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**PROJECT 3016 – DGREF\_2021\_21HR21**  
**“PROMOTION OF THE RULE OF LAW AND FUNDAMENTAL RIGHTS THROUGH HIGH-QUALITY  
ONLINE TRAININGS IN THE CROATIAN JUDICIARY”**

**OUTPUT 8**  
**FINAL PRESENTATION**

The project is co-funded by the European Union via the Technical Support Instrument, and implemented by the Council of Europe, in cooperation with the European Commission, Directorate-General for Structural Reform Support (DG REFORM).



**VLADA REPUBLIKE HRVATSKE**  
**URED ZASTUPNIKA REPUBLIKE HRVATSKE**  
**PRED EUROPSKIM SUDOM ZA LJUDSKA PRAVA**

# Structure of the Presentation

- I. PROJECT PARAMETERS
- II. PROJECT CONTEXT AND OBJECTIVES
- III. APPROACH
- IV. OUTPUTS AND ACTIVITIES
- V. DIFFICULTIES ENCOUNTERED AND MEASURES TO ADDRESS THE DIFFICULTIES
- VI. LESSONS LEARNED
- VII. KEY FINDINGS AND RECOMMENDATIONS
- VIII. CONCLUSIONS

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# I. PROJECT PARAMETERS

**START DATE**  
**15.09.2021**



**END DATE**  
**14.09.2022**

Extension of the project duration for 4 months (from 14 May 2023 to 14 September 2023)

**Budget**

555.555 €

**Funded**

EC DG REFORM, via the Technical Support Instrument

**Implemented**

Council of Europe, in cooperation with DG REFORM

**Beneficiary**

Judicial Academy Zagreb

Office of the Representative of the Republic of Croatia  
before the European Court of Human Rights

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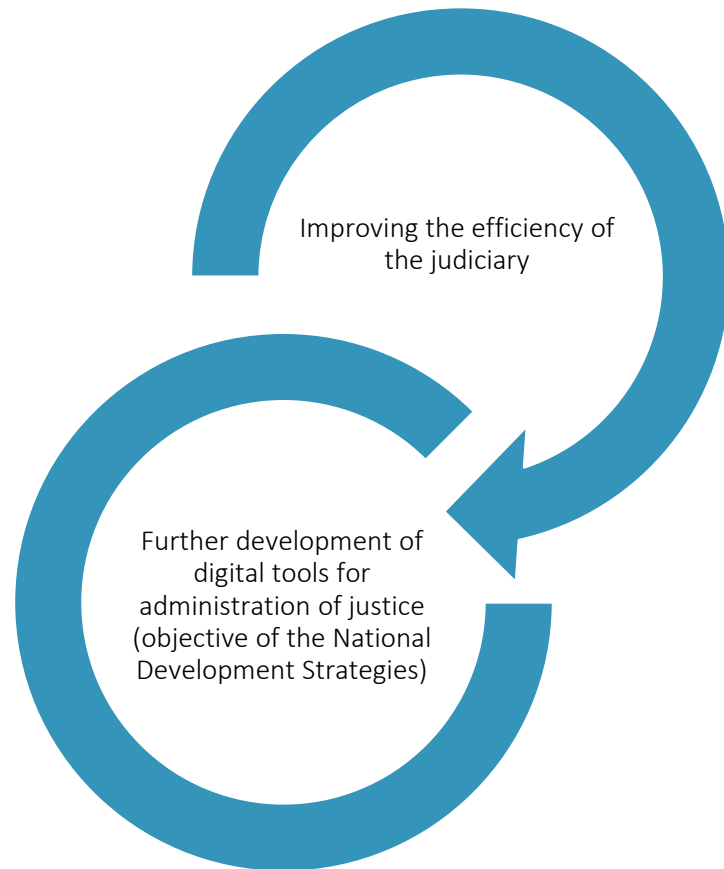


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## II. PROJECT CONTEXT AND OBJECTIVES

# Project context



## Key challenges for the Croatian judicial system:

Improving the efficiency of the judiciary is one of the key challenges that Croatian national authorities are facing.

Digital transition is a general objective of the Croatian National Development Strategy. Thus, further development of digital tools connected to the administration of justice is needed.

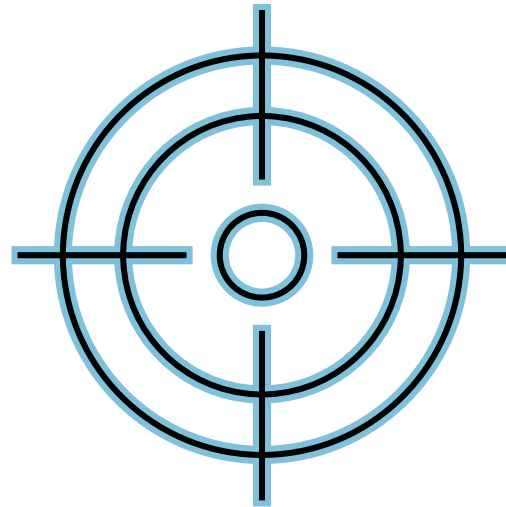
# Project context

- ❑ Digital transition is a general objective of the *Croatian National Development Strategy 2030*.
- ❑ “Professional training is aimed at increasing the competencies of all the persons employed in the judiciary having thus a positive impact on the duration and quality of judicial proceedings for the purpose of ensuring the rule of law and the trust of the public in the judiciary”. *Implementation Programme of Measures and Activities of the Ministry of Justice for the period 2021-2024*
- ❑ The issues tackled by the project are related to the EU strategic priorities for the following years.
- ❑ *Strategic Agenda for 2019-2024* and *Political Guidelines of the Commission’s President Von der Leyen* underline the importance of protecting and promoting human rights and the rule of law.
- ❑ Digitalisation - one of the main targets of the European Commission for the future with a view to achieving the digital transformation of Europe by 2030.
- ❑ The envisaged project measures are aligned with key priorities of the *European judicial training strategy*.
- ❑ The project is also aligned with the *UN 2030 Agenda for sustainable development*, Goal 16: improvement of the access to justice and the building of effective, accountable and inclusive institutions.

# Project impact and outcome

Project impact

Strengthened capacities of judiciary in Croatia for more effective and competent judicial performances of Croatia in accordance with the best European practices



Project outcome

Strengthened capacity of the Judicial Academy to design and implement online training and their general ability to meet the training needs through digital solutions



# Project objectives:

## Strengthening efficiency of justice through

Support the JA to improve the methodology, tools and expertise to design and deliver high-quality trainings

Further development of digital tools and improving JA's e-learning system

Support the Croatian judiciary in addressing backlog & lengthy proceedings through high-quality and digitalised judicial training



# Judicial training – a tool for increasing efficiency of judiciary

**Professional training brings to** increased competencies in the judiciary and consequently to decreased duration of cases and **increased quality of judicial proceedings** for the purpose of **ensuring the rule of law** and the **trust of the public in the judiciary**.

One of the aims of the project is **protecting and promoting human rights and the rule of law** as the fundamental values of the EU which are strongly **affected by the efficiency of the judicial system**.

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## III. APPROACH

# Assessments and recommendations



Training needs assessment (Output 1)

Recommendations on topics for pilot training programme & methodology



Assessment of JA existing digital tools and services (Output 2)

Recommendations on digital tools for JA



JA mandate, resources and practices (Output 3a)

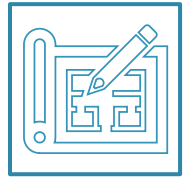
Guidelines for the improvements of the JA training methodology with more focus on e-learning



Change obstacles (interviews and survey, Output 6)

Change management strategy

# Strengthening of skills & capacity building



Capacity building on training curricula design and implementation (Output 4)



Training on digital skills (Output 4)



Training of trainers (Output 4)



Study visit (Output 7)

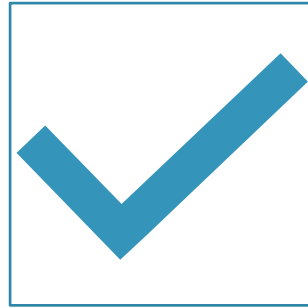


Capacity building for top officials on change management (Output 6)

# Practice & Trainings



Pilot training programme  
implementation



HELP courses adaptation



ECtHR materials  
translation

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## IV. OUTPUTS AND ACTIVITIES

# Inception report

## OUTPUT 0

### Activities

- 0.1. Kick-off meeting
- 0.2. Drafting the  
Inception report



# OUTPUT 0

## Inception report

Inception report  
(period 15/09/21 –  
15/12/21)

### Inception report findings and recommendations

Detailed information on the beneficiaries, their functions, authority is gathered

Roles and responsibilities of stakeholders established

Key elements of the action and modalities of implementation and timeline formulated

Methods for the implementation of the activities discussed with the beneficiaries and determined

# Report on the training needs assessment

## OUTPUT 1

### Activities

- 1.1. Conducting a training needs assessment
- 1.2. Presentation of the report

# OUTPUT 1

## Activity 1.1

Conducting a training needs assessment

## Training Needs Assessment (TNA)

- February-March 2022
- Methodology: survey & focus group (204 respondents)
- Recommendations on topics & methodology
- List of topics for Pilot training programme

# OUTPUT 1

## Activity 1.2

### Presentation of the Report

# TNA Recommendations

List of topics for Pilot training programme

Implementation schedule (urgent, mid, long)

Methodology: 2 or 3 trainers for EC, EU Charter and domestic law

Training on general topics with specific focus for specific groups

Include more senior judges as trainers

More discussions and group work at training

More in person trainings (after COVID19)

Keep collecting info on TN through automation; include recommendations of the CoE monitoring bodies

## Matrix with analysis of topics for trainings (prepared under TNA)

| ARTICLE 7 OF THE ECHR        |   |   |                    |                                 |   |  |        |  |
|------------------------------|---|---|--------------------|---------------------------------|---|--|--------|--|
| 1.                           | <i>Ne bis in idem</i>   | Prosecutors and judges of ordinary 1st and 2nd instance criminal courts | Criminal law       | Criminal judges                 |   |  | Urgent | Recommended to have the course on this topic in a <b>face-to-face</b> format under the project   |
| ARTICLES 2 AND 3 OF THE ECHR |   |   |                    |                                 |   |  |        |  |
| 2.                           | Procedural obligation arising from Article 2 and 3  | Prosecutors and judges of ordinary 1st and 2nd instance criminal courts |                    |                                 | ECRI: hate crime; racist and homo-/transphobic hate crime as well as ethnic profiling |  |        | A joint training course could be developed with focus on all the aspects of the standards and obligations related to investigation with a separate focus on the rights of victims and injured parties under the project, <b>face-to-face format</b>            |
| 3.                           | Rights of victims and injured parties   |   | Criminal law       |                                 | GRETA: victims of trafficking   | Procedural safeguards and <a href="#">victims rights</a> | Urgent | In <a href="#">addition</a> a <b>HELP on-line</b> course can be offered for deeper training  |
| 4.                           | Knowledge of the standards developed in the practice of the ECtHR that an <b>investigation</b> (in the autonomous conventional sense of the term, including all stages of the court proceedings, including the enforcement of sentences) <b>must satisfy in order to be effective</b> |   |                    | Criminal judges and prosecutors |   |  |        |  |
| ARTICLE 6 OF THE ECHR        |   |   |                    |                                 |   |  |        |  |
| 5.                           | Procedural safeguards arising from Article 6  | Prosecutors and judges of ordinary 1st and 2nd instance criminal courts |                    |                                 |   | Procedural safeguards and <a href="#">victims rights</a> |        | A joint training on general standards under Article 6 could be developed on general standards of Article 6 (1) could be developed under the project in a <b>face-to-face</b> format with elements dedicated to (1) independence and impartiality of courts and |
| 6.                           | Content of the right to a fair trial guaranteed by Art. 6 ECHR and Art. 47 EU Charter   |   | Criminal law       | Criminal judges and prosecutors |   |  | Urgent |  |
| 7.                           | Application of Article 6(1) of the Convention in administrative proceedings   |   | Administrative law |                                 |   |  | Urgent |  |

# Report on the training needs assessment

## OUTPUT 2

### Activities

- 2.1. Assessment on the existing digital tools and services of the JA
- 2.2. Presentation of the report

# OUTPUT 2

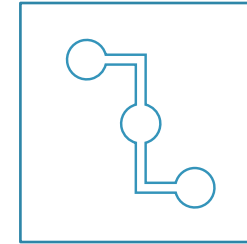
## Activity 2.1

Conducting an assessment on the existing digital tools and services of the Judicial Academy



### **General recommendations**

- Secure adequate budget
- Secure adequate admin capacity (IT staff)
- Regular upgrade of all systems of the JA



### **Other systems recommendations**

- Search engine optimisation (SEO)
- Replace office administration application to meet regulatory needs
- Consider Zoom to be replaced with meet@CDU

# OUTPUT 2

## Activity 2.1

Conducting an assessment on the existing digital tools and services of the Judicial Academy



### E-learning recommendations

- Secure system upgrade and maintenance
- Introduce and adopt Change Management strategy
- Consider e-signature implementation
- Ensure web accessibility
- Enhance tooltips
- Instructional videos
- Additional training on how to use the system
- Carry out integration with office administration application
- Consider integration with the Government Service Bus
- Certificate templates
- Optimise course enrolment



Guidelines to plan and implement improvements of the JA training methodology with more focus on e-learning

## OUTPUT 3

### Activities

- 3.1. Preparation of Guidelines to plan and implement the improvements of the Judicial Academy training methodology with more focus on e-learning
- 3.2. Presentation of the Guidelines

# OUTPUT 3

## Activity 3.1

Preparation of Guidelines to plan and implement improvements of the JA training methodology with more focus on e-learning

## Activity 3.2

Presentation of Guidelines

### Report 3a

- Mandate, tasks, resources, current working practices

### Report 3b

- Standardizing use of e-learning and digital tools in training programs

# OUTPUT 3

Activity 3.2

Presentation of the Guidelines

3a Report

# RECOMMENDATIONS

Adopt methodological training framework

Consider including e-learning experts to JA decision making process

Establish expert body for quality control

Invest in lecture rooms & equipment

Invest in digital tools to support e-learning

Strengthen HR (course designer, media creator)

ToT on use of e-learning & digital tools

Ensure training support through LMS

Promote cooperation with other e-learning institutions

Strengthen data protection, privacy & intellectual property

# OUTPUT 3

Activity 3.2

Presentation of the Guidelines

3b Report

# RECOMMENDATIONS

Systemise different training events according to the level of e-learning implementation

Consolidate methods of TNA

Formalise criteria for defining training programme by the Programme Council

Enhance procedures for selection of course designers and trainers

ToT in the use of e-learning & digital tools

Mandatory use of LMS for communication and dissemination of training materials

Standardise evaluation and reporting

Trainings delivered for the JA staff on methodology of on-line trainings development and digital skills

# OUTPUT 4

## Activities

- 4.1. Support to the establishment of a pool of trainers
- 4.2. Train-the-trainer capacity building provision
- 4.3. Capacity building on training curricula design and implementation to the relevant staff of the JA

# OUTPUT 4

## Activity 4.1

Support to the establishment of a pool of trainers

## Activity 4.2

Train-the-trainer capacity building provision

In consultation with the beneficiaries, a pool of experts, including staff of JA and OR and selected judicial experts established



27 participated in ToT for selected pool of trainers, based on the methodology proposed by the CoE (Activity 4.2)



11 participated in capacity building (Activity 4.3)



20 acted as trainers (Output 5)

# OUTPUT 4

## Activity 4. 3

Capacity building on training curricula design and implementation to the relevant staff of the JA, including training on general digital skills



Capacity building and per-exchange visit to Spanish Judicial School, Madrid, April 2023



Capacity building for JA on technical design of on-line courses (SCORM package), online, 13 July 2022



Meetings with CoE and European Court on Human Rights (ECtHR) representatives in charge of training; exchange on best practices on the training available at the ECHR, July 2022



Tutorial video on search tools on the recommendations about training needs in the area of human rights and the rule of law

Pilot trainings in the area of the rule of law and fundamental rights developed and implemented jointly with the Judicial Academy and the Office of the Representative of the Republic of Croatia before the European Court of Human Rights

# OUTPUT 5

## Activities

Activity 5.1 Development of trainings

Activity 5.2 Trainings delivery



# OUTPUT 5

## Activity 5.1

### Development of trainings



#### Topics

- Based on the TNA, including survey & Focus group (Output 1) and recommendations of CoE Execution department)
- 11 topics
- HELP & EJTN as basis for methodology
- Trainings aligned with European judicial training strategy and build on other relevant EC documents in this area



#### Trainers

- 2-3 per training
- Covering European Convention, EU Charter and domestic law
- Trained (methodological and technical skills) to design and implement trainings for legal professionals – ToT & capacity building under Output 4

# OUTPUT 5

## Activity 5.2

### Trainings delivery

#### Pilot training programme

- October 2022 to July 2023
- 14 trainings
- 11 topics
- Training format: 7 online, and 7 in person
- 320 participants (judges, prosecutors, judicial advisors)
- 20 trainers

#### Topics

- Resolving conflicts btw the right to freedom of expression (Art 10 ECHR) and the right to private life (Art 8 ECHR)
- Rights of victims and injured parties (Art 6 ECHR)
- Ne bis in idem (Art 4 of Protocol 7 to ECHR)
- Application of standards of independence and impartiality of courts and judges (Art 6 ECHR)
- Content of the right to a fair trial (Art 6 ECHR + Art 47 EU Charter)
- Application of the principle of proportionality in Art 1 of Protocol 1 to ECHR cases
- Application of Art 6 ECHR in administrative proceedings
- Procedural obligation arising from Art 2 and 3 ECHR + Rights of victims and injured parties
- Family law – Protection of children in the case-law of national courts of the Republic of Croatia and the ECHR (Art 8 ECHR)
- Fight against hate crime – Case law of national courts of the Republic of Croatia and the ECHR
- Fight against domestic violence

# OUTPUT 6

Change management strategy with recommendations for judiciary trainings with the application of digital solutions

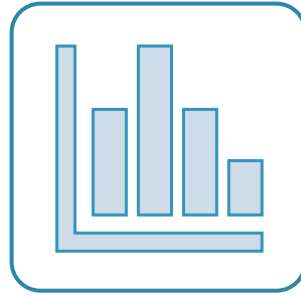
## Activities

- 6.1. Preparation of the change management strategy
- 6.2. Presentation of the Strategy
- 6.3 Capacity building for top officials

# OUTPUT 6

## Activity 6.1.

### Preparation of the change management strategy



Based on information collected:

- Interviews (14 judges, prosecutors)
- Survey (15 JA staff)



Includes:

- Proposed Plan
- Draft Strategic Map
- Recommendations



Identified challenges in:

- Communication
- Team
- Process Organisation
- Quality steering

# OUTPUT 6

## Activity 6.2

### Presentation of the Strategy

# RECOMMENDATIONS

Forster communication with the MoJA to ensure a strong partnership and alignment of objectives

Increase staff (especially IT)

Enhance the proactivity of the IT department, which currently lacks self-initiative due to limitations in staff.

Foster teamwork and individual development

Address the issue of siloed work and miscommunication between departments and individuals through a workshop that focuses on communication and leadership

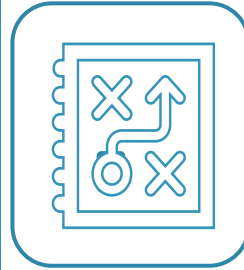
Raise awareness and promote the JA amongst stakeholders

Use Moodle to simplify and digitalise organisation

# OUTPUT 6

Activity 6.3.

Capacity building for top officials



## CM Workshop on **CM strategy and implementation**

- 19 July 2023
- Target group: JA top officials and selected employees



## CM Workshop on **Effective communication & Digital Leadership**

- 6-8 September 2023
- Target group: JA and OR top officials and selected employees

# Report on the study visit

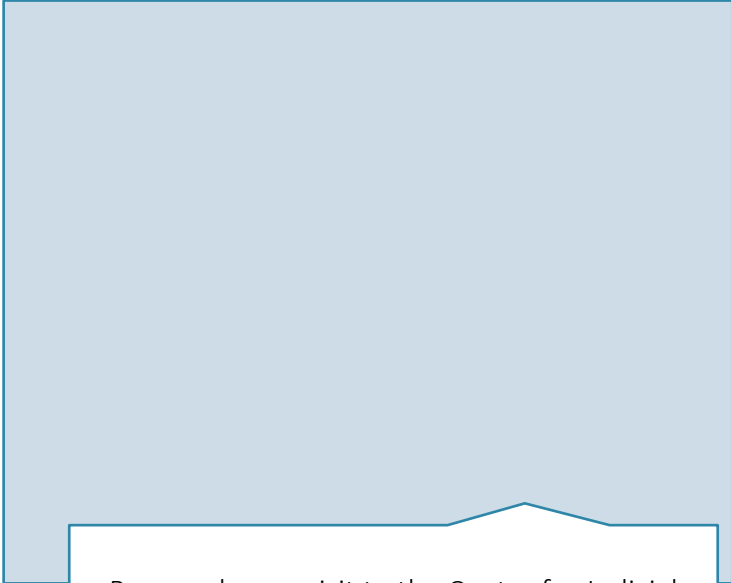
## OUTPUT 7

### Activities


- 7.1. Organisation of the study visit
- 7.2. Draft report from the study visit

# OUTPUT 7

## Activity 7.1. Organisation of study visit



Peer-exchange visit to the Center for Judicial Studies (CEJ) Lisbon, Portugal, 5 – 8 October 2022, 12 participants JA and OR



The Center for Judicial Studies (CEJ), Lisbon, Portugal provides initial and continuous training for judges and prosecutors and apply advanced digital tools and training methodologies for e-learning



# OUTPUT 7

## Activity 7.2

Draft report from the study visit

# KEY TAKEAWAYS

Installing an autonomous Moodle platform for trainings is highly recommended

The JA should strengthen its IT department with staff to address the needs of digital training

IT tools, video and e-books production support digitalisation of training

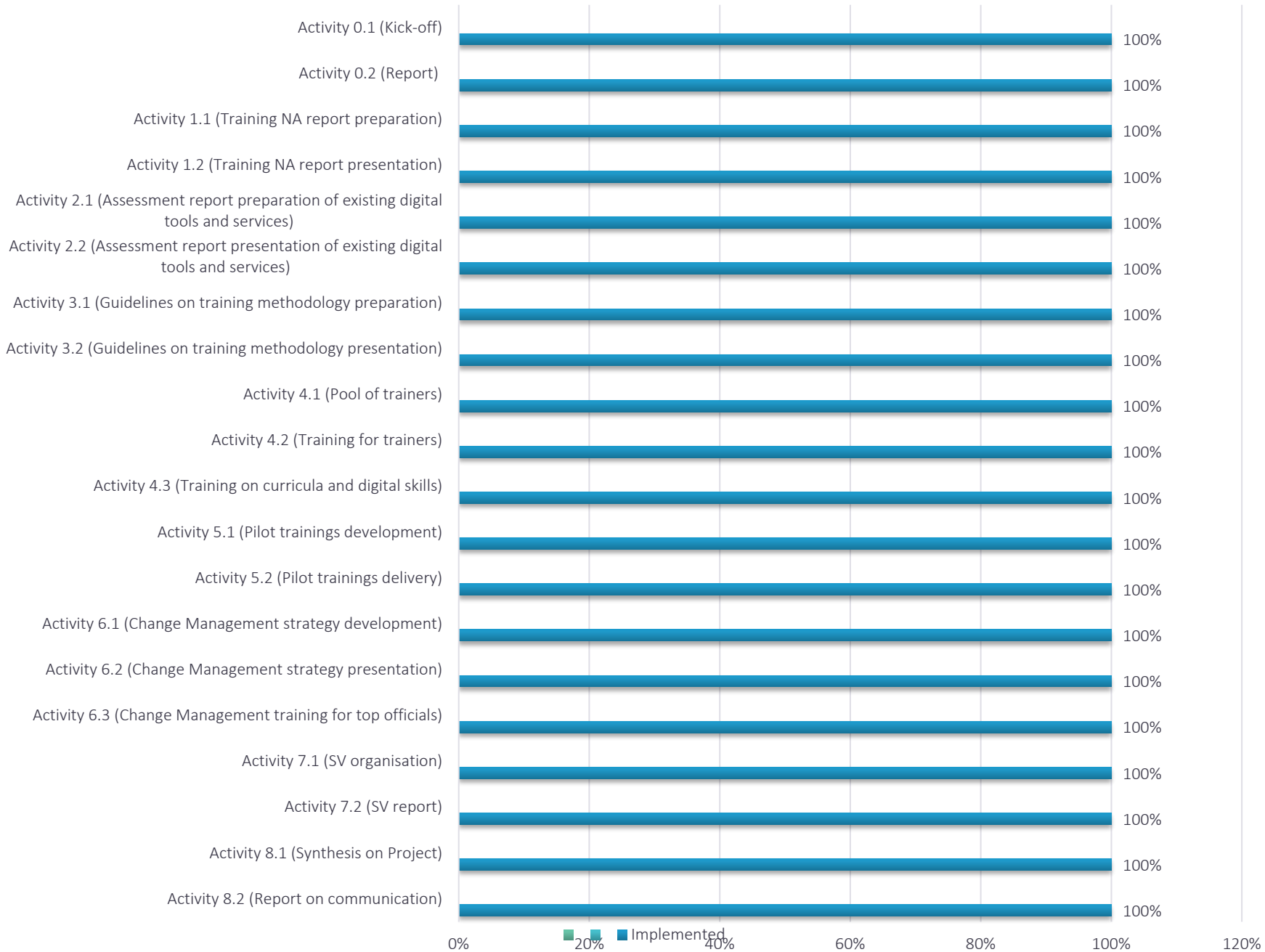
Consider at least two HELP courses per year on the new JA Moodle platform

# Communication materials on the project

## OUTPUT 8

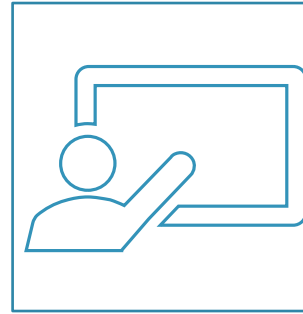
### Activities

- 8.1. Synthesis of the full project into a comprehensive presentation and a factsheet
- 8.2. Report on communication



# ACTIVITIES IMPLEMENTATION RATE

# ADDITIONAL ACTIVITIES



## 3 trainings

On digital skills

Training of trainers

Capacity building on curricula  
design

Participation in HELP  
Conferences



Adapted 5 HELP  
courses and  
translated in Croatian

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# V. DIFFICULTIES ENCOUNTERED AND MEASURES TO ADDRESS THE DIFFICULTIES

# Difficulties

|   |   |   |
|---|---|---|
|    | <b>Poor Internet connection for online training</b>   | Internet connection in some courts was poor, which affects an effective participation of judges in some trainings   |
|    | <b>Lack of available premises for training at JA</b>  | JA did not always have premises that can be used for the trainings organised under the project  |
|    | <b>Delayed integration of Moodle upgrade</b>          | Such delays caused the need to postpone some activities (under Outputs 2, 4 and 5) and extend the project   |
|    | <b>Lack of time for Change Management training</b>    | Change management strategy was prepared and delivered at the last months of the implementation, which allowed to organise only limited number of training |
|  | <b>Limitations for equal remuneration of trainers</b> | Due to special rules of the donor a part of trainers (who work for the institution that is one of the project's beneficiary) could not be remunerated     |
|  | <b>Strike of judges</b>                               | One of the trainings was postponed at the last minute due to the strike as the number of the participants could not be confirmed                          |

# Measures to address the difficulties

|   |  |
|---|--|
| <b>Poor Internet connection for online training</b>   | High level consultations were held with the Ministry of Justice and Administration (MoJA) in order to underline the importance of necessity of the sustainable internet connection for digital judicial trainings. |
| <b>Lack of available premises for training at JA</b>  | The project rented conference rooms in hotels  |
| <b>Delayed integration of Moodle upgrade</b>          | Project extension was agreed   |
| <b>Lack of time for Change Management training</b>    | Foresee additional change management training beyond the project   |
| <b>Limitations for equal remuneration of trainers</b> | Discussed with the donor, to be kept in mind for the future projects   |
| <b>Strike of judges</b>                               | 8th Pilot training was rescheduled from 8 May to 7 July 2023   |

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## VI. LESSONS LEARNED



# Office of the Representative before the ECtHR is a valuable partner



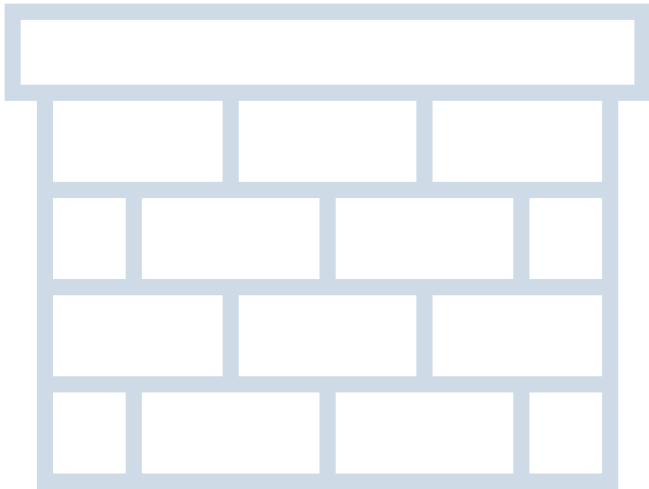
Office of the Representative before the ECtHR has valuable resources for effective training on human rights and the rule of law

Its representatives shall be actively involved in the design and delivery of trainings

The materials produced by the Office shall be disseminated to legal practitioners

Inclusion of the Representative in the Programming Board of the JA shall be considered

# Office of the Representative before the ECtHR could be strengthened



Support the digitalisation of the Office (web page, documents sharing system, case management system etc.)

Support in development of necessary policies and framework for effective co-ordination with other authorities and accompany the initiated reforms, sharing information on the required improvement in respect and protection of human rights

Strengthening the capacity of the staff of the office through training and exchange of experience

# Judicial Academy shall strengthen external communication



Importance of strengthening horizontal communication with the MoJA and regularly communicate the needs of the JA

Importance of strengthening PR and visibility activities

Importance of ensuring continuous networking and peer-to-peer exchanges on the best practices on the use of digital learning with other member states

# Judicial Academy needs more resources and practical steps for internal strengthening



Importance of strengthening of the beneficiary IT team with additional staff, including with expertise in online learning

Importance of in-person communication and coordination of activities among departments of the JA

Importance of change management uptake and application at all levels

Importance of exchange, peer communication and experience sharing

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# VII. KEY FINDINGS AND RECOMMENDATIONS

# Key Project Takeaways



Sustainable training programme on human rights and the rule of law developed (11 topics)

Pool of tutors created and trainers trained (methodological and technical skills for online training)

Recommendations on digital tools & services provided

Recommendations on training methodology with focus on e-learning provided

Recommendations on change management provided

TNA  
Recommendations

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List of topics for Pilot training programme

---

Implementation schedule (urgent, mid, long)

---

Methodology: 2 or 3 trainers for EC, EU Charter and domestic law

---

Training on general topics with specific focus for specific groups

---

Include more senior judges as trainers

---

More discussions and group work at training

---

More in person trainings (after COVID19) with materials available at JA platform (for sustainability and self-learning)

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Keep collecting info on TN through automation; include recommendations of the CoE monitoring bodies and the Rule of Law Report

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General digital  
tools  
recommendations

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Secure adequate budget

---

Secure adequate admin capacity (IT  
staff)

---

Regular upgrade of all systems of the  
JA

---

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Other IT systems  
recommendations

Search engine optimisation (SEO)

---

Replace office administration  
application to meet regulatory needs

---

Consider Zoom to be replaced with  
meet@CDU

---



E-learning  
recommendations

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Secure system upgrade and maintenance

---

Introduce and adopt Change Management strategy

---

Consider e-signature implementation

---

Ensure web accessibility

---

Enhance tooltips

---

Instructional videos

---

Additional training on how to use the system

---

Carry out integration with office administration application

---

Consider integration with the Government Service Bus

---

Certificate templates

---

Optimise course enrolment

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Methodology of training & e-learning recommendations

Adopt methodological training framework

Include e-learning experts to JA decision making process

Establish expert body for quality control

Invest in lecture rooms & equipment

Invest in digital tools to support e-learning

Strengthen HR (course designer, media creator)

ToT on use of e-learning & digital tools

Ensure training support through LMS

Promote cooperation with other e-learning institutions

Strengthen data protection, privacy & intellectual property

Methodology  
of training &  
e-learning  
recommendat  
ions

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Systemise different training events according to  
the level of e-learning implementation

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Consolidate methods of TNA

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Formalise criteria for defining training  
programme by the Programme Council

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Enhance procedures for selection of course  
designers and trainers

---

ToT in the use of e-learning & digital tools

---

Mandatory use of LMS for communciation and  
dissemination of training materials

---

Standardise evaluation and reporting

---

Change management with recommendations for judiciary trainings with the application of digital solutions

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Forster communication with the MoJA to ensure a strong partnership and alignment of objectives

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Increase staff (especially IT) and enhance the proactivity of IT department

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Use Moodle to simplify and digitalise organisation

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Raise awareness and promote the JA amongst stakeholders

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Foster teamwork and individual development

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Continue change management trainings

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# IX. CONCLUSIONS

# RESULTS



Reinforced JA's training methodology with more focus on e-learning



Improved JA's capacity to deliver high-quality training



Improved capacity on use of digital tools



Increased capacity on the rule of law and fundamental rights

# Achievement in figures

7 reports (3 with recommendations)

59 trainers trained

14 Pilot training delivered (20 trainers, 320 participants)

2 Capacity building trainings (41 participant)

2 Change management trainings (36 participants)

2 study visits (23 participants)

5 HELP courses (translated and uploaded to JA's Moodle)

7 Guides and factsheets on ECtHR's case law in Croatian

2 HELP annual conferences participation

Tutorial video (to help assessment of training needs)

# Further steps for sustainable digitalisation

It remains a strategic goal of the JA and the MoJA to provide sustainable ground for further digitalisation of the judicial training



Further steps for the sustainability of the project:

- ✓ Start using Moodle platform for administration of training (enrolments, notifications, feed-backs)
- ✓ Strengthen the JA team (especially IT)
- ✓ Ensure stable internet connection during online training
- ✓ Continue training of JA staff and trainers
- ✓ Communicate / promote the JA activities and role
- ✓ Analyse, discuss, prioritise and implement recommendations



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**“PROMOTION OF THE RULE OF LAW AND FUNDAMENTAL RIGHTS THROUGH HIGH-QUALITY  
ONLINE TRAININGS IN THE CROATIAN JUDICIARY”**

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