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The importance and role of judicial training institutions - Judicial Academy of the Republic of Croatia

Judicial training as one of the conditions for the protection of human rights and freedoms of all citizens.

Life-long professional training is an essential prerequisite for carrying out any activity insofar as we want to carry it out properly, successfully, efficiently, in accordance with the latest scientific achievements and continual changes in the globalised world. It encompasses increasing specialisation, however also the broadening of education and knowledge, having in mind what is happening in other areas of science, politics and even art. Maybe the time of specialisation and being closed off into narrow frameworks, in which we operate well and about which we know a lot, has been replaced by a time where this specialised knowledge must be integrated and interconnected with other wider, sometimes at first glance unrelated knowledge, so that its implementation may be optimal. Maybe it could be concluded that the era of the "Renaissance" man of broader interests, universal knowledge and quest for understanding is returning once more.

The judiciary is an exceptionally important area in the lives of all citizens, the final tool for protection of human rights and fundamental freedoms, defence of their dignity, so - aside from being independent, objective and professional - it must be humane and just. Also it has to be seen in the public that it executes justice without exception, that it is equally accessible to and equal for all, and that it is - contrary to the prevailing perception in the Republic of Croatia today - a protective instrument in the service of every human being and its rights, rather than a tool in the hands of the state. It must exist and work for and to the benefit of citizen in such a manner that public awareness of this is without any doubt.

In this regards I believe that the implementation of justice is actually the strongest motivation and fundamental task of all of us, and specially of the judiciary in all contemporary democratic states.

Learning and knowledge are not only important because laws which apply thereto are increasingly frequently changing (because the world is becoming a small place), but rather

also because they give a judge and state attorney the security and independence necessary to carry out their jobs in accordance with the prerequisites of a rule of law, justice and maximum protection of human rights of every citizen equally, therefore the realisation of justice - which are the main tasks and objectives of the judiciary in every democratic state.

Through the need for life-long learning, whose importance is evident not only for scientists but rather for everyone working in today's continuing changing world, full of challenges and civilisational upheavals, European institutions dealing with judicial continuous training have developed over the last few decades. In Western states they emerged gradually as an expression of the needs of judiciary, society and citizens, they adapted slowly and systematically with social changes and demands. On the contrary, in new EU member states and in South-eastern European countries (including Croatia), they were established as the fulfilment of the benchmark in the EU negotiations, so, maybe paradoxically these institutions were often experienced by those for whom they actually came into existence, judges and state attorneys, as imposed and unnecessary. Despite this, we should be aware of the need to continue to adapt to circumstances, but at the same time to build upon, advance, develop the institution and fulfill the needs of the judiciary and citizens as the end users for whom we at the Judicial Academy, but also every member of the judiciary, should serve and work¹.

National institutions for professional training in "old" and "new" democracies

Upon reviewing the structure, competency, organisation and role of institutions for judicial training in Europe (not only in the EU, but also in member states of the Council of Europe), one could - by the principle of the lowest common denominator - make a large number of groups connected by a some of similar or same characteristics. Actually, each legal system formed its best suited institutions.

If we analyse them individually, we can conclude that each of them have elements which would be applicable and practical, but also those which could not be logically incorporated into the methodology and functioning of the Judicial Academy of the Republic of Croatia.

¹ From research of the Judicial Academy (Kingdom of Spain, Kingdom of the Netherlands, Kingdom of Belgium, Federal Republic of Germany, Republic of France, Czech Republic, Republic of Portugal, Republic of Hungary, Republic of Macedonia, Republic of Poland, Republic Slovenia), September 2011.

However, it is possible and most logical to divide them into centres in old and new democracy states, where the latter are often more dynamic, adaptable, quickly developing but under much more difficult and demanding conditions.

In western democracies, judicial training institutions were established after longer period of public discussion and they were the result of it, developed and improved gradually, adapting to the legal system and legal culture of the particular country, the needs of the judiciary, but also supported by the citizens. They went through gradual and mindful reforms based on pilot projects (for example, a large number of institutions - France, Sweden, Netherlands - are now going through changes and introducing programmes and institutes which we are already more or less successfully implementing). Therefore in these countries the training institutions are accepted and supported by all participants in the process, especially by its beneficiaries, that is, target groups (judges and/or state attorneys), who are exponents and proponents of reforms and the cooperation with the institutions for education is an honour and an acknowledgement of their expertise and status. This status and reputation of institutions to achieve better results with less energy and time.

