1. Basic Information

CRIS Number: HR2005/1/2
Title: Support to the Judicial Academy of Croatia: Developing a training system for future judges and prosecutor
Sector: 15030
Location: The Ministry of Justice, Judicial Academy, Zagreb
Duration: 24 months

2. Objectives

2.1 Overall Objective(s):
Strengthening the effectiveness and proficiency of the Croatian judiciary

2.2 Project purpose:
To develop a training system and selection of future judges and prosecutors.

2.3 European Partnership (AP) and NPAA priority

According to the short-term priorities of the European Partnership Croatia needs to develop and implement a comprehensive strategy for judicial reform in consultation with interested bodies, including the adoption of necessary new legislation and the establishment of a career management system which also includes an open, fair and transparent system for recruitment, evaluation and mobility. It further needs to enhance professionalism in the judiciary by ensuring adequate state funding for the training institutions for judges and other judicial officials, allowing it to develop high quality training for judges, prosecutors and administrative staff. It should also provide for adequate initial and vocational training schemes and address the problem of backlog in courts. Furthermore, Croatia should take measures to ensure proper and full execution of court rulings. (European Partnership, page 6)

According to the National Programme for the Integration of the Republic of Croatia into the EU 2005, as the success of the judicial reform also depends on the quality, professionalism and advancement opportunities of judicial employees in line with clearly defined criteria, and proceeding from the already existing practice in EU states, the Ministry of Justice will begin implementing a special training programme for court and prosecutor apprentices at the Judicial Academy in 2005, based on the new Law on Apprenticeship to be adopted in 2005, with a view to ensuring an objective, fair and transparent method in their employment and promotion. (NPEU, page 5)

The intention of the Ministry of Justice is to use the experience collected during the implementation of the proposed project in order to draft a new Law on Apprenticeship.
2.4 Coherence with National Development Plan (and/or Structural Funds Development Plan)
N/A

2.5 Cross Border Impact
N/A

3. Description

3.1 Background and justification

According to the European Commission Opinion on the Application of Croatia for membership of the European Union, the main problems Croatian judiciary is facing are the widespread inefficiency of the judicial system and the amount of time needed to hand down and enforce judgments as well as weaknesses related to the selection and training of judges. Moreover, too many issues are brought before courts that could in principle be decided by other means. All these factors combine to cause a very large backlog of cases. An additional problem is that the courts and parts of the state administration do not always respect or execute in a timely way the decisions of higher courts. Citizens’ rights are therefore not yet fully protected by the judiciary in accordance with the provisions of the Constitution.

The structural reform of the Croatian judicial system started with the adoption by the government in November 2002 of a strategic document on the “Reform of the Judicial System” and an Operational Plan adopted in July 2003. Ministry of Justice has drafted an Overall Strategy for the reform of the Judiciary that should be adopted by the government end 2005 and foresees a set of measures addressing a number of structural weaknesses. It included proposals for the establishment of a professional training system for future judges and prosecutors.

The judicial system is still recovering from a period of high staff turn-over and shortages. Vacancies are gradually being filled with young judges, attorneys and clerical staff but a further overall increase in the number of staff is planned in principle.

The Judicial Academy (the former Centre for Professional Training of Judges and other Judicial Officials) is now established as an institution that performs a permanent training of judges, state prosecutors, court and prosecutor advisors and apprentices in legal bodies. According to the Regulation on Inner Structure of the Ministry of Justice, the Judicial Academy is divided into two sectors: Sector for Research and Development of Professional Training and Sector for Implementation and Delivery of Professional Training. Within the Sector for Research and Development there is a Department for Court and Prosecutor Apprentices, which tasks will be to create and implement training curricula for apprentices.

The clear intention according to the Minister of Justice of the Republic of Croatia, Mrs. Vesna Škare Ožbolt, is to work on further development of the Judicial Academy and its
educational activities involving a new target group, court and state prosecutor’s office apprentices. In order to perform this task, the Ministry intends to draft a new Law on Apprenticeship, as well other necessary bylaws using the experience collected during the implementation of this project.

