



# **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007-2013 and 2014-2020 to support their justice system**

Final Report

18 June 2018



Submitted by Optimality Advisors under Framework contract no JUST/2015/PR/01/0003 on Supply of Impact Assessment, Evaluation and Evaluation related services in the policy areas – Lot 1

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and how Member States used  
the ESF and the ERDF in the  
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## Glossary

ADR – Alternative methods of dispute resolution

AIR – Annual Implementation Report

BG – Bulgaria

CSR – Country Specific Recommendation

CVM – Cooperation and Verification Mechanism

CZ – Czech Republic

DG JUST – Directorate-General for Justice and Consumers

EC – European Commission

EE – Estonia

EL – Greece

ES – Spain

ESIF – European Structural and Investment Funds

HR – Croatia

HRM – Human resource management

HU – Hungary

IB – Intermediate Body

IT – Italy

LT – Lithuania

LV – Latvia

MA – Managing Authority

MS – Member State

MT – Malta

NSRF – National Strategic Reference Framework

ODR – Online dispute resolution

OP – Operational Programme

PA – Partnership Agreement

PL – Poland

PT – Portugal

RO – Romania

SI – Slovenia

SK – Slovakia

## 1. Executive Summary

This study developed an enhanced evidence-base of the extent to which and how Member States have made use of the ESF and the ERDF in the programming periods 2007-2013 and 2014-2020 to support their justice systems. The study covered the following 16 Member States, all of which had identified support to justice systems in their programming documents: Bulgaria, Czech Republic, Estonia, Greece, Spain, Croatia, Hungary, Italy, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia.

While the study focussed on identifying and collecting information on individual projects that supported the justice system, it also looked at the programming of support to the justice systems in the 16 Member States. Focusing on the justice system, the study provides a detailed summary of the programming documents, evaluations, evaluation plans, Annual Implementation Reports and needs assessments relating to both programming periods.

Data was collected using the following sources: programming documents, relevant publicly available documents and project-related websites, as well as through consultation with national and regional-level stakeholders (i.e. Managing Authorities, Intermediate Bodies and/or project beneficiaries). Managing Authorities were given the opportunity to verify the data at the end of the data collection phase.

The study findings show that support for justice systems is still an emerging area for cohesion policy. Although all Member States covered by this study did use ESF and ERDF to support their justice systems, justice needs were not included in all programming documents. During the previous programming period (2007-2013) in particular, justice needs were only included in a few Member States' ex-ante evaluations, needs assessments or National Strategic Reference Frameworks (NSRFs) and, if included, references to justice were usually at a general level. In addition, the documents often did not explicitly mention justice when setting out needs, priorities and planned activities. Instead, justice support was mainly included within wider support to public administration.

In the current programming period (2014-2020), the ex-ante evaluations, needs assessments and the Partnership Agreements (PAs) of more Member States identified the need to support the justice system than in the previous programming period. In most cases, these needs and priorities have also been reflected in Operational Programmes (OPs), which provide a much clearer indication of justice-related activities and the institutions that will be funded. The exception is in three Member States (EE, LT and RO), where justice needs have been identified but not translated into the PAs, and where the activities identified in the OPs do not correspond directly to the needs identified.

So far, 48 OPs supporting the justice system (i.e. funding justice projects) have been identified in the current programming period, compared to 62 OPs in the previous programming period. However a much greater proportion of the OPs identified in the current programming period explicitly programmed support for justice systems (i.e. explicitly mentioned justice), namely 45 out of the 48 OPs identified, compared to 22 out of the 62 OPs identified in the 2007-2013 period.

Overall, the study identified 440 projects supporting the justice system across the 16 Member States (366 in the 2007-2013 period and 74 in the 2014-2020 period), as well as 10 cancelled projects. While a direct comparison of programme implementation and individual projects supporting the justice systems across the 16 Member States is not possible as the current programming period is still ongoing, the number of justice projects funded during the first three years of the previous programming period is greater than those identified in the first three years of the current programming period. However, the budget allocated to the justice projects identified in the first three years of the 2014-2020 period is higher than the budget spent of the justice projects identified in the first three years of the 2007-2013 period. There are more ESF than ERDF-funded justice projects across both periods but, in terms of the budget spent/allocated on justice projects, the ERDF budget was greater than the ESF, and significantly so in the previous programming period.

The main beneficiaries set out in the OPs were 'Relevant Ministries', 'Courts and Tribunals' and 'Prosecution Offices', which is in line with the actual beneficiaries identified for projects supporting justice. Across both programming periods and across both funds, the beneficiary type which has implemented the highest number of projects supporting the justice system is 'Relevant Ministries' and, specifically, this was most commonly the Ministry of Justice.

Proposed types of activities were rather general, so no meaningful comparison between activities planned and those undertaken by projects identified can be made. In both programming periods, over half of the projects identified are funding / planning to fund more than one type of activity. Across both programming periods and across both funds, the activity type featuring in most projects supporting justice is 'Training' (170 projects), followed by 'Evaluations and studies' (142

projects). Other types of activities that are part of many projects are 'Digitalisation of courts services' (113 projects) and 'Purchase of ICT systems' (95 projects).

