



**EUROPEAN JUDICIAL TRAINING NETWORK
STRATEGIC PLAN
2014 – 2020**

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

A. Background and identity

The ambitious legislation programme of the Single Market Initiative 1992 made, for the first time, representatives of the Member States' judiciaries aware of their pivotal role in the implementation and enforcement of European law.

In 1999, a small group of national judicial authorities¹ and the Academy of European Law (ERA) decided to set up a drafting committee to prepare the founding document of a network of European judicial training providers. On 13 October 2000, this group presented the first "Charter" of the European Judicial Training Network to a conference organised by the French Presidency of the Council in Bordeaux, which was then opened for ratification by the founding Members.

This "Charter" defined the Network's mission as the promotion of "a training programme with a genuine European dimension for Members of the European judiciary". The "Charter", which judicial authorities of all 15 Member States and ERA signed within the established timeframe, was not conceived to create a network with its own legal identity. Hence, the created Network was neither able to fund its own structure and activities nor was it, in particular, capable of receiving grants from the emerging EU funding programmes.

The 2002 General Assembly in Copenhagen decided to register EJTN as a non-profit international association (*AISBL*) under Belgian private law, which was eventually authorised by Royal Decree on 8 June 2003. The same General Assembly further adopted revised *EJTN Articles of Association* on the basis of the "Charter".

A second institutional reform was adopted in 2004 at the General Assembly in The Hague by which the mandate of the Secretary General was extended to three years, a permanent Secretariat created and an obligation to pay Membership fees established.

The first Strategic Plan adopted by the Helsinki General Assembly of 2006, was based on the institutional and policy framework set by the EU at the time (reflected through the Amsterdam Treaty aiming at the creation of an area of Freedom, Security and Justice; the Tampere and The Hague legislative programmes; the European Commission's 2006 communication on judicial training; and, the Framework Programme on Fundamental Rights and Justice 2007-2013). Furthermore, the Strategic Plan also aimed at giving internal and external visibility to the Network and ensuring its strategic position in an evolving European judicial training landscape.

The first Strategic Plan listed three groups of "core results" to be achieved by 2013, each of which addressed a specific objective, namely the quality of justice and judicial training, the efficient application of the EU law *acquis* and judicial cooperation and the functioning of EJTN itself.

As a direct consequence, the yearly number of individual participants in EJTN's training activities has grown dramatically: from 438 in 2007 to 1592 in 2011. This figure reached the 2000 participant mark in 2012 and it is expected to rise even further to near 2400 over 2013. Similarly, the number of individual training days offered by the Network has increased from 3916 in 2007 to 10,823 in 2011, with the figure expected to rise to the 16,000 mark by 2013. EJTN's *Annual Programme of Activities for 2013* is comprised of a record number of 45 EJTN-branded training events addressed to the European judiciary. Last but not least, all Member States are represented in the Network².

¹ the ENM of France, the German Federal Ministry of Justice, the CSM of Italy, the Consejo General del Poder Judicial of Spain, SSR of the Netherlands, Domstolsverket of Sweden, the JSB of England & Wales, CEJ of Portugal

² Federal Ministry of Justice/Bundesministerium für Justiz, Austria; Judicial Training Institute/Institut de Formation Judiciaire (IFJ) – Instituut voor Gerechtelijke Opleiding (IGO), Belgium; National Institute of Justice/Национален

B. Vision

EJTN is an institution pursuing an aim of general European interest in the field of training of the judiciary.

EJTN is a recognised and respected player operating at European level.

EJTN is fully autonomous in defining its own priorities and European judiciary training needs, while simultaneously retaining judicial independence, taking into account priorities set by the European institutions.

EJTN respects the different capacities, missions and structures as well as the different needs of individual Member institutions that have an impact on their possible involvement in EJTN's activities.

EJTN's role in European judicial training in the foreseeable future will remain EJTN's *raison d'être*, i.e. the initial and continuous training of EU judges and prosecutors and to combine forces to achieve better and stronger results in judicial training in the European area of justice.

EJTN shall continue its drive to offer quality, innovative training activities that give added value to the training offered at the national level, whilst appreciating that the first and main responsibility for the provision of such training activities lies with national training institutes.