Considerable efforts have been made since 2004 in order to strengthen the role of the Academy to build its capacities. By increasing the budget for 2005 by almost 100%, sound financial conditions have been created for its functioning. The whole budget is intended for further development of educational activities within the Academy. Employment of additional legal staff is in progress.

The current law which regulates system of apprenticeship in Croatia (Judicial Bodies Apprentices and Bar Exam Act) is taken over from the former Yugoslav legislation and it is considered not to correspond to the actual needs. There are currently 234 court apprentices and 76 public prosecution trainees.

**The current system of Court and prosecutors apprenticeship** is organised in a way that apprentices are educated at municipal, commercial and county courts, as well as municipal and county state prosecutor offices. Each court/prosecutor office is responsible for organisation and content of its apprentices’ preparation for judicial practice. There is no institutionalized co-ordination among courts/prosecutor offices of one city, no institutionalised co-operation between smaller courts/prosecutor offices of different (neighbouring) towns, no centralised supervision and control. Almost each court/prosecutor office runs a different approach, even the overall duration of an apprenticeship varies from court to court/prosecutor office to prosecutor office between 18 months and two years.

Within the courts/prosecutor offices it is in principle the President’s office that is in charge for the apprenticeship. However, the Presidents’ offices interpret their responsibility in different ways. At some courts/prosecutor offices the President’s office organises every step of the apprentice, e.g. looks for an appropriate judge/prosecutor (“mentor”) to train the young colleague or arranges for a practical stage at another court or at a prosecutor’s office. At other courts/prosecutor offices apprentices have to fend completely for themselves. Sometimes apprentices are lucky to find an experienced judge/prosecutor, who volunteers to coach them supportively. Quite often apprentices do not succeed and do not receive the appropriate practical training and support.

Besides the practical work at the court/prosecutor office, apprentices are not provided with any complementary education through courses or seminars, which would widen and deepen their knowledge in practice-related legal or non-legal fields.

The large diversity of ways shows serious efforts of both sides, courts/prosecutor offices and apprentices, to cope with the problem of organising an appropriate apprenticeship, respectively benefiting from it. But both groups regard themselves as left alone, and complain rightly about the lack of any concept or guideline for the whole country.

**Court/Judicial Advisers and Prosecutor Advisers** can also become judges or prosecutor after a certain period of time spent in the office/court. To be recruited as an adviser, it is necessary to pass the Judicial exam. Currently there are 451 judicial
advisers and 89 prosecutor advisers. As they are eligible to become judge/prosecutor depending on the selection procedure of the State Judicial Council and State Prosecutor Council. However the selection procedure is based on eligibility criteria rather than technical requirements. Therefore the project is expected to give recommendation on how to improve the selection procedure.

Croatia therefore needs a nationwide standardized system for the access to judge/prosecutor profession, because the current system suffers from lack of uniformity. The project will trigger communication and cooperation between all stakeholders in the sector in order to establish mechanisms among them to enable better selection of judges and prosecutors.

3.1.1. Involvement of Stakeholders and Civil Society in the programming process

The Judicial Academy has initiated a consultation procedure for the development of its training programme for 2005 with the different stakeholders who have an interest in professional training of judges and prosecutors in Croatia. The stakeholders involved are:
- The Supreme Court
- The Prosecutor General’s Office
- The County Courts
- The Municipal Courts
- The Commercial Courts
- The High Commercial Court
- The High Misdemeanour Court
- The High Commercial Court
- The Administrative Court

The Judicial Academy is presently establishing an Advisory Board for the development of the training programme of the Judicial Academy. This board will also be involved in the design of training for future judges and prosecutors.

The trainers ( Judges/prosecutors, academics) that have participated to the CARDS 2001 and CARDS 2003 projects for the Judicial Academy will be involved in the train the trainer programme to be set up for apprentices under the current project.

