



17 April 2026

CEPEJ-GT-QUAL(2026)5

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

Working Group on Quality of Justice (CEPEJ-GT-QUAL)

40th meeting, 13 - 14 April 2026
Copenhagen, Denmark

Hybrid meeting

MEETING REPORT

1. Introduction

1. The Working Group on the Quality of Justice (CEPEJ-GT-QUAL) of the European Commission for the Efficiency of Justice (CEPEJ) held its 40th meeting in Copenhagen, Denmark, on 13 and 14 April 2026, at the invitation of the Danish Court Administration (Domstolsstyrelsen) and Merethe ECKHARDT, its Director of Development at the Centre for Law, Training and Communication.
2. The meeting was opened by Francesco Depasquale (Malta), President of the CEPEJ. The agenda and list of participants are attached to this report as Annexes I and II respectively.
3. João ARSENIO DE OLIVEIRA (Portugal) was re-elected chair of the CEPEJ-GT-QUAL for the duration of its new mandate (2026-2027). The working group is also composed of Gilles ACCOMANDO (France), Luc ALTMAN (United Kingdom), Wim DAVID (Belgium), Stergios KOFINIS (Greece) et Marta KOŻUCHOWSKA WARYWODA (Poland).
4. The Working Group took note of the Activity Programme 2026–2027 and the Action Plan 2026–2029.

2. Interpretation in judicial proceedings

5. The Working Group examined the draft tool on interpretation in judicial proceedings (CEPEJ-GT-QUAL(2026)1), presented by Prof. Mira Kadrić (online)The Group thanked

the expert for the revised draft, which had taken into account previous comments, including those from the CEPEJ-GT-CYBERJUST.

6. The Working Group welcomed the structure of the document, in particular the inclusion of practical guidance for justice professionals on working with interpreters. It was noted that the draft was progressing in the right direction but remained slightly too detailed. CEPEJ-GT-QUAL's members suggested improving the structure by placing the guidelines at the beginning of the document, followed by shortened explanations. The focus on artificial intelligence (AI) tools should be strengthened, while maintaining the 'human' approach decided by the working group when this work was launched.
7. The document was not adopted at this stage. It was agreed that a revised version would be submitted by mid-May 2026; an online meeting would be held on 3 June 2026 to continue discussions.

3. Revision of the satisfaction surveys methodology

8. The Working Group took note of the presentation by Luc Altman on ongoing surveys in the United Kingdom. It then examined the proposals for revising the CEPEJ Handbook on satisfaction surveys, presented by Luigi Cipollini (online) (CEPEJ-GT-QUAL(2026)2).
9. The Group identified several shortcomings in the current handbook, including: insufficient practical guidance on conducting surveys; limited support on data collection, fieldwork organisation, and data analysis; weak links between survey results and concrete improvements; lack of clarity regarding technical aspects.
10. The Working Group supported the proposed two-level structure, consisting of a concise core handbook setting out key principles and a set of thematic technical modules providing practical guidance.
11. Members emphasised that courts often lacked the capacity to conduct complex surveys and require practical, user-friendly tools. The importance of digital tools (e.g. QR codes, automated feedback requests) was highlighted.
12. The Group agreed on the need to: update the handbook; develop practical guidance modules; explore the development of an IT tool to support courts in conducting surveys.

4. Charter for promoting users' trust and human-centred justice

13. The Working Group discussed the development of a Charter aimed at promoting users' trust and human-centred justice in an increasingly digitalised environment. The Group agreed that the document should be a high-level, milestone instrument based on key principles.
14. It was proposed that the Charter should include a set of core principles derived from existing CEPEJ tools and Council of Europe standards and be complemented by explanatory notes and possibly practical examples.
15. The Working Group agreed to first identify and select the most relevant principles from existing tools; organise the work in stages, starting with principles and followed by practical

guidance. It was also suggested to hold further brainstorming sessions with external contributors.

16. A small-group online meeting will be organized on 19 May 2026 to identify key principles and share the work between members of CEPEJ-GT-QUAL.

5. Environmental sustainability

17. The Working Group took note of the information provided by Merethe Eckhardt (Denmark) regarding the workshop held during the Pilot Courts meeting (March 2026).
18. The Group acknowledged the growing importance of environmental sustainability in the justice sector but noted the difficulty of identifying justice-specific aspects. It was agreed that the CEPEJ should initially focus on raising awareness within the judiciary.
19. The Working Group supported the idea of developing a compendium of good practices and possibly, at a later stage, a checklist and/or indicators.
20. The Secretariat was invited to prepare a questionnaire for member States and pilot courts. Merethe Eckhardt (Denmark) was tasked by the working group to follow this work with the Secretariat.

6. Review of the Guidelines on the role of court-appointed experts

21. The Working Group discussed the way forward regarding the revision of the Guidelines on the role of court-appointed experts in judicial proceedings of Council of Europe's Member States (12/2014), based on the proposal by the European Expertise & Expert Institute (EEEI).
22. The Group agreed that full revision was necessary, rather than a simple update. It decided to broaden the scope to cover judicial expertise more generally; focus initially on civil and administrative proceedings; address issues such as independence, efficiency, costs, and the use of AI.
23. The importance of appointing an external expert and involving various stakeholders (judges, lawyers, experts, court staff) was emphasized, as well as a close cooperation with EEEI in this process.

7. Development of indicators on the quality of justice

24. The Working Group took note of the results of the workshop held with pilot courts in cooperation with CEPEJ-GT-EVAL on the development on an indicator on the quality of justice.
25. It acknowledged both the complexity of measuring the quality of justice, considering that it is a broad concept, including accessibility, fairness of proceedings, clarity of decisions, timeliness, etc.

26. The Working Group highlighted the difficulty of translating qualitative aspects into measurable indicators and expressed differing views on the feasibility of developing a single indicator.
27. It was suggested to explore the possibility of developing indexes rather than indicators; and/or possibly narrow the scope to a user-centred perspective or to innovative practices as a starting point.
28. The Group agreed on the need to continue discussions. This point will be discussed during the joint meeting of CEPEJ-GT-QUAL's with CEPEJ-GT-EVAL's chairs.

8. Tools on mediation

29. The Working Group discussed priorities for the development of tools on mediation, based on the concept note presented by Maria OLIVEIRA (Portugal), scientific expert (CEPEJ-GT-QUAL(2026)3).
30. It agreed to focus on : 1/ restorative justice, with a view to developing new guidelines to support the implementation of CM/Rec(2018)8 concerning restorative justice in criminal matters and explore cooperation with the European Forum for Restorative Justice in this regard; 2/ strengthening tools related to family mediation, including possible training components; 3/improving data collection on mediation.
31. The Working Group highlighted the lack of reliable data and the need to cooperate with CEPEJ-GT-EVAL in this regard. This point will be discussed during the joint meeting of CEPEJ-GT-QUAL's with CEPEJ-GT-EVAL's chairs.

9. Joint work with other CEPEJ working groups: improving Work-life balance in the judiciary

32. The Working Group took note of the information provided by Stergios KOFINIS (Greece) on the ongoing joint work. It noted that the draft was currently under review and that attention was being paid to the specificities of judicial professions.

10. Any other business

33. The Working Group agreed that its next meeting would take place on 19–20 October 2026, in Strasbourg or tentatively in Paris.

Appendix 1

DRAFT AGENDA

Opening of the meeting

1.
 - a. Designation of the President of the Working group
 - b. Presentation of the members and scientific experts of the Working group
 - c. Adoption of the agenda

[ACTIVITY PROGRAMME 2026-2027](#)

[ACTION PLAN 2026-2029](#)

Interpretation in judicial proceedings

2.
 - Discussion on the draft tool on interpretation in judicial proceedings

Expert in charge: Prof. Mira Kadrić, professor for Interpreting Studies and Didactics of Translation, Centre for Translation Studies, University of Vienna (Austria)- online

WORKING DOCUMENT

Draft tool on interpretation in judicial proceedings
CEPEJ-GT-QUAL(2026)1

BACKGROUND DOCUMENT

Concept note on translation and interpretation in judicial proceedings and court files
CEPEJ-GT-QUAL(2023)7

Revision of the satisfaction surveys methodology

3.
 - Presentation of the ongoing surveys in United Kingdom
Member in charge: Luc Altman, United Kingdom
 - Discussion on the revision of the satisfaction surveys methodology
Expert in charge: Luigi Cipollini (Italy) -online
 - Discussion on the development of an IT tool for conducting satisfaction surveys.

WORKING DOCUMENT

Advanced proposals for revision of handbook satisfaction surveys
CEPEJ-GT-QUAL(2026)2

BACKGROUND DOCUMENTS

[Handbook for conducting satisfaction surveys aimed at Court users in the Council of Europe's member States](#) (12/2016)

Proposals for revision of handbook satisfaction surveys
CEPEJ-GT-QUAL(2025)11

Draft conclusions and proposed recommendations for revision of the satisfaction surveys methodology
CEPEJ-GT-QUAL(2025)4

		Analysis of the implementation of the CEPEJ manual on court user satisfaction surveys - Methodology CEPEJ-GT-QUAL(2024)6
4.	Charter for promoting users' trust and human-centered justice to ensure justice systems accessible, fair, transparent in an increasingly digitalized environment - Discussion on way forward and working method	WORKING DOCUMENT Concept note on the charter on humanisation CEPEJ-GT-QUAL(2026)4
5.	Environmental sustainability - Point of information on the workshop held during the meeting of Pilot Courts and way forward <i>Expert in charge: Merethe Eckhardt (Denmark)</i>	BACKGROUND DOCUMENT Concept note on sustainability within the courts and judicial administration CEPEJ-GT-QUAL(2023)6
6.	Review of the Guidelines on the role of court-appointed experts in judicial proceedings of the member States of the Council of Europe - Discussion on way forward and working method <i>Expert in charge: Priscilla Pisani and Jean Raymond Lemaire (online), EEEI representatives</i>	WORKING DOCUMENT Proposal for revision of the experts' guidelines by EEEI BACKGROUND DOCUMENT Guidelines on the role of court-appointed experts in judicial proceedings of Council of Europe's Member States (12/2014)
7.	Possible development of indicators and/or indexes for measuring the quality of justice - Point of information on the workshop held during the meeting of Pilot Courts and way forward <i>Expert in charge: Merethe Eckhardt (Denmark)</i>	BACKGROUND DOCUMENT Indicators on the quality of justice - discussion note prepared for CEPEJ pilot courts meeting

Tools on mediation

8. - Discussion on the tool(s) to be selected for this mandate, way forward and working method

Expert in charge: Maria Oliveira (Portugal)

WORKING DOCUMENT

Mediation – concept note
CEPEJ-GT-QUAL(2026)3

Joint work with other CEPEJ working groups on Improving Work-life balance in the judiciary

9. - Point of information

Member in charge: Stergios Kofinis (Greece)

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10. Any other business
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Appendix 2 LIST OF PARTICIPANTS

Members/Membres

Gilles ACCOMANDO, Magistrat, directeur de l'Ecole de formation du barreau de la cour d'appel de Paris, FRANCE

Luc ALTMAN, Head of Insight, Ministry of Justice, UNITED KINGDOM

Joao ARSENIO DE OLIVEIRA, Head of Department, International Affairs Department, Directorate-General for Justice Policy - Ministry of Justice, Lisbon, PORTUGAL

Wim DAVID, Juge à la Cour d'appel, Bruxelles, BELGIQUE

Stergios KOFINIS, Administrative Judge at First Instance Administrative Court of Thessaloniki, GREECE

Marta KOŻUCHOWSKA WARYWODA, Judge, Director of the Department of Human Resources, Ministry of Justice, POLAND

PRESIDENT OF THE CEPEJ / PRESIDENT DE LA CEPEJ

Francesco DEPASQUALE, The Honourable Mr Justice, Superior Courts, Valetta, MALTA

SCIENTIFIC EXPERTS / EXPERTS SCIENTIFIQUES

Maria OLIVEIRA, Lawyer and mediator, PORTUGAL

Merethe ECKHARDT, Director of Development, The Danish Court Administration, Centre for Law, Training and Communication, Copenhagen, DENMARK

Cristina LORENZO PEREZ, Advisor on Digital Transformation Affairs of Administration of Justice Ministry of Justice, Madrid, SPAIN

DEPUTY WORKING GROUP MEMBERS / MEMBRES SUPPLEANTS DU GROUPE DE TRAVAIL

Yetkin ERGÜN, Judge, Ministry of Justice, TÜRKIYE (apologized)

Audun HOGNES BERG, Department of Legal Affairs, Norwegian Courts Administration (apologized)

EXPERTS INVITED / EXPERTS INVITÉS

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Luigi CIPOLLINI, Statistician, ITALY (online)

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

Priscilla PISANI, Vice President, ITALY

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

Mathieu CHARDON, former 1st Vice President, FRANCE

EUROPEAN UNION OF RECHTSPFLEGER / UNION EUROPEENNE DES GREFFIERS DE JUSTICE ET RECHTSPFLEGER (EUR)

Jean-Jacques KUSTER, Président honoraire, FRANCE (online)

SECRETARIAT

DGI - Human Rights and Rule of Law, Division for the independence and efficiency of justice /

DGI - Droits de l'Homme et Etat de droit, Division pour l'indépendance et l'efficacité de la justice

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