EJTN's Members have a legitimate interest in using the Network as their forum for networking. Therefore, it is considered fundamental that EJTN continues to provide the platform and tools adequate to allow an exchange of concepts and best practices, which should have a wider scope than only European law.

институт на правосъдието (NIJ), Bulgaria; Supreme Court/Ανώτατο Δικαστήριο της Κύπρου, Cyprus; Judicial Academy/Justiční Akademie (JA), Czech Republic; Court Administration/Domstolsstyrelsen, Denmark; Academy of European Law, Trier (ERA); Supreme Court/Riigikohus, Estonia; Ministry of Justice/Oikeusministeriö, Finland; National School for the Judiciary/Ecole Nationale de la Magistrature, France; Federal Ministry of Justice/Bundesministerium der Justiz, Germany; National School of Judges/ΕΘΝΙΚΗ ΣΧΟΛΗ ΔΙΚΑΣΤΙΚΩΝ ΛΕΙΤΟΥΡΓΩΝ, Greece; Office of the National Council for the Judiciary/Országos Bírósági Hivatal and Prosecutor General's Office/Ügyészség, Hungary; Committee for Judicial Studies, Ireland; High Council for the Judiciary/Consiglio Superiore della Magistratura (CSM) and School for the Judiciary/Scuola Superiore della Magistratura, Italy; Latvian Judicial Training Centre (LJTC)/Latvijas Tiesnešu Mācību Centrs (LTMC), Latvia; National Courts Administration/Nacionalinė Teismų Administracija, Lithuania; Ministry of Justice/Ministère de la Justice, Luxembourg; Judicial Studies Committee, Malta; Training and Study Centre for the Judiciary/Studiecentrum Rechtspleging (SSR), the Netherlands; National School of Judiciary and Public Prosecution/Krajowa Szkoła Sądownictwa i Prokuratury (KSSiP), Poland; Centre For Judicial Studies/Centro de Estudos Judiciários (CEJ), Portugal; National Institute of Magistracy/Institutul National al Magistraturii (NIM), Romania; Judicial Academy/Justičná Akadémia, Slovakia; Judicial Training Centre/ Center za Izobraževanje v Pravosodju, Slovenia; Judicial School of the General Council of the Judiciary/Escuela Judicial Consejo General del Poder Judicial and The Centre for Legal Studies/Centro de Estudios Jurídicos Ministerio de Justicia (CEJ), Spain; National Courts Administration/Domstolsverket, Sweden; Judicial College, England and Wales; Judicial Studies Board, Northern Ireland; Judicial Studies Committee, Scotland.

C. Strategic goals

EJTN identifies for the period 2014-2020 the following main objectives:

1. To continue to foster mutual trust between judges and prosecutors from different European legal systems .
2. To increase the level of knowledge of EU law among the European judiciary.
3. To assure high standards of quality of European judicial training. and promote high standards of quality for national judicial training.
4. To foster the early development of a judge's and prosecutor's European profile.
5. To strive towards an increased networking function of EJTN.
6. To strive towards a more effective external cooperation.
7. In the interest of maintaining judicial independence, to reinforce as far as possible the primacy of the role of EJTN in all areas of judicial training at EU level.

D. Strategic plan of action

By promoting training programmes with a European dimension for Members of the judiciary in Europe, EJTJN makes a significant contribution to fostering further training in relevant aspects of European law for the judiciary of the EU Member states. In the years 2014-2020 EJTJN, through its Members and with the assistance of its Secretariat, will strengthen and expand its role as a key player in European judicial training.

EJTJNs plan of action must be performed at both external and internal levels.

At the external level, it is essential to distinguish between factors at the European Union and the Member States levels.

At the EU level, the entry into force of the Lisbon Treaty has not only given a boost to areas of EU law and legislation, which are of particular relevance for the judiciary (such as the integration of the former third pillar areas of criminal law and police cooperation in the traditional “Community” *acquis*, while granting primary law status to the Charter of Fundamental Rights), but has also created a legal basis for EU action to “support the training of the judiciary and judicial staff” as enshrined in articles 81 and 82 of the TFEU.