3.2 Sectoral rationale

The Ministry of Justice is presently drafting a national strategy for judicial reform and should submit it to the Parliament by the end of 2005. It is foreseen that the development of a new system and structure for the training of court and prosecutor apprentices will be an integral part of that strategy.

Further development and enhancement of the JA’s administrative capacity, in central and regional level, is the priority both of the MoJ and EC. The training structure set up under the previous CARDS projects will be further developed and the existing poll of trainers/tutors will be used for the current project.
3.3 Results

a) Amendments to the Law on Apprentices (or drafting a new Law on Apprentices) and selection procedures of judges and prosecutors improved
b) Design of a strategy for the selection and training of future judges and prosecutors
c) Development of a sustainable training system for apprenticeship as well as training modules piloted in selected regions under the responsibility of the Judicial Academy
d) Access to legal information for apprentices, court advisers improved as well as the training networks strengthened.

3.4. Activities (including Means)

For result a):
Make recommendations for development of laws/by-laws regulating the access to the judge/prosecutor profession through appropriate training and judicial exam.

The recommendations should be related to the following issues:
• Overall responsibility for the training system remains under the Judicial Academy, with coordination mechanisms for the training programme and curricula design as well as the implementation of the training session;
• Structure and duration of the court apprenticeship, recruitment procedure, supervision and monitoring of the training system,
• The selection procedure to become judge and prosecutor, including the general requirements for judicial exam

For result b):
• Analyse the future staffing needs and recruitment of apprentices, advisers, judges, prosecutors;
• Conduct a general training needs analysis for future judges/prosecutors with a special focus on apprentices
• Design a General strategy for the training of future judges/prosecutors,

For result c):
• Creating at the Judicial Academy a proper structure and the means to handle training of future judges/prosecutors;
• Train the trainer programme
• Develop a dual training system of apprenticeship consisting of: (1) at vertical level: practical training programme focusing on the daily work at the court and providing opportunities for contacts with all relevant fields of the legal profession, 2) at horizontal level: regular seminars and workshops on practice-related topics as well as the EU acquis.
• Run a pilot of the developed training system on a regional basis
For result d):

- Improve flow of information and communication between the judiciary, law faculties, Bar Association, professional organisations, civil society and the JA in terms of training of judiciary.
- Improve the accessibility of information for decision by the Judicial staff and provide language courses
- Create cooperation network with the EU Member states training institutes though study visits

The project is foreseen to be implemented by Technical Assistance. The Consultant is asked to provide an experienced and flexible team of International and Croatian experts. The minimum requirements which have to fulfilled are:

**Long term expert Team Leader:**

- University degree in law or equivalent
- Minimum 10 years professional teaching experience in the field of legal education
- Practical experience from apprenticeship programmes
- Practical experience in development or management of an organisation involved in the direct delivery of judicial training in an EU member state and/or transition country
- Familiarity with the existing judicial education and training system in Croatia would be an asset
- Fluency in both written and spoken English

**Key Expert – Legal Expert**

- University degree in law
- Practical experience in law or by-laws drafting
- Minimum 5 years experience in development of an organisation involved in the direct delivery of judicial education
- Fluency in both written and spoken English

**Key Expert - Expert in Judicial Training**

- University degree in law or public administration
- Practical experience in drafting strategies based on training needs analysis
- Minimum 5 years practical experience in development of judicial training programmes and curricula in at least one project
- Familiarity with the existing education and training system in Croatia would be an asset
- Fluency in both written and spoken English

**A Pool of EU Short-term experts** are foreseen to support the project activities.
3.5 Linked Activities

The ongoing EU project CARDS 2001 “Reform of Judiciary – Support to the Judicial Academy of Croatia” (end in October 2005) is contributing to the process of development of an independent and professional justice system in Croatia. In order to meet the basic training needs of Croatia’s judges and prosecutors a Court-Integrated Training System was introduced. This System is built on 2 pillars, the Judicial Academy in Zagreb and a network of Regional Training Offices to county courts. The Court-Integrated Training System is now being tested through a pilot training programme, for which 2 pilot Regional Training Offices were set up, one at the County Court Zagreb and one at the County Court Rijeka.

The institution building part of the project aims at strengthening the Judicial Academy. A new organisational structure proposed by the project team reflects the new training system and the Academy’s role within the system.

Through the programme CARDS 2003 “Training and Education of Prosecutors” the Judicial Academy will develop prosecutors training system and raise their ability to deal with community law. The project will last 18 months (from September 2005 until March 2007) and plans to set-up 2 more regional training offices (Varazdin and Osijek).

United Kingdom financed project “Capacity Building Support to the Judicial Academy” will start its implementation in July 2005 (only short-term expertise). The aim of the project is to support the MoJ in the implementation of its Judicial Reform Strategy through assistance in capacity building of the JA and directly improving the effectiveness of inter-agency coordination between judiciary and prosecution and training within each institution.

The Faculty of Law in Zagreb has sent an application for a TEMPUS project “Reform of Croatian Legal Education”. The Ministry of Justice is fully supporting this project. The main aim of the project is to develop a national strategy and a detailed action plan for reform of the Croatian higher legal education in accordance with the Bologna Process. There should not be any overlapping risk between the PHARE and TEMPUS projects, because the TEMPUS project is targeting the University education and not lawyers with a degree. It is an advantage that the Law Faculty will develop its programme in conjunction with the PHARE project.

3.6 Lessons learned

The CARDS 2001 project “Reform of the Judiciary – Support to the Judicial Academy of Croatia” has showed judges and prosecutor’s interest for permanent education through the various activities offered by the Judicial Academy.

In the Inception Report of the above mentioned project, the project experts have detected a number of weaknesses with the current system of apprenticeship in Croatia.
4 Institutional Framework

According to the Regulation on Inner Structure of the Ministry of Justice the Judicial Academy performs permanent training of judges and other court officials, advisors as well as court and prosecutor apprentices in legal bodies, cooperates with courts, law faculties, judicial organisations and bodies of the Republic of Croatia on delivery and implementation of professional training. It also cooperates with international institutions and bodies on the field of the permanent professional training. Currently 12 staff members are permanently employed at the JA.

Two sectors are organised within the Judicial Academy in order to perform the task: Sector for Research and Development of Professional Training and Sector for Implementation and Delivery of Professional Training. Within the Sector for Research and Development there is a Department for Court and Prosecutor Apprentices, which tasks will be to create and implement the training curricula for future judges/prosecutors. The project will be integrated into this Department.

Through the project CARDS 2001 “Reform of the Judiciary – Support to the Judicial Academy of Croatia” the Court-Integrated Training System has been introduced. The system is now being tested through 2 pilot Regional Training Offices, one at the County Court in Zagreb and the other at the County Court in Rijeka, covering also the region of the County Court in Pula.

Project Implementation Unit within the MoJ will be established for the purpose of the coordination of the implementation of the project. The role of the PIU will also be to inform members of the Steering Committee about the results of project activities and to make proposals for measures which need to be undertaken to meet the project purpose. It would be advisable to have one Steering Committee for both this project and for CARDS 2003 project “Training and Education of Prosecutors”, which starts in September 2005 and will set-up two additional Regional Training Centres.
### Detailed Budget

<table>
<thead>
<tr>
<th>Year 2005 Institutional Building support</th>
<th>Phare/Pre-Accession Instrument support</th>
<th>Co-financing</th>
<th>Total Cost</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>National Public Funds (*)</td>
<td>Other Sources (**)</td>
<td></td>
</tr>
<tr>
<td>Contract 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IB support</td>
<td>1 200 000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total project 2005</td>
<td>1 200 000</td>
<td></td>
<td>1 200 000</td>
</tr>
</tbody>
</table>

1. All investment sub-projects supported by PHARE must receive co-financing from national public funds. Minimum requirement for co-financing from national public funds is 25% of the combined PHARE and national contributions to the overall investment support.

