



Šibenik, 19 June 2026

CEPEJ(2026)10

EUROPEAN COMMISSION FOR THE EFFICIENCY OF JUSTICE (CEPEJ)

46th plenary meeting

18 and 19 June 2026

(Šibenik, Croatia)

Abridged report

A. FOREWORD

The European Commission for the Efficiency of Justice (CEPEJ) of the Council of Europe held its 46th plenary meeting in Šibenik (Croatia) on 18 and 19 June 2026. 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, and the participants were welcomed by Ivan CRNČEC (Croatia), Vice-President of the CEPEJ and also State Secretary, Ministry of Justice, Public Administration, and Digital Transformation, on behalf of the Minister of Justice, who was hosting the meeting.

The agenda and the list of participants are appended.

The meeting began with a Roundtable discussion on the opportunities and limitations of automating judicial procedures, featuring the following speakers: Manuel OLMEDO PALACIOS (Spain), Secretary of State, Ministry of the Presidency, Justice and Relations with the Courts, on “Key Successes and Recent Advances in Automation in the Judicial Sector in Spain,” Sonya DJEMNI-WAGNER (France), Advocate General at the Court of Cassation, Special Advisor to the Prosecutor General, on “Recent Initiatives by the Court of Cassation and the Ministry of Justice,” Ivan CRNČEC on “Automated Decision-Making and a Fully Digital Personal Bankruptcy Procedure,” and Margit LAURI (Estonia), Advisor at the Ministry of Justice and Digital Affairs, on “Toward Fully Digital Courts Through AI.”

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 Azerbaijan, Belgium, Georgia, Greece, Ireland, Italy, the Netherlands, North Macedonia, Republic of Moldova, San Marino, Switzerland, United Kingdom, Ukraine, as well as Morocco, on developments in their countries since December 2025.

2. Application for the observer status of the European Network of Judicial Inspection Services (RESIJ) to the CEPEJ

- **granted** observer status to the European Network of Judicial Inspection Services (RESIJ)¹ and **welcomed** formalizing this long-standing partnership.

3. Observers

- **took note** of the information provided by the observers, the European Expertise and Expert Institute (EEEI), The European Network of Councils for the Judiciary (ENCJ), the European Network of Judicial Inspection Services (RESIJ), the International Union of Judicial Officers (UIHJ), the Council of Bars and Law Societies of Europe (CCBE) and the *Magistrats européens pour la Démocraties et les Libertés* (MEDEL).

4. Evaluation of judicial systems (CEPEJ-GT- EVAL)

- **took note** of the progress made in preparing the next CEPEJ Evaluation report on European judicial systems, which will be published for the first time in electronic and interactive format in December 2026, based on 2025 data, and which will consist primarily of a part of European analyses and of expanded country profiles; **encouraged** States to support national correspondents in their task of collecting data—now on an annual basis—and contributing to the “quality check” of such data so that data will be stabilized by early September 2026 to enable the preparation of the report to be submitted to the CEPEJ at its next meeting;
- **entrusted** the CEPEJ-GT-EVAL to prepare the next Evaluation cycle on European judicial systems for 2027, based on 2026 data, and in particular to adapt the questionnaires and corresponding explanatory notes so that the cycle can be launched in autumn of 2026, allowing the national correspondents to enter data until March 2027;
- **took note** that the first thematic report prepared as part of the CEPEJ Evaluation cycle reform, to be published in 2027, would focus on the impact and challenges of digitalisation and artificial intelligence for judicial systems and would be prepared on the basis of the replies to the Information and Communication Technologies questionnaire and in collaboration with CEPEJ-GT-CYBERJUST;
- **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),

¹ CEPEJ (2026)6

* 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".

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.

5. Quality of justice (CEPEJ-GT-QUAL)

- **adopted** the “Guidelines for quality interpreting in judicial proceedings: principles, practice, technology”;²
- **took note** of the concept paper on the Charter aimed at promoting users ‘trust and a human-centered justice system,³ as well as the ongoing work in this regard; **welcomed** the development of this future tool, which could become one of the CEPEJ’s key tools; **encouraged** the CEPEJ-GT-QUAL to continue its work in close coordination with all stakeholders involved in the drafting of the Charter, in particular justice professionals, representatives of court users, and the relevant bodies of the Council of Europe, with a view to finalising a text that is both practical, broadly supported, and readily implementable across different national contexts.
- **took note** of the work underway on the revision of the Handbook on conducting satisfaction surveys among court users, mediation and other items of the mandate.

6. Effectiveness of judicial proceedings (CEPEJ-GT- EFF)

- **adopted** the Study on the length of the stages of civil proceedings and **encouraged** the CEPEJ-GT-EFF to reflect on the possibility of continuing its work in this area;⁴
- **took note** of the ongoing work concerning the Resource Centre on judicial backlog reduction practices and **supported** carrying out a review of the Resource Centre in order to assess the practices it contains and determine the appropriate follow-up to be given to it;
- **took note** of the Concept Note on guidelines for implementing workload measurement systems in courts⁵ and of the work underway in this regard and the ongoing revision of CEPEJ tools on enforcement of judicial decisions, of the work on a Checklist for effective court management and of the development of a training curriculum on effective court management;

7. Cyberjustice and artificial intelligence (CEPEJ-GT- CYBERJUST)

- **adopted** the Model technology curriculum for judges;⁶
- **adopted** the 2nd Report on the use of artificial intelligence (AI) in the judiciary based on the information contained in the CEPEJ Resource Centre on cyberjustice and AI;⁷
- **welcomed** the success of its Resource Centre on Cyberjustice and AI amongst States, researchers and other international organisations, as an operational follow-up to the CEPEJ Charter on AI, but acknowledged the workload involved in keeping it up to date;

² CEPEJ(2026)2

³ CEPEJ-GT-QUAL(2026)6

⁴ CEPEJ(2026)3

⁵ CEPEJ-GT-EFF(2026)1

⁶ CEPEJ(2026)8

⁷ CEPEJ(2026)7

in response to Member States' need for information, particularly regarding the risks of AI in the field of justice, **encouraged** the possibility of establishing an Observatory on AI in Justice, in accordance with the CEPEJ's programme of activities for 2026–2027 and as described in the Concept Note⁸, in order to better structure and enrich the CEPEJ's work on AI by integrating existing tools, namely the Resource Centre on Cyberjustice and AI, the European Cyberjustice Network (ECN) and the Advisory Board on Artificial Intelligence (AIAB), thereby enhancing the visibility of the CEPEJ's work in this field;

- **suggested** that the Secretariat send an official message to all CEPEJ members to present this Observatory, including in the context of the Council of Europe's work on AI, and to explain the support – particularly financial – that may be required for its implementation.

8. Transversal activities

- **took note** of the work underway within the ad hoc working group (CEPEJ-GT-WLB) on the draft Guidelines on work-life balance for judges⁹ and, in particular, of the challenges encountered in identifying and compiling good practices and taking into account the specificities of different judicial systems, which have led to delays in the preparation of the draft and **encouraged** the Working Group and the Secretariat to pursue their efforts and to define the next steps towards the finalisation of the Guidelines;
- **took note** of the work underway on the development of indicators on the quality of justice and workload and **recalled** the need for active collaboration among the various CEPEJ working groups to ensure that these indicators are operational, similar to the performance indicators developed by the CEPEJ, namely the Disposition Time and the Clearance Rate¹⁰;

9. Cooperation activities of the CEPEJ

- **took note** of the ongoing activities, results achieved and forthcoming steps of the co-operation programmes described in the summary document,¹¹ and **thanked** the programme coordinators and project officers responsible for Albania, Azerbaijan, Bosnia and Herzegovina, Georgia, Greece, Kosovo*, Morocco, the Republic of Moldova and Ukraine for their thematic presentations delivered during the review of the work of the various CEPEJ Working Groups;
- **thanked** the experts participating in CEPEJ co-operation activities, as well as the partner authorities, for their trust and commitment in a general context marked by a slowdown in and increasing constraints on co-operation activities.

10. 2026 Edition of the Junior Crystal Scales of Justice Prize

- **took note** that the 4th edition of the Junior Crystal Scales of Justice Prize, organised in partnership with Strasbourg's Faculty of Law, **congratulated** the winning team from the Faculty of Law at the University of Oxford, led by Matheus Mendes, and composed by Benjamin Wardlow, Alexandre Novo Lefebure, Elishia Brown and Chloe Boudard

⁸ CEPEJ-GT-CYBERJUST(2026)1

⁹ CEPEJ-GT-WLB(2026)1

¹⁰ Clearance Rate (CR) = (Resolved cases / Incoming cases) *100

Disposition Time (DT) = (Pending cases / Resolved cases) *365

¹¹ CEPEJ-COOP(2026)1

who defended the Belgian awarded project of the Crystal Scales of Justice 2025 “Support Centre for Conservatorship”, also **congratulated** the teams from Tirana which received a special mention from the jury;

- **thanked** the President of the Jury as well as its members for their valuable commitment and the added value of their analysis.

11. CEPEJ Activity Report 2025

- **adopted** its activity report for 2025, subject to some amendments to be incorporated by the Secretariat.

12. Other items

- **invited** its members to submit proposals for celebrating the CEPEJ's 25th anniversary, which will take place during its 48th plenary meeting in June 2027.
- **took note** that the 47th plenary meeting of the CEPEJ would be held on 3 and 4 December 2026 in Strasbourg.

APPENDIX I

Agenda

1. Opening of the meeting (9.15-9.30)	Francesco DEPASQUALE, President of the CEPEJ Ivan CRNČEC, Secretary of State, Ministry of Justice, Public Administration and Digital Transformation of the Republic of Croatia Clare OVEY, Director, Directorate of Human Rights	
2. Adoption of the agenda and miscellaneous information		Agenda of the 46th CEPEJ plenary meeting
3. Roundtable and discussion on the opportunities and limits of automation of judicial processes (9.30-11.00)	Manuel OLMEDO PALACIOS <i>Secretary of State, Ministry of the Presidency, Justice and Relations with the Courts (Spain)</i> “Main successes and latest automation developments in Justice in Spain” Sonya DJEMNI-WAGNER <i>General Advocate, Criminal Division, Special Advisor to the Prosecutor General, International and Institutional Relations, Cour de cassation (France), CEPEJ Bureau member</i> “Recent initiatives of the Cour de cassation and the Ministry of Justice” Ivan CRNČEC <i>Secretary of State, Ministry of Justice, Public Administration and Digital Transformation (Croatia), Vice-President of the CEPEJ</i> “Automated preparation of decisions, fully digital personal bankruptcy procedure” Margit LAURI <i>Advisor at Ministry of Justice and Digital Affairs (Estonia)</i> “Towards fully digital courts with AI” <i>Chair person:</i> Francesco DEPASQUALE <i>President of the CEPEJ</i>	
Coffee break (11.00-11.20)		
4. 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 December 2025. (<i>max 2 min per intervention</i>)	
5. Application for the observer status of the European Network of Judicial Inspection Services (RESIJ) to the CEPEJ		Reference documents CEPEJ (2026)6

6. Observers	Observers to the CEPEJ have the possibility to make an oral presentation of their current activities of interest to the CEPEJ (<i>max 2 min per intervention</i>) and/or to submit written information to the Secretariat, which will share it during the meeting.	
Lunch Break (13.00-14.30)		
7. Evaluation of judicial systems (CEPEJ-GT-EVAL) (14.30-16.00)	Presentation of the ongoing work by Jaša VRABEC (Slovenia), President of the CEPEJ-GT-EVAL 🚩 Preparation of the CEPEJ Evaluation report - European judicial systems, 2026 cycle (2025 data) - State of play of the 2024 and 2025 data collection - Content of the first part of the 2026 Report “European analysis” - Content of the 2026 country profiles and “European profile” (indicators at the European level) - CEPEJ-STAT data base 🚩 First Thematic report 🚩 Preparation of the 2027 CEPEJ Evaluation Cycle (2026 data) 🚩 Cooperation with the European Union - Study on the functioning of judicial systems in the member States of the European Union (EU Justice Scoreboard) - Dashboard Western Balkans - Justice Dashboard Eap (Eastern Partnership countries) 🚩 Cooperation activities in the field of evaluation of judicial systems in Moldova and in Ukraine (presented by CEPEJ project managers)	Working documents Drafts Chapters -2026 Evaluation report -Budget - CEPEJ-GT-EVAL(2026)7rev -Professionals - CEPEJ-GT-EVAL(2026)8rev -Access - CEPEJ-GT-EVAL(2026)9rev -Efficiency - CEPEJ-GT-EVAL(2026)10rev -ICT - CEPEJ-GT-EVAL(2026)11rev Draft Country profile -2026 Evaluation report CEPEJ-GT-EVAL(2025)19rev2 Draft European profile -2026 Evaluation report CEPEJ-GT-EVAL(2025)20rev Reference documents Scheme for evaluating European judicial systems – 2026 cycle CEPEJ(2025)6rev2 Scheme for evaluating European judicial systems - 2026 cycle – IT part CEPEJ (2025)7rev1 Explanatory note to the Scheme – 2026 cycle CEPEJ(2025)9rev Explanatory note to the Scheme – 2026 cycle – IT part CEPEJ(2025)10rev 2024 European Judicial Systems CEPEJ Evaluation Report

52d CEPEJ-GT-EVAL meeting report CEPEJ-GT-EVAL(2026)12		
8. Quality of justice (CEPEJ-GT-QUAL) (16.00-16.30)	Presentation of the ongoing work by João ARSENIO DE OLIVEIRA (Portugal), Chair of CEPEJ-GT-QUAL  Quality interpretation in judicial proceedings  Revision of the Handbook on conducting satisfaction surveys among court users  Charter for promoting users' trust and human-centred justice  Mediation and other works of the mandate  Cooperation activities relating to the quality of justice in Albania, Azerbaijan and in Morocco (presented by CEPEJ project managers)	Working documents  Draft Guidelines for quality interpreting in judicial proceedings: principles, practice, technology CEPEJ(2026)2 - Concept Note on the Charter for human-centered Justice CEPEJ-GT-QUAL(2026)6 (under preparation) Background documents 40th CEPEJ-GT-QUAL meeting report CEPEJ-GT-QUAL(2026)5
9. Effectiveness of judicial proceedings (CEPEJ-GT-EFF) (16.30-17.00)	Presentation of the ongoing work by Ivan CRNCEC (Croatia), Chair of CEPEJ-GT-EFF  Length of the stages of civil proceedings  Resource Centre on Backlog Reduction Practices  Guidelines for implementing workload measurement systems in courts  Review of CEPEJ tools on enforcement of judicial decisions  Checklist for effective court management  Training curriculum on effective court management  Other work of the mandate  Co-operation activities relating to the effectiveness of judicial proceedings in Georgia, Greece and Kosovo* (presented by CEPEJ project managers)	Working documents  Draft Study on the length of the stages of civil proceedings CEPEJ(2026)3 (under preparation) - Concept note on guidelines for establishing workload measurement systems in courts CEPEJ-GT-EFF(2026)1 Background documents 1st CEPEJ-GT-EFF meeting report CEPEJ-GT-EFF(2026)5 19th Meeting of the CEPEJ Network of pilot courts

* 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".

10. 2026 Edition of the Junior Crystal Scales of Justice Prize (17.00-17.45)	Presentation of the 2026 Edition of the Junior Crystal Scales of Justice Prize and of the winning project by Maria Giuliana CIVININI (Italy), Chair of the jury	
Crystal Scales of Justice 2027		
End of the first day		
11. Cyberjustice and artificial intelligence (CEPEJ-GT-CYBERJUST) (09.15-09.45)	Presentation of the ongoing work by Jeannette VERSPUI (Netherlands), Chair of the CEPEJ-GT-CYBERJUST  Draft model technology curriculum for judges  2nd Report on the use of artificial intelligence (AI) in the judiciary based on the information contained in the CEPEJ Resource centre on cyberjustice and AI  Concept note for a judicial AI observatory  Other work of the mandate  Co-operation activities relating to cyberjustice and AI in Albania and in Bosnia and Herzegovina (presented by CEPEJ project managers)	Working documents  Draft model technology curriculum for judges CEPEJ(2026)8  2nd Report on the use of artificial intelligence (AI) in the judiciary based on the information contained in the CEPEJ Resource centre on cyberjustice and AI CEPEJ(2026)7 - Concept note for a judicial AI observatory CEPEJ-GT-CYBERJUST(2026)1Rev3 Background documents 14th Meeting report CEPEJ-GT-CYBERJUST CEPEJ-GT-CYBERJUST(2026)4
12. Transversal activities (09.45-10.30)	• Work-life balance (ad hoc) CEPEJ-GT-WLB • Development of indicators on the quality of justice and workload • Thematic report on new technologies	Working document Draft guidelines on work-life balance for judges CEPEJ-GT-WLB(2026)1 (English only)
13. Cooperation activities of the CEPEJ (10.30-10.45)	Beneficiaries of cooperation programs are invited to intervene about ongoing activities	Working document State of implementation of CEPEJ cooperation programmes CEPEJ-COOP(2026)1 (under preparation)
Coffee break (10.45-11.15)		
14. CEPEJ Activity		

Report 2025

15. CEPEJ
Cooperation with
other instances

16. Other items

- 25th
Anniversary of
the CEPEJ
(June 2026)

INFORMATION DOCUMENTS

[Abridged Report 45th Plenary meeting](#)

[Activity programme 2026-2027](#)

[Action plan 2026-2029](#)

ANNEXE II

List of participants CEPEJ MEMBERS / MEMBRES DE LA CEPEJ

ALBANIA/ALBANIE

Tedi DOBI, Deputy Minister of Justice, Ministry of Justice, TIRANA **Apologised / Excusé**

ANDORRA/ANDORRE

María Antonia 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

Farid AMIROV, Head of Department of Judicial and 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

Tomislav BORŠIĆ, Head of the Sector for European Affairs and International Cooperation

Marija Karmen BAŠIĆ, Head of the Department for Judicial Cooperation in Civil Matters with the Member States of the European Union

Ivana KODRIĆ, Head of the Department for Bilateral Cooperation

CYPRUS / CHYPRE

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

Anastasia PAPANICOLAOU, Senior Legal Officer, 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

Margit LAURI, Advisor, Ministry of Justice and Digital Affairs

FINLAND/FINLANDE

Marko LOISA, Development Department, the National Courts Administration, HELSINKI **Apologised / Excusé**

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

Sarah WEINKAUFF, Head of Unit, International Civil Procedure Law II, 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 **Apologised / Excusée**

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'KEEFE, Assistant Principal, Civil Justice Legislation, The Department of Justice, Home Affairs and Migration

Gregory DALY, Administrative Officer, 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/*LETONIE*

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

NOT CONFIRMED

LITHUANIA/*LITUANIE*

Danguolė BUBLIENĖ, President, Supreme Court of Lithuania **Apologised / Excusé**

Jolita ŠLIKIENĖ, Head of Legislative Policy Group, Ministry of Justice, VILNIUS

LUXEMBOURG

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

Teresa ANTUNES MARTINS, Premier avocat général, Parquet général du Grand-Duché de 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

REPUBLIC OF MOLDOVA / *REPUBLIQUE DE MOLDOVA*

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

Patrice FEY, Judge, Palais de Justice, MONACO
MONTENEGRO

Momir JAUKOVIC, Directorate for Judiciary, Ministry of Justice, PODGORICA

Blagoje GLEDOVIC, Senior Advisor, Ministry of Justice, PODGORICA

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

Teresia Benedicta Maria Josepha NEERVOORT, 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, 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 SILDARELLI, Criminal judge, SAN MARINO

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

SERBIA/SERBIE

Luka IVANČEVIĆ, Ministry of Justice, BELGRADE **Apologised / Excusée**

Jelena IVKOVIĆ, Judicial Sector, Department for Judicial Professions, Ministry of Justice, BELGRADE

SLOVAK REPUBLIC/RÉPUBLIQUE SLOVAQUE

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

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

SLOVENIA /SLOVENIE

Jaša VRABEC, Head of the Office for Court Management Development, Supreme Court, SLOVENIA

SPAIN/ESPAGNE

Manuel OLEMDO PALACIOS, State Secretary, Ministry of the Presidency, Justice and Relations with Parliament of Spain

Ainhua ALDAY PALACIOS, Chief of Staff to the State Secretary, Ministry of the Presidency, Justice and Relations with Parliament of Spain

Alejandro FERNÁNDEZ MUÑOZ Head of Office to the Director General for International Legal Cooperation, Ministry of the Presidency, Justice and Relations with Parliament of Spain

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

TÜRKİYE

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

UKRAINE

Oleksandra YANOVSKA, Judge, Supreme Court, KYIV

Vitalii URKEVYCH, Judge, Supreme Court, KYIV

UNITED KINGDOM/ROYAUME-UNI

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

Shona WELSH, Strategy Lead, Priority Projects & International

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

João ARSENIO DE OLIVEIRA, Deputy Director General, 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*)
Ana KRNIC KULUSIC, Scientific expert to the CEPEJ-GT-EFF

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

OBSERVERS / OBSERVATEURS

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

Susanne KRÄMER, Legal advisor at CNUE

Ombeline MOREL, Trainee, CNUE

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

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

Etienne CLAES, Co-président de l'EEEI

Priscilla PISANI, Vice President

Nathalie SILLON, Assistant

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

Jean-Jacques KUSTER, Président honoraire **Apologised / Excusé**

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

Mathieu CHARDON, 1^{er} vice-président honoraire

OECD / *OCDE*

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

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