In parallel, judicial training has been further prioritised on the political agenda of the EU institutions. The European Parliament has several times called for the enhancement of judicial training and has now provided funding for a pilot project, which is in the process of being implemented.

The Stockholm Programme³ and Action Plan,⁴ as well as the recent Commission Communication on judicial training⁵ have set extremely ambitious targets, the latter aiming at enabling “...half of the legal practitioners in the EU to participate in European judicial training activities by 2020”.

It is worth emphasising that the EU institutions have now recognised EJTJN as a key player in European judicial training, to which they address clear and ambitious expectations.

Explicitly addressing EJTJN in the Communication, the European Commission requests the Network to *commit to the reinforcement of the sustainability of its structure and develop a strategy to reach greater numbers of legal practitioners from more Member States*.

Furthermore, EJTJN is also called upon to *develop training modules including e-learning modules and [to] strive for excellence in training methodologies*. The European Commission also recommends EJTJN to help Members in presenting training projects for co-funding that *meet criteria and are of high quality*.

Last but not least, the European Commission has proposed that unspecified *further support* may be provided in case EJTJN *demonstrates a reinforced capacity to organise and coordinate judicial training activities*. Finally, the Network should bear in mind that the European Commission (as well as the European Parliament, in its recent resolutions) also considers other networks and associations as potential strategic partners in enhancing judicial training, implying that EJTJN has to define an adequate approach towards these entities.

Although EJTJN must remain fully autonomous in defining its own priorities and training needs also while simultaneously retaining judicial independence, this does not necessarily

³ The Stockholm Programme – An open and secure Europe serving and protecting citizens; OJ 4.5.2010, C115/1.

⁴ Action Plan Implementing the Stockholm Programme, COM(2010) 171 final, 20.4.2010

⁵ Building trust in EU-wide Justice – A new dimension to European Judicial Training, COM (2011) 551 final, 13.9.2011.

mean that the priorities set by the European institutions, within the frameworks of their competences, should not be taken into account.

Although these priorities have never been in conflict before (and it is worth noting that the priorities expressed so far by the European Commission have also been EJTJN's own priorities), a gap may occur in so far as EJTJN's future priorities may expand further.

Therefore, and taking into account that EJTJN Members may be best placed to evaluate judicial training needs, a distinct proactive approach will be adopted in order to provide those European institutions, and in particular the European Commission, with EJTJN's insight. This will allow EJTJN's suggestions to be considered within these European institutions' own decision-making process. Despite this, it is intended that the actual in-force principle found in article 15-5 of *EJTJN Articles of Association* - *where appropriate, the EJTJN annual programme of activities shall be compatible with the priorities set by the European Union* – will remain untouched.

At the Member States level, the prevailing characteristic is still the enormous diversity of judicial systems and a corresponding heterogeneity of judicial training structures. Judicial training has been identified as being provided by different types of authorities: judicial schools, depending on either a body of judicial self-governance (such as councils of the judiciary and supreme courts) or a state's authority, ministries of justice, higher courts and/or prosecutors general and autonomous court administrations.

Staff and other resources as well as financial capacities and budget autonomies vary greatly from country to country. However, as the 2011 ERA-EJTJN study on judicial training has shown, too many judges and prosecutors are still unfamiliar with specific EU law procedures and only have a vague idea of EU law concepts.

Internal factors considered in this Strategic Plan reflect, to some extent, the diversity of the situation in the EU Member States. Differing capacities, missions and structures of individual Member institutions as well as their differentiated needs will have an impact on their possible involvement in EJTJN's activities.

EJTJN has to prove its ability to include in its activities, representatives of specialised jurisdictions (in particular administrative), prosecutors or court staff that are not always represented in the Network.

Funding has not been a major concern for the Network since it overcame its financial crisis of 2008. The readiness of the European Commission to award an operating grant covering an impressive list of EJTJN's own activities on the basis of co-funding through the salaries of participants in the exchange programme has allowed for timely and flexible project planning and wide involvement of Member institutions. However, as the Network's own financial resources remain scarce, its activities will essentially depend on the priorities set by the European Commission's funding programmes. Therefore, EJTJN's dependence on EU funding programmes might severely limit or even exclude ambitions in areas not covered by these, making Members themselves must be prepared to pay for these, or additional sources of funding to be found.