2. Many Institution building projects will also have a degree of co-financing – this should be quantified and included wherever possible.

3. Expenditure related to equipment (regulatory infrastructure or ESC-related) and to Technical Assistance supporting investment (e.g. pre-feasibility study / supervision of works / technical specifications) should be considered as Investment support in the project fiche.

4. All co-financing must be provided on a joint basis. Parallel co-financing will, in a principle, not be accepted. Exceptions to this rule have to be agreed with the Commission in advance.

5. All co-financing should be clearly quantified, also the degree of certainty of such co-financing (i.e. for National Public Funds: is it already earmarked in local or national budget, for FIs Loans, private funds: are they already approved/under appraisal, etc..).

6. Where parallel co-financing is accepted and justified per exception to the normal rule it should be provided in monetary form. If this is not possible there should be clear criteria set out for the valuation of any non-monetary contributions (that should be quantified in the table).

7. If twinning is involved, clearly state the expected budget of the twinning covenant.

8. The financial engineering of the project should be closely monitored against actual delivery during implementation and against the objectives that were set in the project fiche so that corrective actions may be taken where required.
6 Implementation Arrangements

6.1 Implementing Agency

The Central Financing and Contracting Unit (CFCU) at the Ministry of Finance is responsible for the tendering, contracting and disbursement of all the project’s components in line with DIS principles and the PRAG.

The Program Authorising Officer for the project is:

Mrs Vladimira Ivandić
Assistant Minister
Ministry of Finance
Katancíceva 5
10000 Croatia

The Senior Program Officer (SPO) at the Ministry of Justice is responsible for the technical management and authorisations associated with the project, including submission of the detailed technical design for the project’s components to the CFCU, inputs in relation to the corresponding evaluation of technical offers, plus follow-up contract implementation and monitoring, approval of contract outputs and confirmation to the CFCU that no technical constraints (as opposed to procedural or budgetary constraints) exist in relation to the CFCU’s processing contractual payments.

The SPO for the project is:

Mrs. Stefica Staznik
Assistant Minister
Ministry of Justice
Heinzelova 4a
10000 Croatia

On a daily basis, the technical counterpart for the project and for reporting to the SPO is:

Ms. Ana Kranjac
Ministry of Justice
Judicial Academy
Heinzelova 4a
10000 Croatia

6.2 Twinning

Not applicable.

6.3 Non-standard aspects

All aspects of project procurement and implementation will be carried out in full compliance with the competitive tender/contract procedures outlined in the PRAG.
6.4 Contracts

Contract 1: Technical Assistance 1,200,000 EUR

- 1 long-term expert
- 2 key experts
- Number of Short-term experts
- training material
- interpretation/translation
- publications
- conferences/workshops
- study visits
- incidentals

7 Implementation Schedule

7.1 Start of tendering/call for proposals: March 2006

7.2 Start of project activity: October 2006

7.3 Project completion: October 2008

See Annex 2 for a detailed implementation chart.

8 EQUAL OPPORTUNITY

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

Specifically in relation to the issue of equality between men and women, Croatia’s population (2001 census) constitutes 51.87% women and 48.13% men, with those in active employment (based on Labour Force Survey statistics, conducted in accordance with ILO methodology, for the second half of 2002) divided 45.31% women and 54.69% men.

All contractors shall be requested to provide monitoring data recording the participation of men and women in terms of expert inputs (in days) and of trainees benefiting under the project (in days) as an integral component of all project progress reports.

9 ENVIRONMENT

N/A

10 RATES OF RETURN

N/A
11 INVESTMENT CRITERIA (APPLICABLE TO ALL INVESTMENTS)
N/A

11.1 Catalytic effect
N/A

11.2 Co-financing
N/A

Additionality
N/A

11.3 Project readiness and size
N/A

11.4 Sustainability

The project will provide practical assistance and knowledge transfer to the Judicial Academy and Regional offices in the area of project/events management methodology as well as training methodology. This will ensure a longer term capacity of the Judicial Academy and regional training Offices to sustain complex projects and manage them effectively.

