary:

Various institutions, European networks and private associations offer scope for complementarity. In this respect, the EJTN defines a list of potential partners with whom a partnership in specific areas would create an added value for the benefit of the judiciary.

2. Developing relationships with judicial institutions from third European countries in order to foster closer cooperation and to establish common standards in Europe for judicial training:

- Exchanging information;
- Building partnerships with third countries in Europe in order to encourage the association of these institutions or to be associated with them through training activities or brainstorming sessions on judicial training matters.