Having considered the above mentioned external and internal factors, three main elements shape the strategy for 2014 - 2020:

- a) The assessment of needs
- b) The legitimacy of EJTJN Members' interests
- c) The high quality of EJTJN's input

As far as the **needs are concerned**, these should encompass, of course, the expectations of the individual judge and prosecutor, the courts and society.

However, and from a purely European perspective, these seem rather easy to predict and have, to some extent, already been translated into political priorities in the European Commission's 2011 Communication. First of all, there are still a large number of judges and prosecutors in need of an in-depth training on basic concepts and procedures of EU law. Secondly, in order to promote a genuine European judicial culture, it will be indispensable to expose trainee judges and prosecutors and newly appointed judges and prosecutors to a European experience or environment at an early stage of their careers in order to infuse in them a European spirit. Thirdly, the EU *acquis* will remain a moving target and keep growing as ever, regardless of the current crisis, keeping targeted continuous training a high priority. Fourthly, language skills are likely to improve with the arrival of new generations, but the need for focused legal terminology training will persist. Fifthly, the understanding of other Member States' judicial systems and concepts will continue to be an important element of mutual trust.

As the first and main responsibility for the provision of such training activities lies with national training institutes, EJTN will have to consider the added value it can bring.

This added value is apparent for the traditional activities included in EJTN's portfolio, such as the exchange programme (which will remain EJTN's top priority in the following years) and the THEMIS competition as well as other activities identified as indispensable by EJTN's Members as representatives within EJTN's working groups.

In fact, in view of the wide European composition of these groups, made up of mainly experts or national trainers, the assurance of a true European added-value for those activities seems justified simply through this composition.

At the same time, EJTN will continue its drive to offer quality, innovative training activities that give added value to the training offered at the national level. One of the ways to ensure a uniform training quality would be to establish a set of criteria that must be observed when organising any EJTN training activity and to elaborate and implement a uniform evaluation system.

Besides being determined to continue to adhere to the golden principle of decentralised execution for its own training activities, EJTN should also assume an important facilitating responsibility through the provision of coordination, technical support, guidelines and model programmes whenever this is either required by its Members or is seen to be appropriate to assure European added value in training endeavours.

However, notwithstanding what has been said, EJTN's own training activities should, whenever possible, complement Members' activities. Therefore, an important place in this strategy is also being given to Members' training activities opened for foreign participation either focusing on EU Law (via EJTN's Catalogue+) or in relation to any other area found relevant towards an adequate judge's and prosecutor's training (such as through the EJTN Catalogue), both of which could still be enlarged, or partially retargeted, in order to also address national trainees. In particular, in order to highlight and to spread the best practices developed by each Member, EJTN could enlarge the number of activities and of judges and prosecutors involved in Catalogue+. By this way, covering costs of interpreting, transportation and accommodation, we could let judges and prosecutors take part in the best seminars all over Europe, going beyond the linguistic barriers without discovering new courses or activities.

It looks also appropriate that whenever any potential activity not related to EU law is deemed as bringing a real European added value, EJTN should proceed with its execution

in a full international environment, either as an independent training activity or as a module integrated with a co-related and already-planned module.

In relation to its audience, EJTN also believes that the identification of target groups for which EU-level training has a particular added value (such as trainers, trainees, EJTN national Members and “court coordinators” as called for in European Parliament motion of February 4th 2013) will be increasingly important. In line with this, it is essential to be aware that each of these divergent groups may require specific training strategies and methodologies.

As for the concrete execution of all of the above, strategic alliances with other networks and associations, such as the European Network of Councils of the Judiciary, the Supreme Court Presidents, the Associations of Supreme Administrative Courts, the European Judges and Prosecutors and the Administrative Law Judges should be sought in this context.

In all matters related to judicial training, EJTN intends to:

- Become the central information point for cross-border cooperation
- Serve as the central contact point for the European institutions, in particular, the Court of Justice of the European Union, the European Parliament and the European Commission
- Always be available to provide advice and expertise
- Provide assistance to judicial training institutions from non-EU Member States, within the limits defined by EJTNs legal framework.