11.5 Compliance with state aids provisions
N/A

12 Conditionality and sequencing

- Government finalises the Strategy for the Reform of Judiciary by 4\textsuperscript{th} Quarter 2005 as well as includes in its Action plan the strengthening of the JA and the training of judges, prosecutors, apprentices, court advisers, etc. Government is committed to improve the selection of judges/prosecutors and involves the stakeholders (Bar Association, professional associations, etc).

- MoJ gives full support to the Judicial Academy as the only official institution in the Republic of Croatia responsible for permanent education and professional development of judges, state prosecutors, court advisers, court apprentices and other court officials. Furthermore the training of judges/prosecutors is compulsory and taken into account in their career development and evaluation.

- MoJ gives financial support to the JA to carry out its activities and pay its tutors, and foresees the attribution of permanent premises to the JA.

- The JA recruits additional staff that would be in charge of the curricula of apprentices

Key milestones

- the legal framework for the apprenticeship system and judicial exam has been revised by 4\textsuperscript{th} Quarter 2007.
- Proposals put forward to the Ministry of Justice for a new national training system of future judges/prosecutors by 4th Quarter 2007
- Completed piloting of a new training system of apprenticeship. By 4th quarter 2008
ANNEXES TO THE PROJECT FICHE
Annex 1 – Log frame
Annex 2 – Detailed implementation chart
Annex 3 – Contracting and Disbursement Schedule
Annex 4 – List of Feasibility Studies, Financial Appraisals, EIAs etc.
Annex 5 – Reference List of Legislation
Annex 6 – Reference List of relevant strategic plans
### ANNEX 1: LOGFRAME

