



**Strategic Plan 2021 – 2027 of the
European Judicial Training Network**

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I. Introduction and starting point

1. Mission statement

1. As the only association encompassing the national judicial training institutions of the European Union Member States, while respecting the independence of the judiciary, the European Judicial Training Network (EJTN) is the principal platform and advocate for the development, training and exchange of knowledge and skills of the judiciary of the European Union. It therefore makes a significant contribution to reinforcing a European area of justice, by developing and sharing a common European judicial culture.

2. Vision

2. As an institution, the aim of EJTN is the pursuit of European interests in the field of judiciary training.
3. EJTN is a recognised and respected player operating at European level.
4. EJTN is fully autonomous in defining the training needs of the European judiciary, as well as its own priorities in the light of these needs, while fully respecting judicial independence and taking into account priorities set by the European institutions.
5. EJTN respects the different capacities, missions and structures, as well as the different needs of individual Member institutions that may have an impact on their involvement in EJTN's activities.
6. EJTN's role in European judicial training for the foreseeable future will remain EJTN's *raison d'être*, that is, the initial and continuous training of EU judges, prosecutors and court staff. It will also combine forces to achieve better and more effective results in judicial training in the European area of justice.
7. EJTN will continue its drive to offer high quality, innovative training activities that provide added value to training offered at national level, while appreciating that primary and principal responsibility for the provision of such training activities lies with national training institutes.
8. EJTN's Members have a legitimate interest in using the Network as their forum for networking. It is therefore considered vital that EJTN continues to provide a platform and adequate tools that enable an exchange of concepts and best practices, which should have a wider scope beyond European law.

3. Landmarks

9. Since its creation, EJTN has grown into a network bringing together national judicial training providers from all EU Member States. EJTN has entered into enhanced cooperation with a wide array of partners (EU institutions and agencies, associations and other partners), demonstrating its leading role in the area of European judicial training.

10. The ambitious legislative programme of the 1992 Single Market Initiative made representatives of the Member States' judiciaries aware, for the first time, of their pivotal role in the implementation and enforcement of European law.
11. In 1999, a group of national judicial authorities¹ and the Academy of European Law (ERA) decided to set up a drafting committee to prepare the founding document for 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 released for ratification by the founding Members.
12. 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 the ERA signed within the established timeframe, was not devised to create a network with its own legal identity. Hence, the created Network was not able to fund its own structure and activities and, notably, was not able to receive grants from the emerging EU funding programmes.
13. Following intense debate, the General Assembly in Copenhagen decided on 6 December 2002 to register EJTN as a non-profit international association (AISBL) under Belgian private law. This 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".
14. 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. At the same General Assembly, a permanent Secretariat was also created, and an obligation to pay membership fees established.
15. 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 in the Amsterdam Treaty aimed at the creation of an area of Freedom, Security and Justice; the Tampere and the Hague legislative programmes of 1999 and 2004; the European Commission's 2006 communication on judicial training; and the Framework Programme on Fundamental Rights and Justice for the period 2007-2013). Furthermore, the Strategic Plan also aimed to give the Network internal and external visibility and to guarantee its strategic position in an evolving European judicial training landscape.
16. 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 acquis and judicial cooperation, and the functioning of EJTN itself.
17. The second Strategic Plan adopted by the Dublin General Assembly in 2013 underwent a mid-term assessment at the 2016 Amsterdam General Assembly, which identified the following key achievements:
 - Mutual trust between judges and prosecutors from different European jurisdictions had been fostered;

¹ France's ENM, Germany's Federal Ministry of Justice, Italy's CSM, Spain's Consejo General del Poder Judicial, the Netherlands' SSR, Sweden's Domstolsverket, the Judicial Studies Board of England & Wales and Portugal's CEJ.

- The level of knowledge of EU law among the European judiciary had increased;
 - High quality standards in European judicial training were established and high quality standards in national judicial training had been promoted;
 - The early development of a European judge and prosecutor profile;
 - Networking capacities had been strengthened;
 - There was more effective external cooperation;
 - The Council of the European Union² recognised that “*at EU level, the EJTN is best placed to coordinate, through its members, national training activities and to develop a cross-border training offer for judges and prosecutors*”.
18. The current Regulation establishing the EU Justice Programme³ states that the EJTN “*shall receive an operating grant to co-finance expenditure associated with its permanent work programme*”, securing its financial stability with exceptional conditions for implementing its programme of activities.

4. Judicial Training Principles

19. The 2016 General Assembly in Amsterdam unanimously approved EJTN’s nine Judicial Training Principles. This catalogue was drafted in the framework of EJTN’s Steering Committee, with the ambition of establishing core principles of judicial training. These principles are intended to provide Europe’s judiciary with a foundation and source of inspiration for managing their own judicial training needs, and Europe’s judicial training institutions with a common foundation from which to plan and deliver judicial training activities.
20. The Judicial Training Principles adopted by the EJTN General Assembly meeting in Amsterdam on 9 June 2016:
- 1) Judicial training is a multidisciplinary and practical type of training, essentially intended for the transmission of professional techniques and values complementary to legal education.
 - 2) All judges and prosecutors should receive initial training before or on their appointment.
 - 3) All judges and prosecutors should have the right to regular continuous training after appointment and throughout their careers, and it is their responsibility to undertake it. Every Member State should put in place systems that ensure judges and prosecutors are able to exercise this right and responsibility.
 - 4) Training is part of the normal working life of a judge and a prosecutor. All judges and prosecutors should have time to undertake training as part of normal working time, unless, exceptionally, this jeopardises the service of justice.
 - 5) In accordance with the principles of judicial independence, the design, content and delivery of judicial training are solely for the national institutions responsible for judicial training to determine.