EJTN will enter into a regular dialogue – especially with the EComm and the EP – to enhance the exchange of information about identified training needs, particular EJTN projects related to these needs and to ensure that European funding matches the practical training needs.

Regarding the Members’ interests, EJTN’s Members have a legitimate interest in using the Network as their forum for networking beyond the training priorities set by the EU. Therefore, it is considered fundamental that EJTN continues to provide the platform and tools sufficient to allow an exchange of concepts and best practices, which should have a wider scope than only European law. In this respect, Members should feel free to define common areas of interest, which do not necessarily need to concern the entire Membership (e.g. in initial training).

E. Implementation system

The following section provides a brief description of the tools that will be deployed to achieve the strategic goals according to the strategic course of action established, and realise the vision.

<i>I. FOSTER MUTUAL TRUST BETWEEN JUDGES AND PROSECUTORS FROM DIFFERENT EUROPEAN LEGAL SYSTEMS</i>	
TOOLS	TARGETED AUDIENCE
<p>1. EXCHANGE PROGRAMME</p> <p>The standard exchange programme shall include among others possibilities of:</p> <p>a) Short-term, flexible,, individual or group internships in a different EU country.</p> <p>b) Short- and long-term internships in European Courts and European institutions.</p> <p>c) Short-term exchanges of trainers.</p> <p>d) Study visits to European Courts and European institutions, including new format study visits to European institutions</p>	<p>EU judges and prosecutors EJTN Members' trainers</p>
<p>2. SEMINARS ON LINGUISTIC SKILLS</p> <p>Specifically drafted to develop participants' foreign languages skills with a special focus on all fields of EU law and on the terminology of legal instruments applying to international judicial cooperation in criminal and civil matters.</p>	<p>EU judges and prosecutors</p>
<p>3. EJTN CATALOGUE +</p> <p>Comprising training activities provided by EJTN Members and Observers opened to the attendance of foreign participants from EJTN Member states and focusing on EU law-related subjects.</p>	<p>European judges, prosecutors and trainees EJTN Members' trainers</p>
<p>4. EJTN STANDARD CATALOGUE</p> <p>Comprising training activities provided by EJTN Members and Observers opened to the attendance of foreign participants and focusing either on national or EU law subjects, or judgecraft skills and any other area of interest related to a judge's and prosecutor's training.</p>	

II. INCREASE THE LEVEL OF KNOWLEDGE OF EU LAW AMONG THE EUROPEAN JUDICIARY

TOOLS	TARGETED AUDIENCE
<p>1. CRIMINAL LAW SEMINAR SERIES Focusing on EU criminal law and international cooperation in criminal matters issues.</p> <p>2. CIVIL LAW SEMINAR SERIES Focusing on EU civil law and international cooperation in civil matters issues.</p> <p>3. INDEPENDENT SEMINAR SERIES Focusing on human rights and any other area of EU law not covered by any of the above.</p> <p>4. LINGUISTIC SEMINARS Focusing on the instruments of all fields of EU law to develop participants' command of foreign languages especially terminology of legal instruments applying to international judicial cooperation in criminal and civil matters.</p> <p>5. EJTN CATALOGUE+ Comprising training activities provided by EJTN Members and Observers opened to the attendance of foreign participants and focusing on EU law-related subjects.</p> <p>6. EXCHANGE PROGRAMME a) Short- and long-term internships in European Courts and European institutions. b) Study visits to European Courts and European institutions, including new format study visits to European institutions</p> <p>7. EJTN eLEARNING COURSES EJTN will develop and deliver eLearning courses on any topics found to be of common interest to its Members.</p> <p>8. EJTN RECOMMENDED TRAINING GUIDELINES EJTN will, subject to the result of EJTN's evaluation, develop recommended common training curricula covering several fields of knowledge, thereby contributing to the development of a genuine European judicial culture, that also reflects the diversity of EU Member States' legal systems. The EJTN training curricula shall become: a) The fundamental documents intended to help the governance of the design and planning of the Network's training activities. b) The principal framework through which the adoption</p>	<p>EU judges and prosecutors EJTN Members' trainers</p>