#### LOGFRAME PLANNING MATRIX FOR

**Project:** Support to the Judicial Academy of Croatia: Developing a training system for future judges and prosecutor

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>HR2005/1/2</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHARE 2005</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ministry of Justice, Judicial Academy</th>
<th>Contracting period expires 30.11.2007</th>
<th>Execution of contracts period expires 30.11.2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total budget : 1.2 million euro</td>
<td>Phare budget : 1.2 million euro</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening the effectiveness and proficiency of Croatian judiciary</td>
<td>Improved and more efficient functioning of the court system in Croatia (in longer term)</td>
<td>- Government sources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Specific surveys</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project purpose</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| To develop a training system and selection of future judges and prosecutors. | - Number of courts involved in the new training system  
- Number of training courses developed by the Judicial Academy (JA) for future judges and prosecutors  
- Number of modules / materials prepared  
- Number of trainers and trainees registered | - Progress report  
- Publications and statistics of Ministry of Justice and other Government & non-Government sources  
- Report from the Commission on Croatia and the SAA  
- Project implementation and evaluation reports | The Government gives full support to the judiciary reform |
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Amendments to the Law on Apprentices (or drafting a new Law on Apprentices) and selection procedures of judges and prosecutors improved</td>
<td>Recommendation on new legislation on training system for future judges and prosecutors</td>
<td>Project publications, Minutes of meetings, Reports on organised events, Court reports to the Ministry of Justice, Training programme and modules packages, Analyses done by the project, Publications and statistics of Ministry of Justice and other Government &amp; non-Government sources, Court reports to the Ministry of Justice, Project publications and distribution list, reports on organised events, Training programme and modules packages, Project progress reports, Minutes of meetings</td>
<td>- Coordination with the CARDS 2003 project on the Training and Education of Prosecutors - Trained people remain in service - The training structure set up under the previous CARDS projects will be further developed and the existing poll of trainers/tutors will be used for the current project.</td>
</tr>
<tr>
<td>2. Design of a strategy for the selection and training of future judges and prosecutors</td>
<td>No. of training programmes developed</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>3. Development of a sustainable training system for apprenticeship as well as training modules piloted in selected regions under the responsibility of the Judicial Academy</td>
<td>No. of training sessions carried out</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>4. Access to legal information for apprentices and court advisers improved as well as the training networks strengthened</td>
<td>No. of court trainers (mentors) trained</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of trained apprentices</td>
<td>-</td>
<td></td>
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<tr>
<td></td>
<td>No. of training programmes developed by the JA</td>
<td>-</td>
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<tr>
<td></td>
<td>No. of training sessions carried out or coordinated by the JA</td>
<td>-</td>
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<tr>
<td></td>
<td>No. of trained JA trainers and trained apprentices</td>
<td>-</td>
<td></td>
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<tr>
<td></td>
<td>No. of procedure manuals prepared for trainings</td>
<td>-</td>
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<tr>
<td></td>
<td>No. of round tables among all stakeholders</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Means</td>
<td>Assumptions</td>
<td>Assumptions</td>
</tr>
<tr>
<td>1.1. Make recommendations for development of laws/by-laws regulating access to the judge/prosecutor profession through appropriate training and judicial exam. The recommendations should be related to the following issues:</td>
<td>Technical Assistance</td>
<td>- Government gives full support to the proposed reform</td>
<td>- Government gives full support to the proposed reform</td>
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<tr>
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<td></td>
</tr>
<tr>
<td></td>
<td>system</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• The selection procedure to become judge and prosecutor, including the general requirements for judicial exam</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1.</td>
<td>Analyse the future staffing needs and recruitment of apprentices, advisers, judges, prosecutors</td>
<td>- All stakeholders give support to the proposed Strategy</td>
<td></td>
</tr>
<tr>
<td>2.2.</td>
<td>Conduct a general training needs analysis for future judges/prosecutors with a special focus on apprentices</td>
<td></td>
<td></td>
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<tr>
<td>2.3.</td>
<td>Design a General Strategy for the training of future judges/prosecutors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1.</td>
<td>Creating at the Judicial Academy a proper structure and the means to handle training of future judges/prosecutor</td>
<td>- Trainers trained through the project remain in service</td>
<td></td>
</tr>
<tr>
<td>3.2.</td>
<td>Train the trainer programme</td>
<td>- CARDS 2001 project Reform of Judiciary - Support to the Judicial Academy of Croatia successfully implemented, CARDS 2003 project Training and Education of Prosecutors well underway</td>
<td></td>
</tr>
<tr>
<td>3.3.</td>
<td>Develop a dual training system of apprenticeship consisting of: (1) at vertical level: practical training programme focusing on the daily work at the court and providing opportunities for contacts with all relevant fields of the legal profession; (2) at horizontal level: regular seminars and workshops on practice-related topics as well as the EU acquis</td>
<td>- Continued staffing within Department for apprentices of the JA</td>
<td></td>
</tr>
<tr>
<td>3.4.</td>
<td>Run a pilot of the developed training system on a regional basis</td>
<td>- The JA is continuing to develop its activities and training programme.</td>
<td></td>
</tr>
<tr>
<td>4.1.</td>
<td>Improve flow of information and communication between the judiciary, law faculties, Bar Association, professional organisations, civil society and the JA in terms of training of judiciary</td>
<td>- Cooperation between Judicial Academy and all stakeholders</td>
<td></td>
</tr>
<tr>
<td>4.2. Improve the accessibility of information for decision by the judicial staff and provide language courses</td>
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<tr>
<td>4.3. Create cooperation network with the EU member states training institutes through study visits</td>
<td></td>
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<tr>
<td></td>
<td>Preconditions:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Government finalises the Strategy for the Reform of Judiciary by 4th Quarter 2005 as well as includes in its Action plan the strengthening of the JA and the training of judges, prosecutors, apprentices, court advisers, etc. Government is committed to improve the selection of judges/prosecutors and involves the stakeholders (Bar Association, professional associations, etc).</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• MoJ gives full support to the Judicial Academy as the only official institution in the Republic of Croatia responsible for permanent education and professional development of judges, state prosecutors, court advisers, court apprentices and other court officials. Furthermore the training of judges/prosecutors is compulsory and taken into account in their career development and evaluation.</td>
<td></td>
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<tr>
<td></td>
<td>• MoJ gives financial support to the JA to carry out its activities and pay its tutors, and foresees the attribution of permanent premises to the JA.</td>
<td></td>
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<tr>
<td></td>
<td>• The JA recruits additional staff that would be in charge of the curricula of apprentices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>2006</td>
<td>2007</td>
<td>2008</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Make recommendations for development of laws/by-laws regulating access</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to the judge/prosecutor profession through appropriate training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and judicial exam.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analyse the future staffing needs and recruitment of apprentices,</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>advisers, judges, prosecutors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct a general training needs analysis for future judges/prosecutors</td>
<td>X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with a special focus on apprentices</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design a General Strategy for the training of future judges/prosecutors</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating at the Judicial Academy a proper structure and the means to</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>handle training of future judges/prosecutor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train the trainer programme</td>
<td></td>
<td>X X</td>
<td></td>
</tr>
<tr>
<td>Develop a dual training system of apprenticeship consisting of: (1) at</td>
<td>X X X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>vertical level: practical training programme focusing on the daily work</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>at the court and</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

ANNEX 2: INDICATIVE IMPLEMENTATION CHART (excluding initial tendering process)
providing opportunities for contacts with all relevant fields of the legal profession; (2) at horizontal level: regular seminars and workshops on practice-related topics as well as the EU acquis

<table>
<thead>
<tr>
<th>Activity</th>
<th>Regional</th>
<th>Eastern</th>
<th>Central</th>
<th>Baltic</th>
<th>South</th>
<th>North</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Run a pilot of the developed training system on a regional basis</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Improve flow of information and communication between the judiciary, law faculties, Bar Association, professional organisations, civil society and the JA in terms of training of judiciary</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Improve the accessibility of information for decision by the judicial staff and provide language courses</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Create cooperation network with the EU member states training institutes through study visits</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## ANNEX 3 – CONTRACTING AND DISBURSEMENT SCHEDULE

<table>
<thead>
<tr>
<th>Support to the Judicial Academy of Croatia</th>
<th>Cumulative contracting schedule by quarters in EUR (provisional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2006</td>
</tr>
<tr>
<td></td>
<td>I</td>
</tr>
<tr>
<td>Contract 1</td>
<td>1 200 000</td>
</tr>
</tbody>
</table>

**TOTAL (EUR):** 1 200 000 1 200 000 1 200 000 1 200 000 1 200 000 1 200 000 1 200 000 1 200 000

<table>
<thead>
<tr>
<th>Support to the Judicial Academy of Croatia</th>
<th>Cumulative disbursement schedule by quarters in EUR (provisional)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2006</td>
</tr>
<tr>
<td></td>
<td>I</td>
</tr>
</tbody>
</table>

**TOTAL (EUR):** 330 000 438 750 547 500 656 250 765 000 873 750 982 500 1 091 250 1 200 000
ANNEX 4 – REFERENCE TO FEASIBILITY/PRE-FEASIBILITY STUDIES.

- Inception Report of the CARDS 2001 project “Reform of the Judiciary – Support to the Croatian Training Centre for Judges”, 31 March 2004

ANNEX 5 – LIST OF RELEVANT LAWS AND REGULATIONS

- Judicial Bodies Apprentices and Bar Exam Act (Official Gazette 54/74 and 29/78)
- Decree on the defining of compensation for external associates developing and implementing educational activities of the Judicial Academy of the Ministry of Justice (Odluka o određivanju naknade za vanjske suradnike koji razvijaju i provode Edukativne aktivnosti u Pravosudnoj akademiji Ministarstva pravosuđa)
- Regulation on Changes and Amendments of Regulation on Inner Structure of the Ministry of Justice (Official Gazette 187/04)

ANNEX 6 – REFERENCE TO RELEVANT GOVERNMENT STRATEGIC PLANS AND STUDIES

- The Strategy on Judicial Reform (June 2005)