² Council Conclusions [Training of legal practitioners: an essential tool to consolidate the EU acquis’ \(2014/C 443/04\)](#).

³ Regulation (EU) No 1382/2013 of the European Parliament and of the Council of 17 December 2013 establishing a Justice Programme for the period 2014 to 2020.

- 6) Training should primarily be delivered by judges and prosecutors who have been previously trained for this purpose.
- 7) Active and modern educational techniques should be given primacy in judicial training.
- 8) Member States should provide the national institutions responsible for judicial training with sufficient funding and other resources to achieve their aims and objectives.
- 9) The highest judicial authorities should support judicial training.

II. Achievements and state of play

21. At the time of adopting this new Strategic Plan, EJTN developed far-reaching training projects and programmes in a broad array of respected judicial training seminars and workshops: the Exchange Programme, Catalogue and Catalogue Plus activities, the Themis Competition, Criminal Law projects, Civil Law seminars, Administrative Law seminars, the Linguistics Programme, the Countering Terrorism & Radicalisation programme, Human and Fundamental Rights seminars, “Judgecraft” training seminars and Judicial Training Methods activities.
22. By developing and coordinating these training activities for the Member States’ judiciaries, EJTN contributes to the achievement of the following objectives:
 - Facilitating the participation of judges and prosecutors from one State in other States’ training programmes;
 - Facilitating new judicial training opportunities, best practices, methods and tools;
 - Producing authoritative judicial training standards and curricula;
 - Building trust among justice practitioners;
 - Developing the competencies of national judges, prosecutors, trainers and trainees;
 - Promoting cooperation and the exchange of information between EJTN’s Members, Observers and Partners;
 - Advocating for EU judicial training issues.
23. Overall and annually, 6,719 participants attended EJTN’s cross-border training activities in 2018, increased from just 281 participants in 2006. Since 2006, EJTN has offered over 207,000 individual training days in a wide range of training activities with a differing variety of formats and lengths. By way of illustration, over time, the number of individual training courses has increased from 2,289 in 2006 to 34,289 in 2018.

1. WHAT: the activities of the Network so far

a. Training methods and tools

24. The training methods used to achieve the objectives set out above vary, and include exchange programmes between professionals, classroom-based training and e-learning, as well as competitions between future judges (Themis). The Network is aware of the need to be attentive to educational challenges and different learning methods. Recent research into the functioning of the human brain should guide us in determining the most effective learning methods.
25. Steering Committee members have noticed the extent to which developments in internet-based distance learning and the use of different technologies to support learning open up

fresh prospects for use in training situations. Some Members have already taken innovative and effective steps in this direction.

26. EJTN's training activities apply practical, experiential, learning-by-doing, in-person learning methodologies. They reflect developments in adult learning.
27. EJTN strives to deliver increasing quality and innovation in all its projects, programmes and activities. Employing a systematic approach to canvassing feedback, the added value of EJTN's activities becomes apparent from participants' evaluations of previous years' programmes, ensuring continued robust growth in terms of the number of people served and the quality offered; this being its main reason for existence. All implemented activities underwent an evaluation by the members (experts) of the appropriate Working Groups or sub-Working Groups, applying Kirkpatrick's Training Evaluation Model, with the aim of introducing changes to the programme and methodology in order to constantly improve the quality of the activity provided.
28. The Working Group on Judicial Training Methods has developed tools, for instance the EJTN Handbook on Judicial Training Methodology (2016) and Guidelines for training evaluation (2018).

b. Target audience

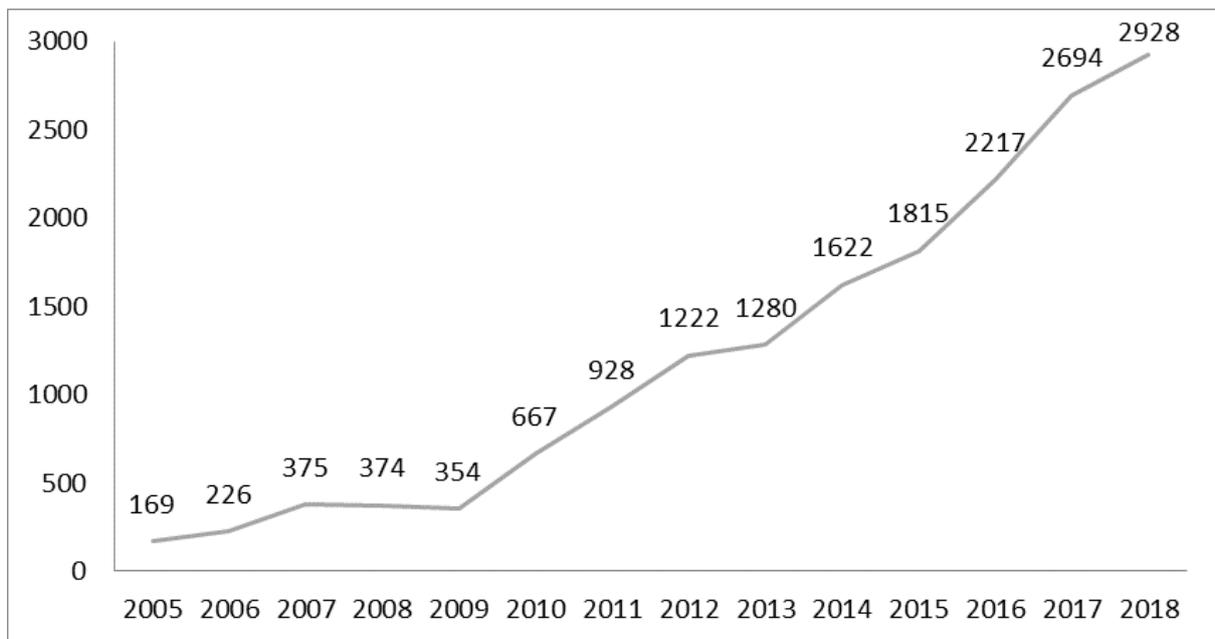
29. Originally, the target audience of the Network's activities was limited to judges and prosecutors from Member States where these form part of the judiciary. This excluded prosecutors from common law countries and from some Nordic countries, and also did not encompass administrative judges from countries where these were not trained by the EJTN Member representing this country.
30. Trainees and trainers also constituted part of the EJTN target audience from the outset, securing the multiplying effect of the training.
31. Parallel to the Network's increasing range of activities, it has been possible to gradually expand this concept of EJTN's target audience in recent years, even if the institutions responsible for their domestic training continued not to be members of the Network. As a first step, the Exchange Programme was opened up to prosecutors from countries where they are not considered part of the judiciary, and prosecutors from most Member States are now welcome to participate in EJTN training. Similarly, in line with the development of its public law programme, EJTN approached non-member institutions in charge of training administrative judges to facilitate their involvement in EJTN exchange and training activities.

c. Exchange Programme

32. The Exchange Programme is EJTN's flagship activity. It was launched at the initiative of the European Parliament and first implemented in 2005. This highly-acclaimed programme includes judicial exchanges and study visits to European judicial bodies. The programme has

achieved a tenfold increase over the past decade: from 169 judicial exchanges in 2005 to 2,928 judicial exchanges in 2018.

33. EJTN's exchange programmes between experienced practitioners, separate from exchanges organised as part of initial training or between early-career judges, have rapidly become recognised as a useful way to build mutual trust within the European judicial area. By building knowledge of a foreign judicial system through observation and direct access to colleagues from another country, these exchanges foster understanding of foreign judicial procedures.



d. Continuous training seminars

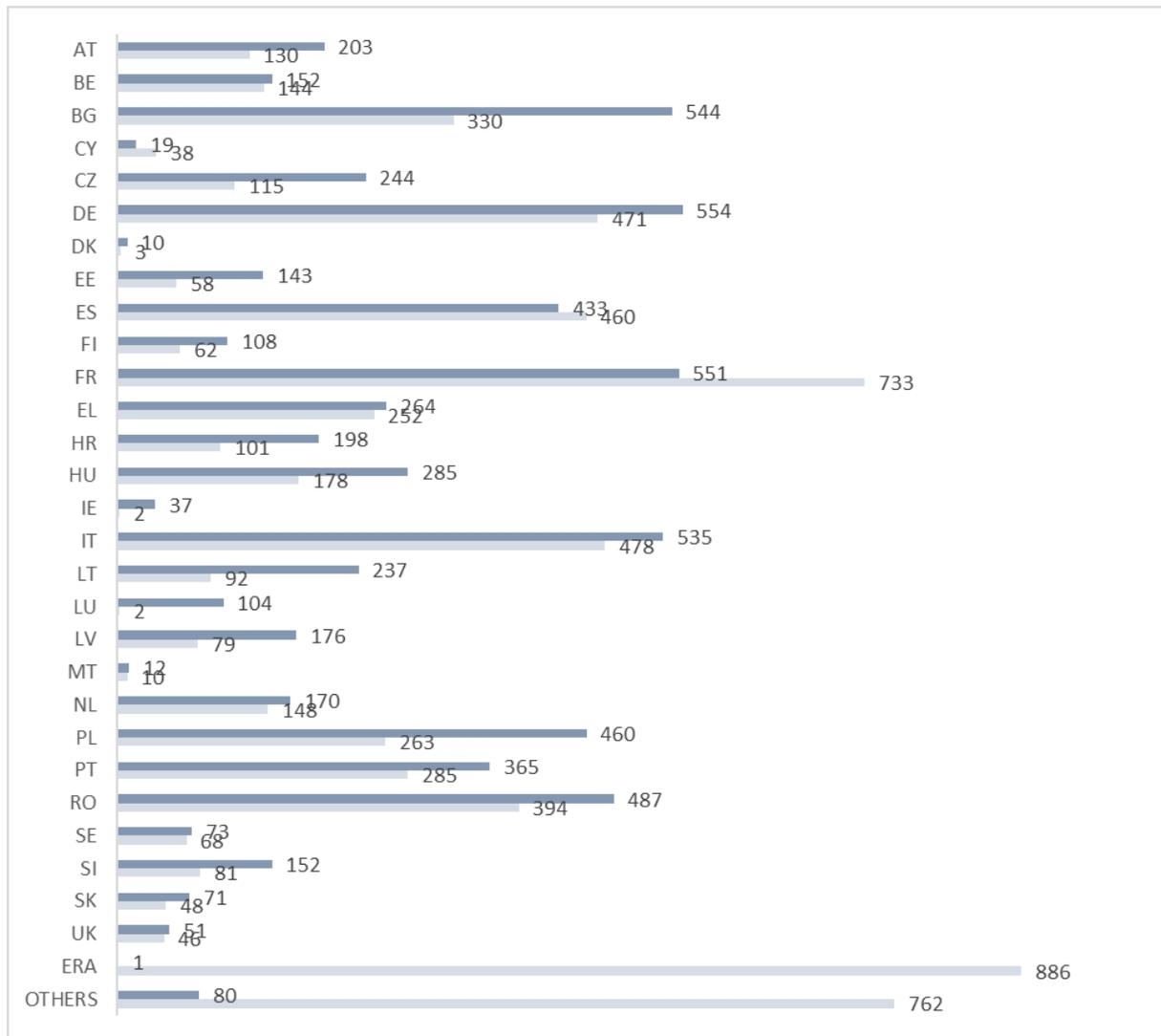
34. The activities proposed by the Network demonstrate the core of its strategic direction, expressing its entire *raison d'être*, i.e. an organisation that trains judges and prosecutors (so far). Hence the Network's activities are intended to:

- Facilitate and improve judicial cooperation;
- Contribute to the construction of a common European judicial area, based on the application of shared legal standards;
- Promote a common concept and shared values of the rule of law.

35. The Network believes that training, on a European scale, of practitioners in courts and public prosecution offices improves the quality of justice overall.

36. Seminars organised by EJTN for members of the European judiciaries are fundamental to the Network and one of its most visible types of activities. The collaborative approach to the development of these activities has become EJTN's trademark.

37. In 2018, EJTN organised and coordinated over 110 training activities for the benefit of over 5,676 European judges and prosecutors (excluding the catalogue), as shown below in terms of hosting (in light blue) and sending (in dark blue) capacities by nationality.



e. Initial training

38. The training of future and early-career judges in European law and judicial cooperation is a key issue for the European Judicial Training Network. The objective is to contribute at the earliest possible stage to developing a common European judicial culture and to building mutual trust, or to identifying the desired changes needed in order to build this.

39. The activities currently on offer in this regard are the AIAKOS Exchange Programme, the Themis competition, and summer schools.

AIAKOS Exchange Programme

40. The AIAKOS programme enables future and early-career judges and prosecutors to gain an initial experience of the European judicial area. Through a 5-day-long exchange in another judicial training institution, each year more than 900 young practitioners are given the opportunity to enhance their knowledge of EU cooperation, learn about another judicial system and exchange ideas with European counterparts. This Erasmus-like programme for the judiciary helps establish links between European judges and prosecutors, and fosters mutual trust between them.

Summer schools

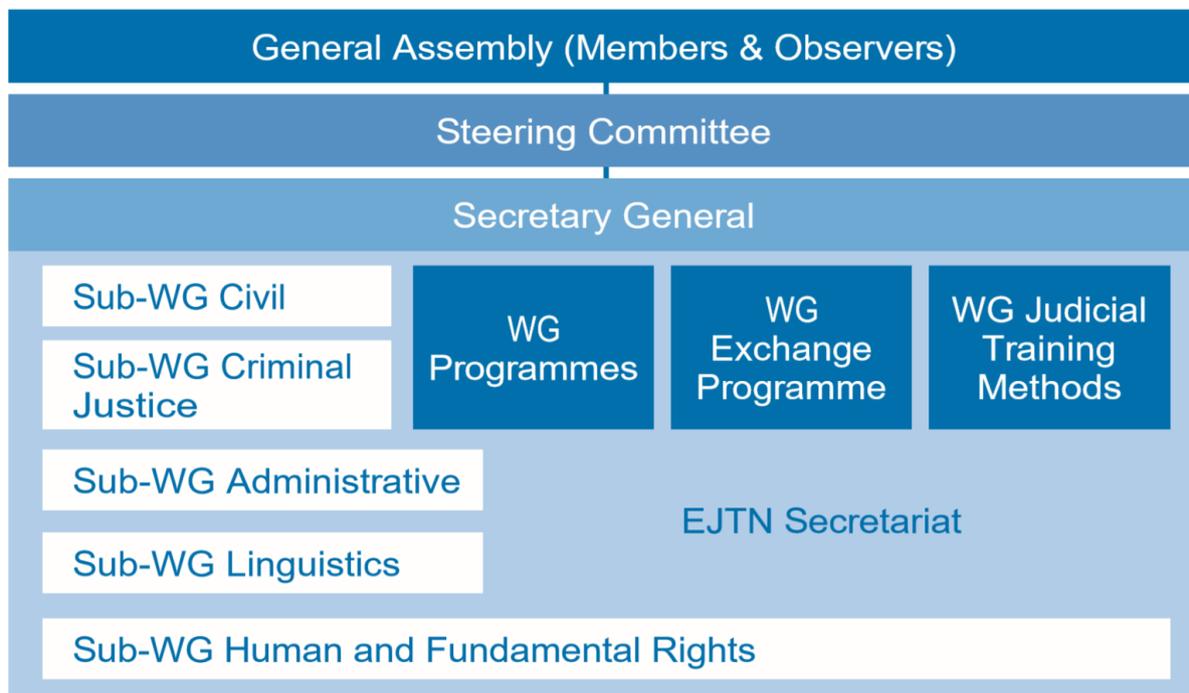
41. Complementing the AIAKOS Exchange Programme, the summer schools are seminars aimed at trainees and newly appointed professionals on specific topics deemed relevant to their capacity building, such as judgecraft, foreign language skills, professional ethics etc. These are already in implementation phase as five-day, face-to-face courses developing both legal and linguistic skills of the participants by combining legal information and language exercises in a practical and dynamic way.

Themis Competition

42. The Themis Competition is open to judicial trainees from all members or observers of EJTN. Teams of three judicial trainees, accompanied by one teacher/tutor, compete on EU judicial topics, in the presence of a high-level jury.
43. The eight best teams are selected for the “grand final”, where they discuss the notion of a fair trial. This competition enables around 200 participants each year to deepen their understanding of EU topics and come into contact with other European judicial trainees.

2. HOW: the Network's governance and internal organisation

44. EJTN is an international non-profit association governed by the provisions of Belgian law relating to such associations. EJTN is a unique association bringing together judicial training institutions from all EU Member States.



45. EJTN's capacity to play an active role and to coordinate its programme of activities is made possible thanks to several driving forces. EJTN can rely on the commitment of all of its Members to provide the relevant expertise and active participation necessary to developing its offer of training activities. The financial support of the European Commission is essential to ensuring these develop under the best possible conditions. EJTN's steadily growing offer and training requests by the European Commission have led to its position as the sole provider of European training intended exclusively for judges and prosecutors.
46. In general, Members value the way in which they assume responsibility for the direction the Network's activities take. Their involvement is necessary to ensure that the proposed activities will actually meet the requirements of judges and prosecutors within the European Union. Who is better placed to assess such requirements than the bodies in charge of training judges and prosecutors?
47. Academy of European Law, ERA, itself a public foundation in which all EU Member States are represented, was actively involved in forming and consolidating EJTN, even if the Network was primarily conceived as an association of organisations with domestic responsibility for training judges. The specific nature of ERA's position is rooted in EJTN's history, and there should be no competition whatsoever between the two organisations, for the benefit of European judges and prosecutors, through the best possible coordination of both organisations' training services on offer.

3. WITH WHOM: Partners and external cooperation

a. EJTN partners

48. EJTN proposes close cooperation with twelve European judicial networks and associations with which it signed a Memorandum of Understanding on 27 June 2017. This framework was established as a result of an initiative of the European Parliament and the European Commission (the “Lot 4 project”) aiming to promote cooperation between judicial stakeholders with an interest in European judicial training. The “Lot 4” partners include, among others, the European Judicial Networks in criminal and civil matters (EJN and EJN-civil), the European Network of Councils for the Judiciary (ECNJ), the Association of the Councils of State and Supreme Administrative Jurisdictions (ACA Europe) and the Network of the Presidents of the Supreme Judicial Courts of the European Union.
49. Moreover, in performing its tasks, EJTN works closely with the European courts in Luxembourg and Strasbourg and with other European institutions and partners.
50. Cooperation with these partners is important, as it helps to adapt EJTN’s training offer to the needs of the end users, to benefit from partners’ expertise and to improve the design and cross-promotion of training programmes, taking into account the interests and priorities of EJTN and its members.

b. Out of EU cooperation

51. National institutions in charge of judicial training in countries that are negotiating their membership of the European Union are entitled to be admitted as observers of EJTN; institutions in charge of judicial training in other countries may also be admitted as observers. The EJTN Steering Committee has adopted a transparent policy on the admission of observers. In recent years, it became clearer that observers’ interest in concrete participation in EJTN activities is increasing. Requests for sharing judicial training know-how are growing, and the benefits are attracting more and more institutions. Political developments in Europe and in the world, such as increasing security threats as well as migration pressure, are highlighting the need for cooperation between the judiciaries of EU and non-EU countries. The European Union has strengthened its efforts to streamline relations with candidate and neighbouring countries aimed, inter alia, at boosting the capacity of their judicial systems as well as securing the rule of law. Since 2018, EJTN has been supporting the Western Balkan countries by offering the fully-financed participation of judges and prosecutors in its training activities.
52. EJTN is also closely following the work of the International Organization for Judicial Training (IOJT) as well as that of UN agencies. On an ad hoc basis, it is exchanging expertise with judicial training entities from different parts of the world.

III. Strategic objectives for 2021-2027

53. Notwithstanding the fact that EJTN is considered to be the standard for judicial training in Europe, EJTN's ambition is to continue to develop and promote different activities and projects. The Strategic Plan for 2021 – 2027 focuses on the what, how and with whom these strategic objectives are to be met.

1. WHAT the network intends to do

a. Training methods and tools

54. EJTN is intended to be an organisation that itself learns. This means paying attention to scientific developments, practical knowledge and its members' requirements in order to best adapt the services it offers. To this end, the establishment of the "Judicial Training Methods" Working Group continues to constitute a basis for achieving this strategic development objective.

55. New formats for training activities should be designed, tested and implemented.

56. EJTN should accumulate in-house expertise in training methodologies, used for the purpose of developing training activities and providing support to its Members.

57. It is necessary for EJTN to:

- Produce an inventory of e-training and e-resources requirements;
- Determine the appropriate arrangements for coordination with classroom-based training;
- Acquire the specific teaching and technical skills required.

58. EJTN will continue to develop, implement and promote evaluation tools and methods.

b. Target audience

59. EJTN has identified the need for new target audiences for training courses at several levels. First, there is a high risk that only participants who are used to working internationally will derive a benefit from these sessions. Three avenues were identified for attracting new colleagues:

- promote training courses in a larger number of languages;
- improve the circulation of information about the training on offer;
- incorporate EJTN training in all course offers from judicial providers to the greatest extent possible.

60. **Prosecutors** from all EU Member States, notwithstanding their position in the national institutional framework and legal system, should be able to benefit from EJTN’s training offer. To this end, EJTN will be partnering, on an ad hoc basis and upon consultation with the relevant EJTN Member, with public prosecution authorities from EU Member States where the EJTN Member does not train prosecutors.
61. Moreover, networking on **court staff** training and delivering training to court staff is a new strategic objective of the Network. When offering training activities to court staff, EJTN will focus on the court staff that meet the following definition:
- Persons working in courts and prosecution authorities where they form part of the “corps judiciaire”, who are not judges or prosecutors, and who have legal training and who either:*
- (a) Help prepare judgments or prosecutorial decisions*
 - (b) Make judicial or prosecutorial decisions at least at a preliminary phase, or*
 - (c) Play a significant role in cross-border judicial cooperation*
62. EJTN will develop activities targeting court staff gradually in the framework of its institutional and members’ capacities, without detriment to ensuring an appropriate level of training for judges and prosecutors.

c. Exchange Programme

A few routes are identified for leveraging the effects of the Exchange Programme.

63. A new generation of exchanges seeks to go beyond exploring other judicial systems:
- Subject-focused exchanges have been highly successful and are meeting a growing need. They make it possible to disseminate inspirational practice in different fields. This type of exchange should be offered more systematically and with a larger scope, to make cross-border cooperation in special legal fields more effective.
 - Exchanges between court presidents and chief prosecutors have been much appreciated. This programme addresses multipliers who help to propagate the network’s ideas and acceptance. It should be developed further.
 - The development of bilateral exchanges based on specific subject areas is recommended, to bring about in-depth knowledge of another country’s legal framework. Enabling cross-professional delegations, these exchanges also serve as an important tool for integrating one of the network’s future target groups; court staff.
 - New formats and contents of exchanges, also with the aim of integrating court staff into the Exchange Programme, should be tested and implemented.
64. The need to overcome language barriers is a top priority. Many still cannot communicate in a common language. More frequent use of interpreting services is recommended. Mini-sessions

and e-tools could be considered locally, to introduce the legal system in more than one language⁴.

d. Continuous training seminars

The following strategic objectives for EJTN training activities are identified:

65. EJTN is committed to the **highest quality** of its training on offer. Quality has to remain at the highest standard, firstly to improve the efficiency and functioning of justice in the Member States, and secondly to attract our colleagues to attend these training courses. Increasing the number of training sessions on offer must not result in any decline in training quality, on which EJTN's credibility to a large extent relies.
66. The required high quality of EJTN continuous training seminars should be secured by applying an exhaustive training needs analysis, by training the trainers, and thirdly by applying modern evaluation tools to assess participants' satisfaction, benefits and the impact on their daily work (see below).
67. **Relevant subjects** should in the future fall under one of the following categories:
 - 1) The Network's training courses should cover **European law and cooperation** between European judicial systems, and it appears essential that these subjects remain the first priority.
 - 2) **The professional skills, behaviour and attitudes of judges and prosecutors**, collectively named "**judgecraft**", are a precondition for the construction of the European judicial area, by placing working methods on dispensing justice, as well as questions of ethics and professional practice, at the very centre of the relationship of cooperation, understanding and trust between judges. They should be the subject of EJTN training activities.
 - 3) **The rule of law**, judicial independence and accountability should also be seen as an important area where the competencies of judges and prosecutors should be developed by training offered by EJTN.
 - 4) Lastly, the development of **language skills** is essential to enable exchanges between judicial authorities and individual judges, prosecutors and court staff, paving the way for mutual trust and a better understanding of foreign legal and judicial systems.
68. The following areas were identified for leveraging the effects of this strategy aimed at removing language barriers that may hamper access to EJTN's activities:
 - EJTN intends to address advanced and technical language training needs within its remit, in order to complement and support the basic language training primarily provided by its Members at national level;
 - EJTN's added value notably lies in the tools provided to all its Members. Hence, the promotion of existing tools that support the linguistic strategy must be ensured, i.e. training activities in

⁴ *The general approach concerning the development of language skills as referred to here should also apply to the Exchange Programme.*

linguistics, available handbooks and glossaries, self-assessment tests and marked tests available as e-learning modules.