<p>of a common minimum curriculum may be developed.</p> <p>c) A tool that may be used by any judge or prosecutor, in order to obtain updated information on any topic dealt within the curricula.</p> <p>d) A tool with examples of training programmes and agendas as a platform for best practice exchanges.</p>	
--	--

III. ASSURE HIGH STANDARDS OF QUALITY FOR EUROPEAN JUDICIAL TRAINING AND PROMOTE HIGH STANDARDS OF QUALITY OF NATIONAL JUDICIAL TRAINING

TOOLS	TARGETED AUDIENCE
<p>1. EJTN's OWN ASSESSEMENT EJTN will promote the creation of groups of experts in the relevant fields of knowledge in order to strengthen the Network's ability to define appropriate policy orientations, pedagogical priorities and develop a continuous internal evaluation process on quality.</p> <p>2. EXPERT REPORTS EJTN will seek to obtain, whenever necessary, reports from the experts intervening in any activity under evaluation along with any other institutional or independent appreciation or advice deemed suitable for that purpose.</p> <p>3. PARTICIPANTS' EVALUATION QUESTIONNAIRES EJTN will assure the gathering of the participants' overall feedback on every single EJTN training activity undertaken.</p> <p>4. EJTN 'TRAINING OF TRAINERS' SEMINARS EJTN will provide 'training of trainers' seminars intended to increase the pedagogical and methodological skills of Members' trainers and to become a platform for the exchange of experiences in relation to training best practices.</p> <p>5. EXCHANGE PROGRAMME Short-term exchanges of trainers</p> <p>6. BUILDING OF A PANEL OF EXPERTS Applying to different areas of knowledge.</p>	<p>Trainers and Experts</p>

IV. FOSTER THE EARLY DEVELOPMENT OF A EUROPEAN JUDGE'S AND PROSECUTOR'S PROFILE

TOOLS	TARGETED AUDIENCE
<p>1. AIAKOS EXCHANGE PROGRAMME The AIAKOS Exchange Programme is a two-weeks' long training project (with one week spent abroad) that seeks improvement of the knowledge of judicial systems across Europe to increase mutual trust and understanding. The AIAKOS ExP shall enable judges and prosecutors to appreciate and fully engage in the European aspect of their role.</p> <p>2. EJTN SUMMER SCHOOLS Seminars addressed to trainees and newly appointed professionals on any subject found relevant to their capacity building as judgecraft, foreign language abilities, professional deontology etc.</p> <p>3. THEMIS THEMIS is the EJTN's annual competition addressed to judicial trainees and focusses on, among other subjects: a) International cooperation in criminal matters b) International cooperation in civil matters c) Judges' ethics and deontology d) Interpretation and application of Articles 5 and 6 of the ECHR</p>	<p>Judicial trainees in EU countries EU Recently-appointed judges and prosecutors</p> <p>trainees and newly appointed judges and prosecutors</p> <p>Judicial trainees in EU countries European recently-appointed judges and prosecutors</p>

V. STRIVE TOWARDS AN INCREASED NETWORKING FUNCTION OF EJTN

TOOLS	TARGETED AUDIENCE
<p>1. EJTN'S OWN NETWORKING SCHEME EJTN will bring together Members where convenient, and share ideas on programme planning, design and delivery with a view to developing common learning tools and joint training activities, to be organised within the relevant framework.</p> <p>2. EJTN JUDGE-CRAFT SEMINARS EJTN will provide seminars and other training activities on judgecraft skills (including case management, reason writing, assessing credibility, questioning techniques, evidence gathering) where they are deemed relevant to the generic professional training of the European judiciary.</p> <p>3. EJTN eLEARNING COURSES EJTN will develop and deliver eLearning courses on any topics found to be of common interest to its Members.</p> <p>4. EJTN RECOMMENDED TRAINING GUIDELINES EJTN aims to develop recommended common training curricula covering several fields of knowledge, thereby contributing to the development of a genuine European judicial culture, that also reflects the diversity of EU Member States' legal systems. The EJTN training curricula shall constitute</p> <p>a) The fundamental documents intended to help the governance of the design and planning of the Network's training activities. b) The principal framework through which the adoption of a common minimum curriculum may be developed. c) A tool that may be used by any practitioner in order to obtain updated information on any topic dealt within the curricula. d) Examples of training programmes and agendas as platformS for best practice exchange.</p> <p>5. EJTN WEB PRESENCE EJTN continues the development of its web presence addressed to both its Members and the general public, designed to engage and inform its stakeholders and sponsors as well as the public in general, and featuring, essentially:</p> <p>a) News articles b) EJTN project and programme information c) Information on training opportunities</p>	<p>EJTN Members' representatives</p> <p>judges and prosecutors in EU EJTN Members' trainers</p> <p>Unrestricted</p> <p>EJTN Members' trainers and Unrestricted</p> <p>Both unrestricted and Members-only areas</p>

