



Strasbourg, 5 December 2025

CEPEJ(2025)20

## EUROPEAN COMMISSION FOR THE EFFICIENCY OF JUSTICE (CEPEJ)

### 45<sup>th</sup> plenary meeting

4 and 5 December 2025

(Strasbourg, France)

### Abridged report

#### A. FOREWORD

The European Commission for the Efficiency of Justice (CEPEJ) of the Council of Europe held its 45<sup>th</sup> plenary meeting in Strasbourg (France) on 4 and 5 December 2025. The meeting was chaired by Francesco DEPASQUALE (Malta), the CEPEJ President.

The meeting was opened by Clare OVEY, Director of Human Rights at the Council of Europe, who outlined the main items to be discussed at the meeting.

The agenda and the list of participants are appended.

The meeting was preceded by the Cyberjustice Europe 2025 Conference 'Virtual and Augmented Realities in Justice: Uses and Challenges', co-organised with the Robert Badinter Institute (France) and the Cyberjustice Laboratory of the University of Montreal (Canada).

#### B. LIST OF ITEMS DISCUSSED AND DECISIONS TAKEN BY THE CEPEJ

The CEPEJ:

##### 1. Recent developments in the field of justice in the Member States and Observer States

- **took note** of the information provided by delegations of Albania, Belgium, Croatia, Georgia, Greece, Italy, Republic of Moldova, Malta, Netherlands, Slovenia, Türkiye, United Kingdom, as well as Israel, Kazakhstan and Morocco on developments in their countries since June 2025.

##### 2. 2026-2027 Program of Activity Programme and 2026-2029 Action Plan

- **adopted** the CEPEJ 2026-2027 Activity Programme<sup>1</sup> and **agreed** to submit it to the Committee of Ministers to take note of it;

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<sup>1</sup> CEPEJ(2025)15

- **decided** in particular to establish a new Working Group on the effectiveness of judicial procedures (CEPEJ-WG-EFF), to replace the Working Group on judicial time management (CEPEJ-SATURN); **thanked** the successive presidents and members of this Group for the immense work accomplished since its first meeting in March 2007;
- **entrusted** its Bureau to appoint its working groups members on the basis of the proposals presented by the members of the CEPEJ and sent to the CEPEJ Secretariat before 8 January 2026;
- **adopted** the CEPEJ 2026-2029 Action Plan (*Valletta Action Plan*) entitled “Strengthening the Rule of Law by improving trust in justice systems”<sup>2</sup> as amended in the light of the discussions held during the meeting and **decided** to submit it to the Committee of Ministers to take note of it;

### 3. Evaluation of judicial systems (CEPEJ-GT-EVAL)

- **took note** of the status of implementation of the current reform of the CEPEJ evaluation cycles, which will now take place on an annual basis; **took note also** of the launch of 2025 data collection based on an optimized and abridged questionnaire as well as of the revised timetable for the preparation of the evaluation report on European judicial systems which will be published in December 2026 and consist a brief presentation and analysis of European trends, an overview of the main indicators at European level, enriched country profiles and the CEPEJ-STAT online database;
- **noted** the necessary stabilization of the 2025 data by September 2026 at the latest and of the potential difficulties in obtaining certain data at the national level by that date; **therefore encouraged** States to ensure the availability of data in accordance with the proposed timetable and to make all national authorities providing data aware of this new timetable in order to support national correspondents in their work;
- **welcomed** the continued cooperation with the European Commission, on the basis of the CEPEJ's own evaluation methodology, on: (i) the annual study on the functioning of the judicial systems in the European Union member states including the transfer of certain data collected by the CEPEJ towards EUROSTAT; (ii) the annual evaluation of the functioning of the judicial systems in the beneficiaries of the Western Balkans (Albania, Bosnia-Herzegovina, Kosovo\*, North Macedonia, Montenegro and Serbia); (iii) the annual evaluation of the functioning of judicial systems in the “Eastern Partnership” countries (Armenia, Azerbaijan, Georgia, Republic of Moldova, Ukraine), and **entrusted** the CEPEJ-GT-EVAL to continue this co-operation, which reinforces the pre-eminent role of the CEPEJ in the field of evaluation of justice, as well as the synergies between the European Union and the Council of Europe in this field.

### 4. Quality of justice (CEPEJ-GT-QUAL)

- **adopted** the Checklist for promoting access to justice<sup>3</sup> and the Guide on the participation of children in family mediation<sup>4</sup>;

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<sup>2</sup> CEPEJ(2025)12

\* This designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

<sup>3</sup> CEPEJ(2025)16

<sup>4</sup> CEPEJ(2025)17

- **took note** of the work underway within the CEPEJ-GT-QUAL, in particular the revision of the Handbook for conducting satisfaction surveys aimed at court users in the Council of Europe's member States and the development of guidelines on the quality of interpretation in judicial proceedings.

## 5. Judicial time management (CEPEJ- SATURN)

- **adopted** the case-weighting tool for courts<sup>5</sup> and the draft Study on workload measurement systems in courts<sup>6</sup>;
- **took note** of the work underway on the tool to analyse the timeframes according to the steps of the civil procedure, as well as of the development of the Resource center on backlog reduction practices;
- **welcomed** the organisation of a webinar held on judicial conciliation on 13 November 2025.

## 6. Cyberjustice and artificial intelligence (CEPEJ-GT-CYBERJUST)

- **adopted** the Guidelines on the use of generative artificial intelligence for courts<sup>7</sup>, subject to comments sent to the Secretariat before 13 December 2026;
- **took note** of the work underway within the CEPEJ-GT-CYBERJUST, in particular on an Information and Communication Technology (ICT) curriculum for judges.

## 7. Work-life balance (Ad hoc CEPEJ-GT-WLB)

- **took note** of the work underway within the CEPEJ-GT-WLB, of the 4<sup>th</sup> meeting which would be organized online at the beginning of 2026 in order to draft guidelines that should be presented to the plenary meeting in June 2026.

## 8. Cooperation activities of the CEPEJ

- **took note** of the ongoing activities, achievements, and next steps of the cooperation programmes presented in the synthesized document<sup>8</sup> and **thanked** the project coordinators and the project managers concerning Albania, Azerbaijan, Bosnia-Herzegovina, Georgia, Greece, Kosovo\*, Malta, Morocco, Republic of Moldova, and the South Programme VI for their thematic presentations during the review of the work of the various CEPEJ Working Groups;
- **took note** of the slowdown of the CEPEJ bilateral cooperation, **and invited** States to come forward if they require support from the CEPEJ regarding its tools;

## 9. CEPEJ cooperation with other instances

- **thanked** the European Union Agency for Fundamental Rights (FRA) for the presentation of the report on “Digitalising Justice a fundamental rights-based approach”;

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<sup>5</sup> CEPEJ(2025)13

<sup>6</sup> CEPEJ(2025)14

<sup>7</sup> CEPEJ(2025)18

<sup>8</sup> CEPEJ-COOP(2025)1

- **thanked** the Organisation for Economic Co-operation and Development (OECD) for the presentation of their activities on access to justice and in particular the project « *Measuring and improving access to justice (A2J) in court services – UK (E&W) experience* ».

## 10. Crystal Scales of Justice Prize

- **thanked** the Cyprus Judicial Training School and “Hope For Children” CRC Policy Center (Cyprus) for the excellent organisation of the Award Ceremony of the Crystal Scales of Justice Prize in Nicosia on 9th October 2025;
- **thanked** the members of the jury for their valuable commitment and the added value of their analysis;
- **welcomed** the quality of the initiatives received by the Secretariat and encouraged the member States to promote them;
- **congratulated** the winner of the 2025 edition of the Crystal Scales of Justice Prize: « *Schuldenfunctionaris/Debt officer*» presented by the Dutch Council for the Judiciary, and also the institutions which received a special mention: « *Support Centre for Conservatorship* » (the Flemish justices of peace, Belgium) and « *Hyper-automation of Order for Payment Procedures in Justice*» (Ministry of justice, Spain) and thanked them for their detailed presentations.
- **took note** of the launch of the 4th Crystal Scales of Justice Prize – Junior Edition.

## 11. Observers






- **took note** of the information provided by the observers, namely the Consultative Council of European Judges (CCJE) and the Consultative Council of European Prosecutors (CCPE), the European Expertise and Expert Institute (EEEI), the International Union of Judicial Officers (UIHJ), the European Union of Rechtspflegers and court clerks (EUR), the European Association of Judges (AEM-EAJ), the Council of Bars and Law Societies of Europe (CCBE) and the OECD.

## 12. Other items

- **thanked** the Ukrainian authorities for the screening of the documentary film “In Your Name: Justice in Times of War”;
- **took note** that the 46th plenary meeting of the CEPEJ would be held on 18 and 19 June 2026 in Croatia.

## APPENDIX I

### Agenda

1. Opening of the meeting	Adoption of the agenda and other information	Agenda of the 45th CEPEJ plenary meeting
2. Recent developments in the field of Justice in Member States and Observer States	Delegations are invited to inform the CEPEJ of significant developments in their country since June 2025.	
3. 2026-2027 Program of Activity Programme and 2026-2029 Action Plan	Discussions of the two documents with a view to their adoption	<p><b>Working documents</b></p> <p> 2026-2027 CEPEJ draft Activity programme CEPEJ(2025)15</p> <p> 2026-2029 draft CEPEJ Action Plan CEPEJ(2025)12</p>
4. Evaluation of judicial systems (CEPEJ-GT-EVAL)	<p>Presentation of the ongoing work by Jaša VRABEC (Slovenia), President of the CEPEJ-GT-EVAL</p> <p> Evaluation cycle reform and preparation of the CEPEJ Evaluation report - European judicial systems, 2026 cycle (2025 data)</p> <p> Cooperation with the European Union</p> <p>Study on the functioning of judicial systems in the member States of the European Union (EU Justice Scoreboard)</p> <p>Dashboard Western Balkans</p> <p>Justice Dashboard Eap (Eastern Partnership countries)</p> <p> Cooperation activities in the field of evaluation of judicial systems (presented by project managers)</p>	<p><b>Background documents</b></p> <p>Evaluation activities - Timeline CEPEJ-GT-EVAL(2025)2rev2</p> <p>Scheme for evaluating European judicial systems – 2026 cycle CEPEJ(2025)6rev2</p> <p>Scheme for evaluating European judicial systems - 2026 cycle – IT part CEPEJ (2025)7rev1</p> <p>Explanatory note to the Scheme – 2026 cycle CEPEJ(2025)9rev</p> <p>Explanatory note to the Scheme – 2026 cycle – IT part CEPEJ(2025)10rev</p> <p>Report of the 50th meeting CEPEJ-GT-EVAL(2025)22</p> <p>19th Meeting report of the National correspondent meeting CEPEJ-GT-EVAL(2025)17</p>
5. Quality of justice (CEPEJ-GT-	Presentation of the ongoing work by João Arsenio De OLIVEIRA	<b>Working documents</b>

<p>QUAL)</p>	<p>(Portugal), President of the CEPEJ-GT-QUAL</p> <ul style="list-style-type: none"> <li>✚ Checklist on access to justice</li> <li>✚ Child Inclusive Mediation</li> <li>✚ Interpretation in judicial proceedings</li> <li>✚ Revision of the Handbook for conducting satisfaction surveys among court users</li> <li>✚ Cooperation activities in the field of quality of justice (presented by project managers)</li> </ul>	<ul style="list-style-type: none"> <li>📄 Draft checklist on access to justice CEPEJ(2025)16PROV2</li> <li>📄 Draft guide on the participation of children in family mediation - Child Inclusive Mediation CEPEJ(2025)17PROV1</li> </ul> <p><b>Background documents</b> Report of the 39<sup>th</sup> meeting CEPEJ-GT-QUAL(2025)12</p>
<p>6. Judicial time management (CEPEJ-SATURN)</p>	<p>Presentation of the ongoing work by Giacomo Oberto (Italy), President of the CEPEJ-SATURN</p> <ul style="list-style-type: none"> <li>• Case-weighting tool</li> <li>• Study on workload measurement in judicial systems</li> <li>• Tool to analyse the timeframes according to the steps of the civil procedure</li> <li>• Database of backlog reduction practices</li> <li>• Cooperation activities in the field of judicial time management (presented by project managers)</li> </ul>	<p><b>Working documents</b></p> <ul style="list-style-type: none"> <li>📄 Draft case-weighting tool CEPEJ(2025)13PROV1</li> <li>📄 Draft study on workload measurement systems in courts CEPEJ(2025)14PROV1</li> </ul> <p><b>Background documents</b> Report of the 39<sup>th</sup> meeting CEPEJ-SATURN(2025)9</p>
<p>7. Cyberjustice and artificial intelligence (CEPEJ-GT-CYBERJUST)</p>	<p>Presentation of the ongoing work by Maria Giuliana Civinini (Italy), President of the CEPEJ-GT-CYBERJUST</p> <ul style="list-style-type: none"> <li>✚ Draft guidelines on the use of generative artificial intelligence for courts</li> <li>✚ Draft concept for a technology curriculum for judges</li> <li>✚ Cooperation activities in the field of Cyberjustice and AI</li> </ul>	<p><b>Working documents</b></p> <ul style="list-style-type: none"> <li>📄 Draft guidelines on the use of generative artificial intelligence for courts (CEPEJ-GT-CYBERJUST(2025)18</li> </ul> <p><b>Background documents</b> Meeting report of the 13<sup>th</sup> meeting of the CEPEJ-GT-CYBERJUST(2025)4</p>

	(presented by project managers)	
8. Work-life balance (ad hoc) CEPEJ-GT-WLB	Presentation of the ongoing work by Seçkin KOÇER (Türkiye), President of the <i>ad hoc</i> CEPEJ-GT-WLB	<b>Background documents</b> Input for guidelines on work-life balance of judges CEPEJ-GT-WLB(2025)8  Report of the 2nd meeting CEPEJ-GT-WLB(2025)6  Report of the 3rd meeting CEPEJ-GT-WLB(2025)7
9. Cooperation activities of the CEPEJ	Other activities than those presented during the work presentations under points 4 to 8	<b>Working documents</b> State of implementation of CEPEJ cooperation programmes CEPEJ-COOP(2025)2
10. CEPEJ Activity Report 2024		<b>Working documents</b> CEPEJ Activity Report - 2024 CEPEJ(2025)19
11. CEPEJ Cooperation with other instances	Fundamental Rights Agency: Presentation of the report Digitalising justice: a fundamental rights-based approach by Alice Hamilton, Project Manager of the Justice, Digital and Migration Unit	<b>Background document</b> Digitalising justice: a fundamental rights-based approach
12. 2025 Edition of the Crystal Scales of Justice Prize	Presentation of the winning initiatives Crystal Scales Prize – Junior edition	
13. Observers	Observers to the CEPEJ have the possibility to make an oral presentation of their current activities of interest to the CEPEJ and/or to submit written information to the Secretariat, which will share it during the meeting.	
14. Other items	Screening of the documentary film “In Your Name: Justice in Times of War” (Ukraine)	

## INFORMATION DOCUMENTS

Abridged report of the 44th plenary meeting of the CEPEJ

[2024 – 2025 Activity Programme of the CEPEJ](#)

[2022 – 2025 Action plan of the CEPEJ “Digitalization for a better justice”](#)

## ANNEXE II

### Liste de participants CEPEJ MEMBERS / MEMBRES DE LA CEPEJ

ALBANIA/ALBANIE

**Tedi DOBI**, Deputy Minister of Justice, Ministry of Justice, TIRANA ANDORRA/ANDORRE  
**María Antonia BENITEZ DE DIEGO**, Services Juridiques, Conseil Supérieur de la Justice, ANDORRE

ARMENIA/ARMENIE

**NOT CONFIRMED**

AUSTRIA/AUTRICHE

**Georg STAWA**, Counsellor for Southeast Europe, Federal Ministry of Justice, Austrian Embassy, BELGRADE

AZERBAIJAN/AZERBAÏDJAN

**Karam MANSUROV**, Head of the Apparatus of the Judicial Legal Council of Azerbaijan, BAKU  
BELGIUM/BELGIQUE

**Jean-Paul JANSSENS**, Président honoraire du Comité de direction du SPF Justice, BRUXELLES

BOSNIA AND HERZEGOVINA / BOSNIE-HERZÉGOVINE

**Svjetlana MILISIC-VELICKOVSKI**, Judge, Supreme Court, SARAJEVO

BULGARIA/BULGARIE

**Ekaterina TODOROVA**, Chief Expert, International Legal Cooperation and European Affairs Directorate, Ministry of Justice, SOFIA

CROATIA/CROATIE

**Ivan CRNČEC**, Secretary of State, Ministry of Justice, Public Administration and Digital Transformation, ZAGREB

CYPRUS / CHYPRE

**Lena DEMETRIADES ANDREOU**, Justice of the Supreme Court of Cyprus **Apologised / Excusé**

**Anastasia PAPANICOLAOU**, Legal Assistant, Justice of the Supreme Court of Cyprus

CZECH REPUBLIC/REPUBLIQUE TCHEQUE

**Ivana BORZOVÁ**, Head of the Judicial Supervision Department, Ministry of Justice, PRAGUE

DENMARK/DANEMARK

**Merethe ECKHARDT**, Director, Danish Court Administration, COPENHAGEN

ESTONIA/ESTONIE

**Mari-Liis MIKLI**, Deputy Secretary general of judicial administration policy **Apologised / Excusé**

**Mari KIRS**, Advisor, Ministry of Justice and Digital Affairs, TALLINN

FINLAND/FINLANDE

**Marko LOISA**, Development Department, the National Courts Administration, HELSINKI

FRANCE

**Sonya DJEMNI-WAGNER**, Avocate générale à la Cour de Cassation, PARIS

GEORGIA/GÉORGIE

**Ketevan TSINTSADZE**, Judge (Honorable Ms Justice), Supreme Court, TBILISI

**Akaki MAISURADZE**, Manager, Supreme Court, TBILISI

**Guram KORKOTASHVILI**, Manager, Rustavi City Court, RUSTAVI

GERMANY / ALLEMAGNE

**Andrea SCHULZ**, Head of Unit, International Civil Procedure Law, Arbitration, Federal Ministry of Justice, BERLIN

**Derya HEPER**, Judge, Department for European Law, Private International Law, International Legal Assistance and Notarial Services, Ministry of Justice and for Migration, Baden-Württemberg, STUTTGART

GREECE/GRÈCE

**Konstantinos KOUSSOULIS**, Counsellor, Hellenic Council of State, ATHENS  
HUNGARY/HONGRIE

**Judit GYARMATHY**, Judge, Secretary General, the Curia of HUNGARY (Supreme Judicial Forum), BUDAPEST

ICELAND/SLANDE

**Kristin HARALDSOTTIR**, Director, the Judicial Administration, Dómsstólasýslan, REYKJAVIK  
IRELAND/IRLANDE

**Robert O'KEEFFE**, Assistant Principal, Civil Justice Legislation, The Department of Justice, Home Affairs and Migration, DUBLIN

ITALY/ITALIE

**Davide GALLI**, Director General and Head of Communication and Transparency for the PNRR, Ministry of Justice, ROME

LATVIA/LETTONIE

**Līga REINFELDE**, Deputy Head of Unit, International Cooperation and Analytics Unit  
LIECHTENSTEIN

**NOT CONFIRMED**

LITHUANIA/LITUANIE

**Danguolė BUBLIENĖ**, President, Supreme Court of Lithuania  
LUXEMBOURG

**Suzanne KARSAI**, Attachée, Direction chargée de l'organisation de la justice et des professions du droit, Ministère de la Justice, LUXEMBOURG **Apologised / Excusé**

**Marie-Jeanne KAPPWEILER**, Procureur général d'Etat adjoint, LUXEMBOURG

MALTA/MALTE

**Francesco DEPASQUALE**, The Honourable Mr Justice, Superior Courts, Ministry of Justice and Home Affairs, VALETTA, President of the CEPEJ / Président de la CEPEJ

**Leonard CARUANA**, Hon. Magistrate, Ministry of Justice, VALETTA

**Joanne BATTISTINO**, Director, Justice Initiatives and Reforms Directorate, Ministry for Justice, VALETTA

**Johan GALEA**, Permanent Secretary, Ministry for Justice, VALETTA

REPUBLIC OF MOLDOVA / *REPUBLIQUE DE MOLDOVA*

**Sorin POPESCU**, Secretary of state, Ministry of Justice, CHISINAU **Apologised / Excusé**

**Ion GUZUN**, Member of the Superior Council of Magistracy, CHISINAU

**Dumitru DAREA**, Director of Agency for Digitalisation in Justice and Court Administration (ADJAJ), CHISINAU

MONACO

**Jerome FOUGERAS-LAVERGNOLLE**, Conseiller, Palais de Justice, MONACO

MONTENEGRO

**Momir JAUKOVIC**, Directorate for Judiciary, Ministry of Justice, PODGORICA **Apologised / Excusé**

**Ivana MASANOVIC**, Deputy Permanent Representative, Permanent Representation of Montenegro to the Council of Europe, STRASBOURG **Not confirmed**

NETHERLANDS/PAYS-BAS

**Jeannette VERSPUI**, Head of the Strategy department, the Council for the Judiciary, senior judge at the District court of Gelderland, THE HAGUE

**Teresa VAN DER LUBBE**, Ministry of Justice and Security, THE HAGUE

NORTH MACEDONIA / *MACEDOINE DU NORD*

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NORWAY/NORVÈGE

**Audun Hognes BERG**, Senior Adviser, Department of Legal Affairs, Norwegian Courts Administration, OSLO

POLAND/POLOGNE

**Tomasz Kaluzny**, Judge, District Court of Białystok, Ministry of Justice, WARSAW

PORTUGAL

**João ARSENIO DE OLIVEIRA**, Deputy Director general, Directorate General for Justice Policy, Ministry of Justice, LISBON

ROMANIA/ROUMANIE

**Carmen BARBULESCU**, Legal counselor, Department for Drafting Normative Acts, Ministry of Justice, BUCAREST **Apologised / Excusée**

SAN MARINO/ SAINT-MARIN

**Adriano SALDARELLI**, Criminal judge, SAN MARINO

**Farida TADDEUCCI**, Technical Expert of the ICT Tribunal - Organizational Position, Department of Institutional Affairs and Justice, SAN MARINO

SERBIA/SERBIE

**NOT CONFIRMED**

SLOVAK REPUBLIC/RÉPUBLIQUE SLOVAQUE

**Cvetana KUCERKOVA**, Head, Cabinet of the State Secretary, Ministry of Justice, BATISLAVA **Apologised / Excusée**

**Milan ANDREJKOVIC**, Advisor to the State Secretary, Cabinet of the State Secretary, Ministry of Justice, BRATISLAVA **Not confirmed**

SLOVENIA/SLOVENIE

**Jaša VRABEC**, Head of the Office for Public Relations, Supreme Court, LJUBLJANA

SPAIN/ESPAGNE

**Alejandro FERNÁNDEZ MUÑOZ** Head of Area Support Unit, Directorate General for Digital Transformation of the Administration of Justice, Ministry of Justice

**María José CHÁVARRI IZU**, Advisor, General Directorate of International Legal Cooperation and Human Rights, Ministry of Justice, MADRID

SWEDEN/SUÈDE

**Björn LINDÉN**, Chief Judge, Project Coordinator, Swedish National Courts Administration, STOCKHOLM

SWITZERLAND/SUISSE

**Gaël SCHAFFTER**, First Deputy Secretary General, General Secretariat, Swiss Federal Court, LAUSANNE

**Jacques BÜHLER**, Deputy Secretary General, the Swiss Federal Tribunal, LAUSANNE **Not confirmed**

TÜRKİYE

**Seçkin KOÇER**, Judge, Head of Department, Directorate General for Strategy Development, Ministry of Justice, ANKARA

**Metin KOSE**, Judge, Head of Department, General Directorate for Strategy Development, Ministry of Justice

**Hilal TUGÇE KILIÇ**, Judge, Council of Judge and Prosecutors, ANKARA

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**Oleksandra YANOVSKA**, Judge, Supreme Court, KYIV

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#### **WORKING GROUPS OF THE CEPEJ/ GROUPES DE TRAVAIL DE LA CEPEJ**

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**Giacomo OBERTO**, Judge (retired), TURIN, ITALY (Chair of the CEPEJ-SATURN / *Président du CEPEJ-SATURN*)

**Maria Giuliana CIVININI**, Judge (retired), former President of Tribunal, PISA, ITALY (Chair of the CEPEJ-CYBERJUST / *Présidente du CEPEJ-CYBERJUST*)

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## OBSERVER STATES / ÉTATS OBSERVATEURS

ISRAEL / ISRAËL

**Gali AVIV**, Director of the Courts Research Division, Supreme Court, JERUSALEM

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JAPAN / JAPON

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KAZAKHSTAN/ KAZAKHSTAN

**Nurserik SHARIPOV**, Chairman of the Judicial Board for Civil Cases, Supreme Court of the Republic of Kazakhstan

**Shakir SHAYAKHMETOV**, First Deputy Head, Court Administration of the Republic of Kazakhstan

**Aidana AZHIBEK**, Expert, International Relations Department, Court Administration of the Republic of Kazakhstan

**Yevgeniya ORALOVA**, National Legal Officer, OSCE Programme Office, Astana

MEXICO / MEXIQUE

**Julio César ESCOBEDO FLORES**, Chargé d'affaires *a.i.*

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## OBSERVERS / OBSERVATEURS

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**Giacomo OBERTO**, Secretary General

COUNCIL OF THE NOTARIAT OF THE EUROPEAN UNION (CNUE) / CONSEIL DES NOTARIATS DE L'UNION EUROPEENNE (CNUE)

**Geertjan SARNEEL**, Notary, Notaris at Meijling & Sarneel Notarissen te Kapelle, THE NETHERLANDS

**Susanne KRÄMER**, Legal advisor at CNUE

EUROPEAN EXPERTISE AND EXPERT INSTITUTE (EEEE) / INSTITUT EUROPEEN DE L'EXPERTISE ET DE L'EXPERT (EEEE)

**Jean-Raymond LEMAIRE**, Président fondateur et honoraire de l'EEEE, Expert près la Cour d'Appel de Versailles - agréé par la Cour de cassation

**Etienne CLAES**, Co-président de l'EEEE

**Priscilla PISANI**, Expert consultant EEEI

EUROPEAN UNION OF RECHTSPFLEGER AND COURT CLERKS / UNION EUROPÉENNE DES GREFFIERS DE JUSTICE (EUR)

**Jean-Jacques KUSTER**, Président honoraire

INTERNATIONAL UNION OF JUDICIAL OFFICERS / UNION INTERNATIONALE DES HUISSIERS DE JUSTICE ET OFFICIERS JUDICIAIRES (UIHJ)

**Mathieu CHARDON**, Secretary General

OECD / OCDE

**Chloé LELIEVRE**, Programme Lead & Policy Analyst, Justice Services - Public Governance

**Tatyana TEPLOVA**, Senior Counsellor and Head of Division **Apologised / Excusé**

ASSOCIATION OF EUROPEAN ADMINISTRATIVE JUDGES / ASSOCIATION DES JUGES ADMINISTRATIFS EUROPEENS

**Epameinondas TROULINOS**, **Apologised / Excusé**

EUROPEAN JUDICIAL TRAINING NETWORK/ RÉSEAU EUROPÉEN DE FORMATION JUDICIAIRE

**Ingrid DERVEAUX**, General Secretary **Apologised / Excusé**

WORLD BANK / BANQUE MONDIALE

**Srdjan SVIRCEV**, Senior Public Sector Specialist

EUROPEAN NETWORK OF COUNCILS FOR THE JUDICIARY (ENCJ) / RÉSEAU EUROPÉEN DES CONSEILS DE LA JUSTICE (RECJ)

**Aleksandra SWITALSKA**, Senior Policy Officer

EUROPEAN AGENCY FOR FUNDAMENTAL RIGHTS / AGENCE EUROPEENNE DES DROITS FONDAMENTAUX (FRA)

**Alice HAMILTON**, Project manager, Justice, Digital and Migration Unit

COUNCIL OF BARS AND LAW SOCIETIES OF EUROPE / CONSEIL DES BARREAUX EUROPÉENS (CCBE)

**Simone CUOMO**, Secretary General / Secrétaire général

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### INVITED DELEGATIONS / DELEGATIONS INVITEES

AZERBAIJAN/AZERBAÏDJAN

**Elmin JAFAROV**, Second Secretary at the Department for Cooperation with International Human Rights Institutions of the Ministry of Foreign Affairs

**Konul YUSIFLI**, Head of the Division of International Law and Treaties, International Cooperation Department, Ministry of Justice

**Sima YAGUBOVA**, Board member, Mediation Council of Azerbaijan

BOSNIA AND HERZEGOVINA / BOSNIE-HERZÉGOVINE

**Ivana ZOVKO PLANINIĆ**, Director of the Secretariat, High Judicial and Prosecutorial Council

**Elma VELEDAR ARIFAGIC**, Member, High Judicial and Prosecutorial Council

**Džamna DUMAN VRANIC**, Member, High Judicial and Prosecutorial Council

MAROCCO/ MAROC

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