69. EJTN will develop further tools to support efforts and promote basic language training provided at national level.

e. Initial training

70. EJTN will continue to develop activities such as the AIAKOS exchanges, the Themis competition and the summer schools more prominently within its offer.

- The AIAKOS Programme needs to be reinvigorated through standardisation, aimed at improving the content of the programmes and the number of participants. Efforts are required to achieve a common and more integrated methodology, making it possible to identify a training schedule and associated requirements. Identified best practices to increase the quality of the AIAKOS Programme should be implemented by all Member States. The AIAKOS Programme should be further developed with a focus on echoing its primary goal, as a part of the Exchange Programme, i.e. the building of a common European judicial culture, an increase in mutual trust between judges from different Member States, raising awareness around what being a European judge means. EJTN should identify and encourage the multiplier effect of the exchanges. EJTN should avoid overlaps between summer schools and the AIAKOS Exchange Programme.
- Further development of the THEMIS competition should be sought, to cover additional areas of interest to judges, going beyond the current format of the competition between national teams by opening up access to joint international teams.

71. The further development of the summer schools for early-career professionals, as a distinct activity from what already exists in the area of initial training, should be seen as a possible response to challenges identified in judicial training at EU level.

2. HOW EJTN intends to achieve these objectives (EJTN governance)

a. EJTN's status

72. The current status of EJTN as a non-profit international association has proven its value and does not require modification.

73. The objective remains that training activity content will be the remit of EJTN and its Members. EJTN will retain the freedom to set its own priorities, and any external partners or entities should not interfere in setting the content of training activities or with EJTN's strategy.

74. The maintenance of EJTN's autonomy and independence will be asserted on the basis of the Judicial Training Principles.

75. EJTN should act as a think tank, an advocacy provider, an expertise and knowledge-based provider setting priorities in its own area; in short as a scene setter. EJTN's role is extended to setting European judicial training policy, and the Network should be opened up to delivering expertise and support in the development of the priorities of judicial training.

b. Members' role and profile

Member's commitment

76. Members confirmed their endorsement of their current role, which allows each organisation to get involved as and when it wishes. The highly egalitarian and open functioning of EJTN enables all Members to find a fitting role, regardless of the potentially vast differences in status, size and capacity. There should therefore be no limitation of participation in Working Groups and Sub-working Groups (WG and SWG). Newcomers to the Network will have the right to join a WG or SWG at any time and will not have to wait for the next elections.
77. All Members emphasize the demanding nature of participating in EJTN activities, be it participation in the General Assembly or the Steering Committee, working within Working Groups and Sub-working Groups, hosting training events domestically, and disseminating information and promoting EJTN training services. In order to enhance the level of commitment of Members and share the burden of the executive work in a more balanced way, on application for a WG or SWG, Members will have to make clear to what extent they will be able to participate, and are willing to provide the same personnel for the term of the Working Groups or Sub-Working Groups. The total of such 'pledges' should be sufficient for the activities of EJTN.
78. EJTN will take into consideration the position of Members that are not a part of the EU Justice Programme in order to ensure that membership of EJTN will be to the mutual benefit of both such Members and the Network.

Members between the network and the target audience

79. Members will continue to play a crucial role between the network and its main audience. To get the right audience for/participants in EJTN activities, it will be made clear for every activity which target audience the training offer has been devised for, the general or specific topic, and also what prerequisite knowledge is expected: basic, advanced or expert level. It will also be made clear whether an activity is a "new" one, or whether it is a repeated activity. In the latter case, repeated participation, or in any case the participation of professionals of the wrong profile should be discouraged.
80. Each Member is responsible for disseminating the calls for training to practitioners with the appropriate profile (particularly for special and "niche" topics) and for selecting participants accordingly. EJTN reserves the right to signal to the Member that an application does not correspond to the target group, or that the same judge or prosecutor is applying for a repeated activity. It should then be up to the Member to decide how to deal with it.

The integration of court staff

81. Following the recognition of court staff as a new EJTN target group and the admission of entities that train court staff but are not judicial training providers as Associate Members, these will be entitled to be involved in any Committee or Working Group called upon to deal with court staff matters. The Network's Rules of Procedure will be adapted accordingly.

External and internal expertise

82. If EJTN's bodies overseeing the design of training activities conclude there is a need for ad hoc expertise to design these activities, they will be entitled to request the appointment of and to supervise the use of such external expertise for the content of EJTN's training activities.
83. Expertise on training methodologies should, however, be available in-house, providing advice to Activities Coordinators. Attaching an expert in methodology to the secretariat should be envisaged.

Knowledge management

84. In order to ensure the widest possible dissemination of materials and deliverables of the Network, the EJTN database material will be made available to Members' knowledge databases, either directly or by way of referring to links in the Network database.
85. In every activity, participants will be encouraged to disseminate the materials to their colleagues in their courts or public prosecutors' offices.
86. Members are also encouraged to assess at national level any need for translations of EJTN material into their own language(s).

Members' benefits

87. Access to all activities for all Members is a fundamental principle of EJTN, although the option remains to develop regional or subject-focused activities to a limited extent.

c. Internal governance

88. The current modus operandi is still the most effective and meets Members' needs. Governance structures based on the principle of one vote per member organisation are considered appropriate. No principal changes in the Network's internal governance is suggested for this Strategic Plan.

d. Capitalisation on ERA membership

89. Being the only training provider among all EJTN Members with a genuine European mission, ERA has some specific features that should be perceived as added value for EJTN and its Members.
90. Unlike the other Members of EJTN, ERA:

- trains all types of legal practitioners (judges, prosecutors, lawyers, notaries, bailiffs, civil servants etc.) from all over Europe on EU law, rather than having an exclusive mandate for a clearly defined national target group;
 - covers all major and emerging areas of EU law in a systematic and coherent way, rather than devising or organising training from a national perspective;
 - has unlimited autonomy in its programme for planning and implementation at EU level.
91. In comparison to the other Members, ERA can therefore contribute a specific added value to EJTN, in particular in the fields of:
- cross-professional training;
 - advanced training on EU law;
 - flexibility and responsiveness when it comes to organising training in EU law and preparing projects in response to calls for tender/proposals for the judiciary.
92. With reference to EJTN's programme, an ERA-specific added value can be identified in areas where specific expertise in EU law is required. EU law not requiring such specific expertise should be interpreted as covering questions of when EU law does (not) apply and how EU law operates. The interpretation of EU law and comparatively longstanding EU-legal instruments, in particular those on judicial cooperation, also form part of basic EU law. On the contrary, non-basic EU law is defined as specific substantial EU law as well as newly adopted EU law, which may, however, once applied for a comparatively long period of time, become basic EU law.
93. Operational arrangements between ERA and EJTN will be developed in the field of continuous training on non-basic EU law, where ERA is best placed as training provider and should therefore act more as a partner than as a normal EJTN Member. If EJTN detects a specific training need in non-basic EU law not yet covered by seminars already offered by ERA and incorporated into EJTN's Catalogue, EJTN will request that ERA organise such training on an annual basis. The direct costs of these seminars will be borne by EJTN.
94. In all other fields of continuous training (non-legal and basic EU law training), ERA's added value does not notably differ from that of any other Member. ERA will contribute to these activities as any other Member.
95. Collaboration between ERA and EJTN will at no time overshadow or compete with existing and future initiatives between the Members of EJTN, nor affect their close cooperation. Any arrangement between ERA and EJTN will not be binding on the relationships between ERA and other EJTN Members.

3. WHO EJTN plans to work with

a. EJTN partners

96. It is absolutely vital for EJTN’s training offer that there is close cooperation with partners of various natures, i.e. EU institutions and agencies, judicial networks and associations, non-EU entities with relevant expertise and/or mandates in the field.
97. EJTN will hence continue its well-established tradition of collaboration with trusted partners to provide expertise in designing and cross-promoting training programmes, and to delivering top-quality judicial training to Europe’s judges and prosecutors.
98. EJTN should provide a continuously updated overview of existing and potential cooperation possibilities. The current dynamic cooperation scheme should be developed further in line with EJTN objectives, as well as systematised and regularly evaluated.

b. Out of EU cooperation

99. EJTN’s future approach towards cooperation with non-EU entities, as well as the content and potential benefits for judicial training should be based on the principles highlighted in the table below. Diversifying the approach and scope of cooperation is foreseen, depending on geopolitical criteria. The Network agrees on the following categories of partners and respective associated policies:

- [EU candidate and potential candidate countries](#) and the [European Economic Area \(EEA\)/ EFTA States](#);
- [Observers](#)⁵;
- [Neighbourhood policy countries](#);
- Rest of the world.

		EU candidate and potential candidate countries and the EEA/EFTA countries	Observers ⁵	Neighbourhood policy countries	Rest of the world
Opening activities	EJTN	Yes	Ad hoc	No	No
Targeted specific response beyond EJTN’s	/	Ad hoc	No	No	No

⁵ Judicial Training Institutions having the status as Observers of the EJTN not falling under any of the other categories of the table.

Members needs ⁶				
Common activities responding to joint training needs ⁷	Yes	Yes	Ad hoc	No
Exchange of expertise	Yes	Ad hoc	Ad hoc	Ad hoc

100. EJTN is committed to delivering support to the EU candidate countries within that framework, where encouraged by the EU institutions to do so. Any such support can also consist of coordinating the activities of EJTN Members.

⁶ Specific training activities addressing the needs identified for non-EJTN Members whose scope is not covered within the annual work programme of the EJTN answering identified EJTN Member needs.

⁷ Specific training activities answering needs identified both for non-EJTN Members and EJTN Members.