- | | |
|---|--|
| <ul style="list-style-type: none">d) Information on EJTN training toolse) EJTN and EJTN Members' own documentsf) An IT platform constituting a virtual collaboration area between EJTN staff, EJTN Members and EJTN Members' representatives.g) An IT platform hosting EJTN's own eLearning courses.h) An IT platform for EJTN Members' eLearning courses as well as training tools and expertise, which are suitable for sharing with other Members. | |
|---|--|

VI. STRIVE TOWARDS A MORE EFFECTIVE EXTERNAL COOPERATION

TOOLS	TARGETED AUDIENCE
<p>In order to increase its cooperation with the other judicial networks within the European Union as well as with any other European stakeholders or entities identified by EJTN as concerned with judicial training (and, as such, being privileged partners towards the fulfilment of EJTN's objectives set above), EJTN will seek to establish platforms for:</p> <ul style="list-style-type: none"> • The exchange of common information, experience and advice • The development of activities related to matters of common interest • The support and cooperation in particular training projects <p>via:</p> <p>1. REGULAR MEETINGS</p> <p>2. AGREEMENTS</p> <p>3. MEMORANDA OF UNDERSTANDING</p>	<p>IDENTIFIED MAJOR PARTNERS</p> <p>Council of the EU European Parliament European Commission European Network of the Councils for the Judiciary Network of the Presidents of the Supreme Judicial Courts Association of the Councils of State and Supreme Administrative Jurisdictions Network of Public Prosecutors or equivalent institutions at the Supreme Judicial Courts of the Member States of the European Union ECHR CJUE EUROJUST European Judicial Network European Judicial Network for Civil and Commercial Matters</p>

VII. Network's capacity

Structural issues are voluntarily excluded from this Strategic Plan, it has been decided that they will be subject to an in-depth discussion and analysis in the near future, coordinated by the Steering Committee, performed in the manner to be decided as appropriate by the SC. However it is envisaged that EJTN will endeavour continuously to adapt itself in order to adopt the best structural framework considered appropriate to fulfil its mission and goals in the face of an ever-increasing number of training activities along with the corresponding increase of Members of the European judiciary that are benefitting from them.

Whatever the future shape of the organisation, and whatever legal framework is adopted, these should enable EJTN to achieve the objectives of this new Strategic Plan, in the most efficient and cost-effective way. Strengthening the structure as such is never an objective in itself as it should solely be considered as a means to serve the primary objectives of the Network. The Network's structure has been appropriate, so far, for a European approach to judicial training, as it fully respects the judicial independence and autonomy of its Members, at the same time allowing for the pooling of forces and synergies to produce results from which every Member institution can benefit. It further allows for varying degrees of involvement depending on the needs, capacity, resources, budgetary autonomy etc of each Member institution. On the other hand, the organisation does not always seem to have been used to its full potential as it requires a minimum level of commitment and availability from all Members to allow for proactive planning and a broader range of tangible results.

F. Monitoring system

The Steering Committee shall monitor the execution of the Strategy regularly in order to follow the implementation of actions and the achievement of the objectives.

Within the 3 years of its adoption EJTN Secretary General shall present to the General Assembly the interim evaluation of the level of implementation of the Strategy.



With the support of
the European Union