In "new" democracies, judicial training institutions have been established as the fulfilment of recommendations of EU and as part of the reforms of judiciary, professionalization, objectivity and efficiency of their judicial systems. Here the higher level judicial officials see institution mostly as politically imposed administrative body and usually do not support or even hinder their autonomous development, independence and advancement. They tend to believe that this type of life-long learning is either unnecessary or that they are capable of organising it for themselves. Institutions for judicial education also often threaten some interests contrary to the independence and professionalism of the judiciary or the lack of transparency in the nomination of judges process. However, at least they often have the financial, political and other support of the EU institutions.

New EU documents clearly indicate the direction in which judicial training institutions should develop, but also the importance given by the European Union to these institutions, their independence and activities².

Judicial Academy in the Republic of Croatia

² Ivana Goranić: Professional training of judges as one of the prerequisites for independence and impartiality of judicial authorities, Novi Informator Number 5935 and 5936, January 2011

Judicial Academy in the Republic of Croatia was founded in 2003 as directorate of the Ministry of Justice, while from 1 January 2010, with the Judicial Academy Act, it became an independent public institution³. It belongs to the above mentioned category of institutions founded through EU projects, and has developed despite the great challenges and demanding tasks, while its full organisational development represent one of the fundamental tasks of all of us employees. The direct, visible and strong support of all segments of society, law faculties, politics and the judiciary are still required for this. Institution is only two years old, reforms and changes are difficult, while the judiciary, conservative in its core, attempt to return to familiar ground, and does not easily accept fast changes, often any changes at all. Therefore the task of institution is demanding but sensitive. Target groups should accept this form of continuous training, support it and understand that life long learning is essential for the professional and independent judicial official. Administrative bodies (Managing Board and Programme Council) of the Judicial Academy are comprised of the highest ranking judicial officials in the Republic of Croatia. However the intention of the legislator to support the newly established institution by the authority and reputation of these judicial officials, expecting their support to the development of it, its strengthening and the improvement in the quality of its programmes, has not always been realised.

However, all activities must be conducted through continually developed and mutual communication and confidence of target groups, but also judges' associations, law faculties, attorneys, lawyers in commerce and other partners and users. Institutions for education exist to respond to the needs of the judiciary, not only enable better quality functioning and independence, but also to ensure that the perception of the public regarding the work of the judiciary and its independence and serving the interests of all citizens become better and different. They need to be a link between the judiciary and sciences, that is law faculties, which should enable continual exchange and communication towards judges and state attorneys, State Judicial Council and State Attorney Council, but also towards faculties and their method of work.

³ Judicial Academy Act (Official Gazette, number 153/09, 127/10), Statute of the Judicial Academy (adopted 24 March 2010)
Act on trainees in judicial bodies and Bar examination (Official Gazette, number 84/08, 75/09)

I believe also that these are the institutions that in the future should have a specific role in the evaluation of the work of judicial officials, and in this way contribute to the objectivity, transparency and measurability of criterias for their appointment and later advancement. Of course it is to be expected that this role of the Judicial Academy will meet with obstacles, therefore it must be approached gradually, with the support of young judicial officials who, along with citizens, have the greatest interest in the objectivity and predictability of career advancement of judges or state attorneys, which is one of the guarantees of a quality of judiciary. Paradoxically, in the independent development of these educational institutions in "new" democracies, more often than not, they receive more support from the ministries of justice than the highest level judicial officials. This is maybe contributed to by the importance that the EU places on education in the judiciary and the strengthening of national institutions.

It is encouraging that the Programme of the Government of the Republic of Croatia for the mandate 2011 - 2015 in the chapter dealing with the judiciary, lists objectives which directly refer to the Judicial Academy: "9. Strengthen the authority and role of the Judicial Academy, and additionally ensure objective and transparent criteria for nomination of judges; 10. Train quality judicial officials through a unique training system throughout the entire period of their professional career. Begin with selection already during studies, and then through the Judicial Academy." However, in the programme the achievement of a large number of listed objectives in this chapter are linked with the work of the Judicial Academy (for example "Undertake measures for the purpose of strengthening the authority of judges - both through amendments in process laws and through additional education...").⁴ Judicial Academy is impatiently waiting for the realisation of these goals.

The importance of the education of judicial officials as part of the EU strategy and the participation of the Judicial Academy in projects and cooperation with EU bodies and related institutions in Member States

Numerous international documents deal with the matter of professional training as an essential prerequisite and guarantee of the independence and impartiality of judicial authorities. Along with the UN and its councils⁵, this area has also be dealt with by the

⁴ www.vlada.hr

⁵ ECOSOC 2006/23, UN General Assembly (A/HRC/14/26), Universal Charter of the Judge (Central Council of the International Association of Judges, 1999) etc.

Council of Europe (particularly the Venice Commission and Council of Ministers)⁶, however we shall only list some of the recent documents of the European Union, which have in the last few years placed the judicial training in the focus of its interest, and set it as one of the important tasks in the realisation of its objectives and strategies for development to 2020.

The official identification of insufficient knowledge of judges and prosecutors in EU law was clearly expressed for the first time in the Resolution on the role of the national judge in the European judicial system which was adopted on 9 July 2008 by the European Parliament⁷, and emphasises that the *acquis communautaire* is perceived as complicated and inaccessible to national judges, and points out the need to secure that EU *acquis* is made understandable and implemented by national judges. It is considered that the national judge is the basis of the EU judicial system, and that he should be more actively included and encouraged to apply the *acquis*. On the basis of the Treaty of Lisbon⁸, Articles 81 and 82, the Stockholm Programme and Action plan⁹ which highlights the need that 50 % of judicial officials should by 2020 participate in training activities in the area of EU laws organised by national intuitions, which will be supported by institutions dealing with education in the EU area (ERA, EIPA, EJTN, VE, etc.). The Treaty of Lisbon gives the EU competency in "supporting the training of judicial officials and clerks." The European 2020 strategy¹⁰ calls for effective investment into training activities and a coherent legal context at a European level. In the letter of the European Commission to the Head Secretary of the EJTN (European network of institutions for professional training of judicial officials) states that "the EU must invest effort to support and financially assists national institutions, but at the same time established its mechanism which would supplement the work and efforts of national institutions. It is necessary to intensify learning about EU law even in initial, as well as activities in life long learning."¹¹ Therefore support is given for the strengthening and influence of national judicial training institutions, who are considered the proponents of the activities. However the support of the EU is also contain the establishment of complementary mechanisms to support of national institutions. In doing so, great attention will be given to the preservation

⁶ Study No. 494/2008, CDL-AD (2010)004, Strasbourg, 16.3.2010. Recommendation of the Council of Ministers of the Council of Europe CM/REc(2010)12, Magna Carta of Judges, (17.11.2010) etc.

⁷ C50/00 P UPA (2002) ECRI-6677

⁸ Treaty of Lisbon of the European Union (2007), Split, 2009, pg. 96 and 97

⁹ Council of Europe, 2.12.2009., 17024/09, The Stockholm Programme – An open and secure Europe serving and protecting the citizens, annex - Action plan

¹⁰ COM(2010) 2020 final

¹¹ JUST.B2/ECM-AL dated 28.01.2010

and strengthening of the ethics and independence of judges, in which great emphasis is also placed on the importance of national institutions for education. This promotes international cooperation and exchange, and strengthening of mechanisms within the established structure/network of cooperation of institutions¹². Very important Document, recalled in many EU documents to follow is Resolution of the European Parliament on the role of the national judge in the European judicial system.¹³

In the European network of judicial training institutions (EJTN – EU and Lisbon network – CoE) representatives of the Judicial Academy play an active role. From inclusion in the working bodies of the institutions at a European level, to promoting and lobbying which resulted in enabling access to activities of EU Members States, which was otherwise only open to institutions and the judiciary of Members states.¹⁴

Projects in which the Judicial Academy participates

Although Croatia is still not EU member State in all EU projects in the field of judicial training, by signing the Memorandum on understanding about participation of the Republic of Croatia in EU programmes in the area of criminal law¹⁵ and the same Memorandum in the area of civil law¹⁶ (December 2011), the Republic of Croatia and Judicial Academy has the right to participate in a certain number of projects which are already being conducted in Members States. The Judicial Academy is already receiving offers for seminars and activities which are being organised and held in Member States in 2012, and which refer to EU law and are open to Judicial Academy and judges and state attorneys from the Republic of Croatia. At the same time, the Judicial Academy plans to organise at least one activity this year that will be open for EU member state participants and judges and prosecutors from the region. This year in May Judicial Academy plans to organise its second International conference “Judicial training centres – step forward” which shall gather together in Zagreb representatives of national institutions from EU member states, but also institutions from the region and Eastern Europe. We expect participation of the representatives from institutions like the Academy for European Law, the European Judicial Training Network, the Council of Europe, the

¹² In this very specific Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the Regions "Building trust in EU-wide Justice – A new dimension to European Judicial Training", COM(2011) 551 final

¹³ (2009/C 294 E/06)

¹⁴ Memorandums on understanding

¹⁵ Decision No 2007/126/JHA

¹⁶ Decision No 1149/2007/EC

European Institute for Public Administration, German foundation for international legal cooperation and others.

From the very founding of the Judicial Academy, the EU through its projects has shown confidence and supported its development and the broadening of its activities and status. For example this year, all the remaining funds from the IPA 2008 projects, according to a decision of the Head of the EU Delegation in the Republic of Croatia upon consultations with the European Commission, were directed towards the strengthening of the programme of the State School within the Judicial Academy, even though, already in April 2012, the implementation of the Twinning project worth 1,050,000.00 euro dedicated to the strengthening and improvement of programmes for advisors and programmes of the State School is set to commence. Therefore the establishment but also the continual support and assistance to the Judicial Academy may be attributed to the strategy and support of the EU and its recognition of this institution as one that was seen as very important for closing Chapter 23 in negotiations of the Republic of Croatia with the EU, but also as an exceptionally important element in the further implementation of reforms started in the judiciary in the Republic of Croatia.¹⁷ Judicial Academy in Zagreb is also selected as pilot center for combating cyber crime in the CoE and EU project for the Balkans.

It should be kept in mind, and even we who work in it often forget, that the Judicial Academy has been independent for barely two years and that it, despite all the new activities and great number of tasks it has conducted in this time period, also at the same time developed and continues to develop a structure which enables it better functioning and work. Actually it is developing into a sustainable institution for which it does not always have the sufficient support nor the understanding of its managing body.

Projects set to begin with implementation in 2012, and in which the Judicial Academy is the beneficiary, are IPA 2009 "Professional training of advisors and candidates for judges and state attorneys with the aim of establishing a self-sustainable teaching system", IPA TAIB 2008 "Strengthening of the work of the State School for judicial officials through the advancement of its programmes of professional training and work/business processes" and MATRA FLEX "Support to the Judicial Academy in the development of programmes in laws of the European Union and project in cooperation with UK and Association of judges

¹⁷ EU projects for the Judicial Academy

"Strengthening of courts in relation to the media". In eleven other EU projects which shall be conducted during this year, the Judicial Academy is a participant.

The purpose of the projects in which it has participated to date, and two with the EU shall commence implementation in 2012, do not have as an objective only those activities and results which are noted in the agreement and pertaining documentation which ensues in the procedure, which to us who are not participating in this procedure often seem in a technical sense detailed, prolonged and bureaucratic. Rather their objective is to assist in finding and realising those solutions which will help the judiciary to continue developing in the right direction, and also that the Judicial Academy, despite obstacles it faces sometimes, becomes a self-sustainable institution. In this sense, to date, we have experience with partners for various EU states, whose experts have an understanding and desire to become acquainted with our system, and in cooperation with us will find the best solutions which fit in it, will strengthen it and further build upon it. Therefore, the implementation of projects is primarily joint, intensive work, dialogue and exchange of good practices and experiences, from which solutions in a given area, that are best suited to our needs and which are sustainable, are identified.

The Judicial Academy also participated in university projects as a partner to law faculties (this year in a project with the Faculty of Law in Zagreb about criminal justice aspects of the European Convention for the protection of human rights and fundamental freedoms), and the Centre for Excellence Jean Monet (Faculty of Law in Zagreb and Rijeka).

Programmes of the Judicial Academy

The programmes of the Judicial Academy are comprised of two initial/beginning ones and a life-long one

- initial professional training of trainees in judicial bodies - preparation for the Bar exam (Act on Trainees in Judicial bodies and Bar examination)
- initial professional training of candidates for judicial officials (organisational unit of the Judicial Academy - State School for judicial officials - Judicial Academy Act)
- continuing professional training of judicial officials and advisors in judicial bodies.

In 2011, in life-long professional training, the Judicial Academy participated with 4921 attendees through 237 activities. It should be emphasised that the activities for the most part were of the workshop type, interactive for about 25 attendees, and trainers are almost always judges and state attorneys. Along with this, 300 one-day workshops in 5 regional

centres of the Judicial Academy for 81 trainees in judicial bodies were organised, and also twenty day workshops for 55 candidates for judges and state attorneys divided into three groups in the State School.¹⁸

International cooperation

The Judicial Academy is a member of the Academy for European Law (ERA) in Trier, and its representative participates in meetings of its Managing board and Programme council. The Judicial Academy has a very intensive cooperation with the EIPA, and is part of the Lisbon network and a member of its Steering committee (network of centres for professional training of judicial officials of the Council of Europe), as well as an observer in the EJTN (in which the members are only related institutions of EU Member States but also the Republic of Croatia owing to the already mentioned memorandums through which it acquired full rights to opportunities to participate in programmes). Along with a large number of projects in which the Judicial Academy is a beneficiary or participant, and the recently signed Memorandums on understanding which will enable the participation of Croatian judicial officials in numerous projects and activities in institutions for education of EU Member States, the Judicial Academy regularly participated in joint activities with related European institutions. Along with all of this, we are well aware of the importance of cooperation in the region, central European, but also in the South-eastern European region. Therefore we afford special attention to the implementation of agreements signed with these states, such as: Partnership Protocol concluded on 21 June 2011 in Budapest (the signatories are the academies/institutions for professional training of judicial officials from the Republic of Croatia, the Czech Republic, the Republic of Hungary, the Republic of Poland and the Slovak Republic), International treaty concluded on 7 April 2011 in Zagreb (the signatories were academies/institutions for the professional training of judicial officials from the Republic of Croatia, the Republic of Hungary, the Republic of Poland, Slovak Republic, Republic of Slovenia, Bosnia and Herzegovina, Republic of Montenegro, Republic of Macedonia and the Republic of Kosovo), Memorandum on mutual cooperation concluded on 22 November 2011 in Skopje (the signatories were academies/institutions for the professional training of judicial officials from the Republic of Croatia, the Republic of Macedonia, the Federal Republic of Germany, Bosnia and Herzegovina, the Republic of Montenegro, the Republic of Serbia, the

¹⁸ Annual report on the activities of the Judicial Academy – 2011.

Republic of Bulgaria, the Republic of Kosovo, the Republic of Albania and the Republic of Turkey).¹⁹

The Judicial Academy is also the pilot centre for education on combating cybercrime, but also the centre for the publication of documents and education on the rights of asylum seekers and migrants. Along with this, we see our important role as a link between related EU institutions and similar partner centres in the South-eastern European region (especially due to the similarity in languages). In this area, the Judicial Academy is developing as an institution which will assist partner institutions in the region in the demanding procedure of accession into and negotiations with the EU, in which the work and development of the Judicial Academy was one of the significant benchmarks whose fulfilment was one of the conditions for closing the Chapter on the Judiciary and Fundamental Rights.

The reason for cooperation with countries in the region, but also institutions in EU Member States, is not only the exchange of programmes, professionals, good practices, but rather also joint experiences and strategies which refer to possible ways of strengthening institutions and their independence, and the sustainability of their development despite various challenges and frequent changes in the relationship between the government and the judiciary towards them. In this too it becomes evident that the problems faced by these institutions are possibly different in intensity, however in terms of content they are very similar in all states.

The Judicial Academy in the Republic of Croatia has a comparative advantage and opportunity to become a central place for learning EU law and international law in the region, and its materials and ability to participate in its activities should - in accordance with budgetary and organisational capacities - also be offered to EU Member States, in particular neighbouring ones, but especially states in the region and even further (great interest for cooperation has been shown by Azerbaijan, Georgia, Turkey and some other countries).

The basic objective of all forms of cooperation is the development of confidence in one's own but also the justice system of other states, to become acquainted with them, to exchange experiences and built the rule of law area in this part of the world. This is an ambitious goal but it can be reached with small steps, and the foundations for this have already been set for by EU documents and programmes, our task is to fit into this system

¹⁹ same

and actively work to support future members, but also to states under the EU neighbourhood policy.

We are perfectly aware that continuity and strengthening, as well as the improvement of the quality is conditioned by the networking and cooperation with partner institutions which may assist our work within our countries, so we have cooperation agreements with: law faculties in the Republic of Croatia, the Croatian Bar Association, Croatian Chamber of Notaries Public, Association of Croatian Judges, Faculty of Education and Rehabilitation Sciences in Zagreb, Faculty of Humanities and Social Sciences in Zagreb, Croatian Association of Criminal Law Sciences and Practice, Faculty of Economics and Business in Zagreb, the Croatian Academic and Research Network - CARNet and others.

A total of 1958 participants, of which about 400 through video conferences on the foundations of the EU and introduction to EU law, have participated in activities which we have organised in the area of EU law in the life-long training of judges and state attorneys from 1 January 2010 to 31. December 2011. So, we could say that our goal is to have all the judicial officials participate in at least one EU law activity till 2015.

Keeping in mind cooperation with institutions within Croatia, we believe that one of the roles of judicial training institutions is also their impact on the work of law faculties, whereupon they should support greater interaction of practice and sciences, but also create mutual trust between practitioners and scientists which lacks often and which is detrimental to both faculties and centres for life-long learning, and in the finality proves most detrimental to the justice system as a whole. An important role of cooperation with other institutions, along with faculties, is also the gradual impact on the perception of the public in relation to the judiciary, and the need for improvement of the public confidence in the role of the judiciary. We know that it's not enough to have an exceptionally well functioning judiciary, which is the ultimate goal of all of us, but rather it is necessary for citizens to feel and see that it is such and that justice is done, and that this judiciary exists and functions for the citizens and their wellbeing.

Some of the objectives of the Judicial Academy to 2020

The fundamental issue is transparency and objectivity in every procedure concerning entering the judicial carrier. It does not depend on the Judicial Academy, and is the most important for the independent judiciary in the Republic of Croatia. Full objectivity in judges

and state attorneys nomination procedure as well as in advancement, objective disciplinary proceedings, and the establishment of an objective and clear system of assessment of the work of judicial officials. It must be ensured that the best experts, but also persons with integrity, a broad education and sense of justice, enter this profession.

Similarly, it is necessary to create mechanisms which will additionally ensure objective advancement for them while they conduct their duties. In that part it is possible to envisage the important role of the Judicial Academy. Ensuring objective entry into traineeship in the judiciary, setting up mechanisms which will identify the best already during their studies at law faculties, objective bar exam, objective entry exam to the State School, final exam and nomination - these are points in the procedure and decisions in which it is essential to reach the maximum possible objectivity and enable the selection of the best.

It is impossible to do this only by testing, written exams and structured interviews. It should be possible to achieve by raising the awareness and complete dedication by those making decisions in those stages of the carrier. The best choices and the best people in the judiciary is in the interest of not only the Croatian judiciary, but also every Croatian citizen, EU Member States, as well as countries in the region and their citizens.

On the other hand, the state needs to ensure best possible working conditions (and salaries) for this profession which would correspond to the highly set demands and conditions, as well as the reputation which this profession should enjoy.

When this prerequisite has been met - an objectivity which ensures that truly the best are given the opportunity to enter the judiciary at all levels - the other objectives set before the Judicial Academy for 2020 shall be more easily achievable:

1. Gradual positioning as the central regional institution for education about EU law, international and humanitarian law, as a link between institutions in EU Member States and the South-eastern European states
2. Active role in connecting and cooperation between law faculties with practitioners - judges and state attorneys. Through projects and activities for strengthening the flow of information and cooperation of scientists with practitioners
3. The role and contribution of Judicial Academy in the process of nomination of judges and state attorneys (assessment during implementation of the

programmes of the Judicial Academy, developing a network of mentors and leaders, uniform evaluation criteria, impact of evaluations of attendants of Judicial Academy on their careers)

4. Changes to the system from law faculty degrees to the end of the career of judicial officials through a number of amendments (previously tested through pilot programmes) - Judicial Academy as an institution with a verified programme
5. Developing a clear organisational structure which would facilitate the efficiency and expertise, continual education of employees, the maximal inclusion of judges and state attorneys, as well as external professional advisors
6. Publishing activities, with materials which are part of the programmes of the Judicial Academy, publishing professional and academic articles about topics which are part of the annual programmes of the Judicial Academy, publishing the journal of the Judicial Academy in electronic form which would provide information about activities and announce important events in the work of the Judicial Academy
7. Stronger promotion of the activities of the Judicial Academy to the judiciary and Croatian public, whereby directly effecting an improvement in the perception of work and the role of the judiciary by citizens of the Republic of Croatia
8. organizing a large number of joint activities open for the other countries participants
9. All judicial officials should participate in at least 5 days activities at Judicial Academy activity in the area of EU law until 2015
10. External evaluation -
11. Developing existing databases and web site
12. Establishing an assessment system which will contribute to the objectivity of criteria applied when appointing judges and state attorneys, as well as for their advancement (checks and balances system)
13. Widening target groups to all lawyers, and clerks in courts and state attorney offices

Keywords: life-long learning, professional training, judiciary, Judicial Academy, EU, cooperation, objective criteria, programmes, national institutions, judges, state attorneys, law faculties