In terms of budget, the type of projects which have received the largest share of funding are those focusing on 'Digitalisation & ICT', accounting for 70% of the budget spent in the previous programming period and for 71% of the budget allocated in the current programming period. The type of project with the second highest budget share are projects focusing on 'Improving internal processes' (16% of budget spent in the previous and 15% of the budget allocated in the current programming period), followed by projects focusing on 'Training & Raising awareness' (8% and 4% respectively).

As for target groups and final recipients of the justice support, the main institutions set out in the OPs were 'Relevant Ministries', 'Courts and Tribunals' and 'Prosecution Offices'. Of these, 'Courts and Tribunals' were the most common type of actual final recipient identified for projects supporting justice.

The indicators set out in the OPs and used across the Member States tended to be more general and often did not cover only the justice system, but public administration more generally. The project indicators differed greatly in terms of the actual number and type of indicators. As a result, indicator data cannot currently be aggregated at EU level.

Finally, for the majority of projects, Member States did not undertake any evaluation or other type of follow-up. For the current programming period, only 12% of all justice-related projects have planned an evaluation or any other form of follow-up.

## 2. Introduction

This study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007-2013 and 2014-2020 to support their justice system was undertaken by Optimity Advisors, in partnership with Vitosha Research (part of the CSD group), and advised by a panel of experts consisting of Prof. Marco Fabri, Director at the Research Institute on Judicial Systems of the National Research Council of Italy, Dr. Frans van Dijk, Director of the Netherlands Council of the Judiciary, and Joanna Hofman, Research Leader at RAND Europe. In addition, the study was supported by a team of 16 national experts who undertook the national-level data collection.

This document constitutes the Final Report for the **Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007–2013 and 2014–2020 to support their justice system**, under Framework contract no JUST/2015/PR/01/0003 on Supply of Impact Assessment, Evaluation and Evaluation related services in the policy areas – Lot 1. The report is the last of three deliverables and presents the results of the data collection and analysis for the study tasks.

This document is structured in **eight chapters and two appendixes**:

- **Chapter 1:** Executive Summary;
- **Chapter 2:** Introduction – this section provides an overview of the structure of this report;
- **Chapter 3:** Methodology – this chapter provides an overview of the study objectives, tasks and scope, the study outputs and the methodological challenges encountered;
- **Chapter 4:** Programming period 2007-2013: the section provides a summary of the programme-level documents;
- **Chapter 5:** Programming period 2007-2013: Overview of projects supporting justice – the section provides an overview of how the ESF and ERDF funded support to the justice systems in the 16 Member States;
- **Chapter 6:** Programming period 2007-2013: the section provides a comparison between programming and implementation;
- **Chapter 7:** : Programming period 2014-2020: the section provides a summary of the programme-level documents;
- **Chapter 8:** Programming period 2014-2020: Overview of project supporting justice – the section provides an overview of how the ESF and ERDF funded support to the justice systems in the 16 Member States;
- **Chapter 9:** Programming period 2014-2020: the section provides a comparison between programming and implementation;
- **Chapter 10:** This concluding chapter provides a comparison between both programming periods;
- **Appendix 1** – Overview of methodological challenges;
- **Appendix 2** – Stakeholders contacted – an overview by Member State of the stakeholders contacted for information regarding project-level data and data verification.

In addition, 16 Member State Chapters and 16 Member State Summary Tables (one for each Member State) have been sent to DG JUST as separate deliverables to this Final Report.

## 3. Methodology

The sections below provide an overview of the study objectives, task, scope, as well as the methodology used for data collection, and taxonomies developed and used for the analysis. Finally, section 3.4 provides insight to the challenges faced in terms of data collection and analysis.

### 3.1 Study objectives and tasks

The overall objective of the study is to develop an evidence-based and enhanced understanding of the extent to which and how Member States have made use of the ESF and the ERDF in the programming periods 2007–2013 and 2014–2020 to support their justice systems. The study seeks to collect and combine factual data and detailed information on the two funds' support to justice systems.

The three specific study objectives are:

- Collect and combine specific and comprehensive factual information on how and to what extent programming documents, annual implementation reports, evaluations, current and past evaluation plans, as well as other relevant documents, are set out to support justice systems. Identify the priorities, specific objectives, expected results, target groups, actions foreseen and output and result indicators to monitor implementation – **Study Objective a (SOa)**.
- Collect and combine specific and comprehensive factual information about ex-ante evaluations and needs assessments conducted by the Member States on the needs in the justice systems – **Study Objective b (SOB)**.
- Collect and combine specific and comprehensive information about planned, ongoing and finalised projects supporting the justice systems, on the process of prioritisation of certain projects and on any follow-up given to individual projects – **Study Objective c (SOc)**.

In order to achieve these study objectives, the study is based on two tasks, which were carried out in chronological order:

- **Task 1:** