



Strasbourg, 5 June 2025

CEPEJ(2025)5

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

### **44<sup>th</sup> plenary meeting**

**4 and 5 June 2025**

**(Strasbourg, France)**

### **Abridged report**

#### **A. FOREWORD**

The European Commission for the Efficiency of Justice (CEPEJ) of the Council of Europe held its 44th plenary meeting in Strasbourg (France) on 4 and 5 June 2025. The meeting was chaired by Francesco DEPASQUALE (Malta), the CEPEJ President.

The meeting was opened by Jonathan ATTARD, Minister for Justice and Reform of the Construction Sector of Malta, in the framework of Malta's Presidency of the Committee of Ministers. He recalled the invitation extended to the members of the Bureau, five CEPEJ working groups to hold a joint meeting in Malta from 20 to 22 October 2025, with a view to prepare the drafts of CEPEJ Activity programme for 2026 and 2027 and the Action Plan for 2026 and 2029.

Gianluca ESPOSITO, Director General of Human Rights and the Rule of Law at the Council of Europe, outlined the main items to be discussed at the meeting.

The agenda and the list of participants are appended.

#### **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, Austria, Azerbaijan, Belgium, Bosnia-Herzegovina, Croatia, Italy, North Macedonia, Spain, Türkiye, Ukraine, United Kingdom, as well as Morocco on developments in their countries since December 2024.
- 2. Evaluation of judicial systems (CEPEJ-GT-EVAL)**

- **took note** of the proposals for an evolution of the evaluation cycles, which will take place on an annual basis starting with the next cycle, and in particular of the structure of the next evaluation report on European judicial systems, which will be published in December 2026 based on 2025 data; the latter will consist of 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; **welcomed** these developments aimed at providing more recent and dynamic data to better meet the current expectations of public decision-makers;
- **took note** of the timetable for the preparation of the next annual evaluation cycle, which involves data collection ending in March 2026, followed by a phase of quality control of the data so that the data is stabilised by the end of September 2026 to prepare the report; **encouraged** States to ensure the availability of data in accordance with the proposed timetable and to make national correspondents aware of this new timetable; **entrusted the CEPEJ-GT-EVAL** to also ensure that CEPEJ national correspondents are kept informed throughout the preparation of the evaluation cycle;
- **adopted** the revised evaluation grid<sup>1</sup> and **agreed** that it should be tested by a number of national correspondents; **entrusted the CEPEJ-GT-EVAL** to amend this grid if necessary following this test phase and to adapt the explanatory note accordingly; **agreed** that the grid would be open for responses from national correspondents in the CEPEJ-COLLECT system from October 2025; **welcomed** the possibility for national correspondents to delegate the data collection on information and communication technologies questions and **encouraged** delegations, if they so wish, to appoint such a correspondent in coordination with the national correspondent, who would remain the contact of the Secretariat during the data collection and quality control phase;
- **noted** also that a thematic report may be prepared starting in 2027, at a frequency to be determined and based on additional questions to the revised scheme;
- **encouraged** delegations to send the Secretariat their comments on the proposed new indicators that could be developed in the next evaluation report<sup>2</sup>;
- **entrusted** the CEPEJ-GT-EVAL to establish the most appropriate procedure to successfully carry out the reform while ensuring greater visibility for the evaluation report;
- **welcomed** the launch of an *ad hoc* data collection based on 2024 data, accessible to voluntary countries which do not collect data for the European Union Justice Scoreboard, the Dashboards Western Balkans and Eastern Partnership in order to avoid a break in data collection;
- **welcomed** the publication of the ‘welcome package’ for national correspondents<sup>3</sup> and **encouraged** delegations to contact the Secretariat with a view to organising peer reviews to support data collection and quality control for the next cycle;
- **welcomed** the continued cooperation with the European Commission, on the basis of the CEPEJ's own evaluation methodology, on: (i) an 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

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<sup>1</sup> CEPEJ(2025)6 and for the specific scheme on new technologies CEPEJ(2025)7

<sup>2</sup> CEPEJ-GT-EVAL(2025)4rev

<sup>3</sup> CEPEJ-GT-EVAL(2024)26rev1

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;

- **thanked** Jacques Bühler (Switzerland) for his presentation of the CH-STAT database which gathers the national data in the field of justice.

### 3. Artificial intelligence/AI (joint work of CEPEJ-GT-QUAL and CEPEJ-GT-CYBERJUST)

- **welcomed** the developments of the Resource Centre on Cyberjustice and Artificial Intelligence, listing the tools in judicial systems implemented by public entities and which contains 160 entries, and **invited** its members to inform the Secretariat of any new tools deployed, through the online form on the CEPEJ website.

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

- **adopted** the Guidelines on the quality of the jurisdictional debate, subject to the suggested changes<sup>4</sup>;
- **took note** of the work underway within the CEPEJ-GT-QUAL, in particular on the checklist on access to justice, interpretation in judicial proceedings, revision of the Handbook for conducting satisfaction surveys and child inclusive mediation.

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

- **took note** of the work underway within the CEPEJ-SATURN, in particular on the case-weighting tool, the analysis and measures reduce the length of the stages of civil proceedings, as well as the study on workload measurement tools in courts;
- **welcomed** 12 new submissions from Denmark, France, Netherlands, Spain and Türkiye to the recent data base on backlog reduction practices and **encouraged** other States to also submit their national practices where appropriate;
- **took note** of the activities of the CEPEJ Pilot Courts Network which held its 18<sup>th</sup> annual meeting in Strasbourg on 10 April 2025 and would hold a webinar on judicial conciliation on 13 November 2025.

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

- **adopted** the Guide on the use and development of remote hearings<sup>5</sup>, complementing the CEPEJ Guidelines on videoconferencing in judicial proceedings;
- **took note** of the work underway within the CEPEJ-GT-CYBERJUST, in particular on the use of generative AI by judges and an Information and Communication Technology (ICT) curriculum for judges.

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\* 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>4</sup> CEPEJ(2025)8

<sup>5</sup> CEPEJ(2025)3

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

- **took note** of the work underway within the *ad hoc* working group on work-life balance in the judiciary (CEPEJ-GT-WLB), in particular at its first meeting in April 2025 which allowed to limit the scope of the work on judges; **agreed**, at this stage, on the advisability of developing guidelines complemented by good practices, ideally by the end of 2025;
- **took note** of the distribution of a questionnaire drawn up by the working group, which already received a very large number of responses but would be relaunch outside the CEPEJ network in order to receive diverse information on existing practices and measures in Member States.

## 8. Transversal work for all working groups

- **decided** to postpone the discussion of the Concept note on potential effects of the use of Artificial Intelligence's systems on court efficiency<sup>6</sup> and the proposed future directions for work in this area due to lack of time.

## 9. 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>7</sup> and **thanked** the project coordinators and the project managers concerning Albania, Azerbaijan, Bosnia-Herzegovina, Georgia, Greece, Kosovo\*, Malta, Morocco, Republic of Moldova, Ukraine and the South Programme V for their thematic presentations during the review of the work of the various CEPEJ Working Groups; **took note** of the slowdown in cooperation with the CEPEJ, expressed concern about the future of bilateral cooperation given the low number of projects currently under negotiation, **and invited** member States to come forward if they require support from the CEPEJ regarding its tools;
- **took note** in particular of the invitation to European Union Member States to contact the Secretariat in the coming weeks to identify possible areas of cooperation in the framework of the cycle 2026 of the EU/SG REFORM Technical Support Instrument and the need to formulate a request that should be submitted but the Member State(s) concerned before 31<sup>st</sup> of October 2025.

## 10. Future work of the CEPEJ

- **took note** of the discussions on the drafts of CEPEJ 2026-2027 and Action Plan 2026-2029 mandate started within the working groups, and would continue at their joint meeting that will be held in Malta from 20 to 22 October 2025; **invited** delegations to contribute in writing to the reflections on this mandate by proposing some concrete thematic among current and future challenges in the field of justice.

## 11. Crystal Scales of Justice Prize

- **took note** of the 13rd edition of the Crystal Scales of Justice Prize, which was launched in February 2025 and for which 28 applications were received from 16 countries; **thanked** the Cypriot authorities, winner of the last Edition, for their offer to the CEPEJ to host the award ceremony of the Crystal Scales of Justice Prize 2025.

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<sup>6</sup> CEPEJ(2025)4

<sup>7</sup> CEPEJ-COOP(2025)1

## 12. Observers









- **took note** of the information provided by the observers, namely the Consultative Council of European Judges (CCJE), the European Association of Judges (AEM-AJ), the European Expertise and Expert Institute (EEEI), the Organisation for Economic Co-operation and Development (OECD) and the International Union of Judicial Officers (UIHJ).

## 13. Other items

- **thanked** the Secretariat of the Council of Europe's European Committee on Legal Cooperation (CDCJ) for the information concerning the Council of Europe Convention for the Protection of the Profession of Lawyer;
- **took note** that the 45th plenary meeting of the CEPEJ will be held on 4 and 5 December 2025 in Strasbourg and that this meeting will be preceded by the European Conference on Cyberjustice, organised in cooperation with the French Institute for Studies and Research on Law and Justice (IERDJ) on the theme of virtual and augmented reality in the justice sector.

## APPENDIX I














### Agenda

<p><b>1</b> Opening of the meeting (9.30AM)</p>	<p>Jonathan ATTARD, Minister for Justice and Reform of the Construction Sector of Malta</p> <p>Gianluca ESPOSITO, Director General of Human Rights and Rule of Law of the Council of Europe</p> <p>Adoption of the agenda and other information</p>	<p>Agenda of the 44<sup>th</sup> CEPEJ plenary meeting</p>
<p><b>2</b> Recent Developments in the Field of Justice in Member States and Observer States</p>	<p>Delegations are invited to inform the CEPEJ of significant developments in their country since December 2024.</p>	
<p><b>3</b> Evaluation of judicial systems (CEPEJ-GT-EVAL)</p>	<p>Presentation of the ongoing work by Jaša VRABEC (Slovenia), President of the CEPEJ-GT-EVAL</p> <p> CEPEJ Evaluation report - European judicial systems, 2026 cycle (2025 data)</p> <p><b>Presentation of the evaluation cycle reform (timeline and content of the 2026 report, schemes, brainstorming on potentials new indicators, nomination of an “IT” correspondent)</b></p> <p> 2024 <i>ad hoc</i> data collection</p> <p> Support to the National correspondents</p> <p> Cooperation with the European Union</p> <ul style="list-style-type: none"> <li>○ Study on the functioning of judicial systems in the member States of the European Union (EU Justice Scoreboard)</li> <li>○ Dashboard Western Balkans</li> <li>○ Justice Dashboard Eap (Eastern Partnership countries)</li> </ul> <p> Cooperation activities in the field of evaluation of judicial systems (presented by project managers)</p> <p> Presentation of the Swiss data base CH-STAT by Jacques Bühler</p>	<p><b>Working documents</b></p> <p>Timeline for the preparation of the 4 evaluation exercises CEPEJ-GT-EVAL(2025)2rev1</p> <p> Revised scheme for evaluating European judicial systems – 2026 cycle CEPEJ-GT-EVAL(2025)1rev1</p> <p> Revised scheme for evaluating European judicial systems - 2026 cycle – IT part CEPEJ-GT-EVAL(2025)5rev1</p> <p>Proposal of new indicators CEPEJ-GT-EVAL(2025)4rev</p> <p><b>Background documents</b></p> <p>Scheme for evaluating European judicial systems – 2024 cycle CEPEJ(2022)9rev1</p> <p>Explanatory note to the Evaluation scheme – 2024 cycle CEPEJ(2023)2</p> <p>2024 European Judicial Systems CEPEJ Evaluation Report</p> <p>Welcome package for the CEPEJ National</p>

Correspondents  
CEPEJ-GT-EVAL(2024)26rev1

49th meeting report of the  
CEPEJ-GT-EVAL  
CEPEJ-GT-EVAL(2025)12rev

<b>4</b> Joint work on artificial intelligence (AI) (CEPEJ-GT-QUAL/CEPEJ-GT-CYBERJUST)	<p>Presentation of the ongoing work by Maria Giuliana CIVININI (Italy) President of the CEPEJ-GT-CYBERJUST and João Arsenio De OLIVEIRA (Portugal), President of the CEPEJ-GT-QUAL</p> <ul style="list-style-type: none"><li>✚ Artificial Intelligence Advisory Board (AIAB)</li><li>✚ Resource Centre on Cyberjustice and Artificial Intelligence</li><li>✚ Piloting of the Assessment Tool for the operationalisation of the European Ethical Charter on the use of artificial intelligence in judicial Systems and their environment</li></ul>	<p><b>Working document</b></p> <p>Report on piloting phase and proposals for improvements of the assessment tool CEPEJ-GT-QUAL(2025)6</p> <p><b>Background documents</b></p> <p>1<sup>st</sup> AIAB report on the use of AI in the judiciary based on the information contained in the Resource Centre on Cyberjustice and AI CEPEJ-AIAB(2024)4Rev5</p> <p>Reflections of the AIAB on the use of AI in judicial systems CEPEJ-AIAB(2025)1Rev5 Link to the Resource Centre on Cyberjustice and AI</p> <p>Assessment Tool for the operationalisation of the European Ethical Charter on the use of artificial intelligence in judicial Systems and their environment CEPEJ(2023)16finalrev1</p>
<b>5</b> Quality of justice (CEPEJ-GT-QUAL)	<p>Presentation of the ongoing work by João Arsenio De OLIVEIRA (Portugal), President of the CEPEJ-GT-QUAL</p> <ul style="list-style-type: none"><li>✚ Quality of jurisdictional debate in civil and administrative matters</li><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>	<p><b>Working documents</b></p> <p>✚ Draft guidelines on the quality of the jurisdictional debate in civil and administrative matters CEPEJ-GT-QUAL(2025)1rev3</p> <p><b>Background document</b></p> <p>38<sup>th</sup> meeting report of the CEPEJ-GT-QUAL CEPEJ-GT-QUAL(2025)3</p>

6	Judicial time management (CEPEJ-SATURN)	<p>Presentation of the ongoing work by Giacomo OBERTO (Italy), President of the CEPEJ-SATURN</p> <ul style="list-style-type: none"> <li> Database of backlog reduction practices</li> <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> Meeting of the Network of pilot courts of the CEPEJ</li> <li> Cooperation activities in the field of judicial time management (presented by project managers)</li> </ul>	<p><b>Background documents</b></p> <p>Report of the 38<sup>th</sup> meeting CEPEJ-SATURN(2025)6</p> <p>Questionnaire to pilot courts of the CEPEJ for joint meeting with CEPEJ-SATURN CEPEJ-SATURN(2025)3</p> <p>Link to the Resource Centre on Backlog Reduction Practices</p>
7	Cyberjustice and artificial intelligence (CEPEJ-GT-CYBERJUST)	<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> Addendum to the Guidelines on videoconferencing in judicial proceedings</li> <li> Generative AI for judges</li> <li> ICT Curriculum for judges</li> <li> Cooperation activities in the field of cyberjustice (presented by project managers)</li> </ul>	<p><b>Working documents</b></p> <p> Draft guide on the use and development of remote hearings complementing the CEPEJ Guidelines on videoconferencing in judicial proceedings</p> <p>CEPEJ-GT-CYBERJUST (2024)7Rev3</p> <p><b>Background documents</b></p> <p>Report of the 12th meeting CEPEJ-GT-CYBERJUST (2025)3</p>
8	Work-life balance ( <i>ad hoc</i> CEPEJ-GT-WLB)	<p>Presentation of on-going work by Seçkin KOÇER (Türkiye), President of the <i>ad hoc</i> CEPEJ-GT-WLB</p> <ul style="list-style-type: none"> <li> Distribution of the questionnaire on work-life balance for judges</li> </ul>	<p><b>Background documents</b></p> <p>Concept note on the <i>ad hoc</i> working group on work-life balance in the judicial sector CEPEJ(2025)1</p> <p>Questionnaire on work-life balance for judges CEPEJ-GT-WLB(2025)2</p> <p>Report of the 1st meeting CEPEJ-GT-WLB(2025)3</p>
9	Transversal work for all working groups	<ul style="list-style-type: none"> <li> Study on potential effects of the use of AI tools on efficiency of justice</li> </ul>	<p><b>Background documents</b></p>



		<ul style="list-style-type: none"> <li>Developments of indicators to measure quality of justice</li> </ul>	Concept Note on potential effects of the use of Artificial Intelligence's systems on court efficiency CEPEJ(2025)4
10	Cooperation activities of the CEPEJ	Other activities than those presented during the work presentations under points 3 to 7	<b>Working document</b>  State of implementation of CEPEJ cooperation programmes CEPEJ-COOP(2025)1
11	CEPEJ future activities	Exchange of views on the future work of the CEPEJ with a view to prepare: <ul style="list-style-type: none"> <li>the CEPEJ activity programme for 2026-2027</li> <li>the CEPEJ Action Plan 2026-2029</li> </ul>	
12	Crystal Scales of Justice Prize	Presentation of the 2025 Edition of the Crystal Scales of Justice Prize	
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	<ul style="list-style-type: none"> <li>Relations between the CEPEJ and other bodies</li> <li>Preparation for the 3<sup>rd</sup> European Conference of cyberjustice, in co-operation with the IERDJ (Institute for Studies and Research on Law and Justice – France) on virtual and augmented reality in the justice sector</li> </ul>	

## INFORMATION DOCUMENTS

Abridged report of the 43rd plenary meeting of the CEPEJ

2024 – 2025 Activity Programme of the CEPEJ

2022 – 2025 Action plan of the CEPEJ  
 “Digitalization for a better justice”

## APPENDIX II

### List of Participants

#### CEPEJ MEMBERS / MEMBRES DE LA CEPEJ

##### ALBANIA/ALBANIE

**Tedi DOBI**, Deputy Minister of Justice, Ministry of Justice, TIRANA

##### ANDORRA/ANDORRE

**Toni BENITEZ DE DIEGO**, Services Juridiques, Conseil Supérieur de la Justice, ANDORRE  
**Apologised / Excusé**

##### 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  
**Apologised / Excusé**

##### 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

**Vera CHAVDAROVA**, State 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

**NOT CONFIRMED**

##### 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

**Margit LAURI**, Adviser, Ministry of Justice and Digital Affairs, TALLINN

##### FINLAND/FINLANDE

**Marko LOISA**, National Courts Administration, HELSINKI **Apologised / Excusée**

FRANCE

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

GEORGIA/GÉORGIE

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

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, Dómstólasýslan, REYKJAVIK  
**Apologised / Excusée**

IRELAND/IRLANDE

**Liam COHEN**, Head of Access to Justice, Regulation and Reform Unit, Department of Justice, DUBLIN  
**Apologised / Excusé**

ITALY/ITALIE

**Giuliana PALUMBO**, Chief Executive Officer, Directorate of Statistics and Organizational Analyses, Ministry of Justice, ROME

LATVIA/LETONIE

**Aija BRANTA**, Judge, Supreme Court, RIGA

LIECHTENSTEIN

**NOT CONFIRMED**

LITHUANIA/LITUANIE

**NOT CONFIRMED**

LUXEMBOURG

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

MALTA/MALTE

**Jonathan ATTARD**, Minister for Justice and Reform of the Construction Sector of Malta

**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  
**Apologised / Excusé**

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

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

REPUBLIC OF MOLDOVA / *REPUBLIQUE DE MOLDOVA*

**Sorin POPESCU**, Director, Agency for Court Administration, CHISINAU, **Apologised / Excusé**

**Ion GUZUN**, Member of the Superior Council of Magistracy, CHISINAU, **Apologised / Excusé**

MONACO

**Sébastien BIANCHERI**, Conseiller, Secrétaire du Conseil d'Etat, Cour d'Appel, MONACO

MONTENEGRO

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

**Ivana MASANOVIC**, Deputy to the Permanent Representative at the Permanent Representation of Montenegro to the Council of Europe in Strasbourg

NETHERLANDS/*PAYSBAS*

**Jeannette VERSPUI**, Head of the Strategy department at 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*

**Nikola PROKOPENKO**, State counselor, Ministry of Justice, SKOPJE

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**, Head of Department, International Affairs Department, Directorate General for Justice Policy, Ministry of Justice, LISBON

ROMANIA/*ROUMANIE*

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

SAN MARINO/ *SAINT-MARIN*

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

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

SERBIA/*SERBIE*

**NOT CONFIRMED**

SLOVAK REPUBLIC/*RÉPUBLIQUE SLOVAQUE*

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

**Milan ANDREJKOVIC**, Advisor to the State Secretary I, Cabinet of the State Secretary, Ministry of Justice, BRATISLAVA

SLOVENIA /SLOVENIE

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

SPAIN/ESPAGNE

**María José CHÁVARRI IZU**, Advisor to the 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

**Jacques BÜHLER**, Deputy Secretary General, the Swiss Federal Tribunal, LAUSANNE

TÜRKİYE

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

**Musa DEMIRAY**, Judge, General Directorate for Strategy Development, Ministry of Justice, ANKARA

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

UKRAINE

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

UNITED KINGDOM/ROYAUMEUNI

**Rachael PETERS**, Strategy Lead, HM courts and Tribunals service, Ministry of Justice, LONDON

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

**João ARSENIO DE OLIVEIRA**, Head of Department, International Affairs Department, Directorate General for Justice Policy, Ministry of Justice, LISBON, PORTUGAL (Chair of the CEPEJ-GT-QUAL / *Président du CEPEJ-GT-QUAL*)

**Jaša VRABEC**, Head of the Office for Court Management Development, Supreme Court, LJUBLJANA, SLOVENIA (Chair of the CEPEJ-GT-EVAL/ *Président du CEPEJ-GT-EVAL*)

**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

**Tehila ROZENZVAIG-FELDMAN**, Researcher, Courts Research Division, Supreme Court, JERUSALEM

JAPAN / JAPON

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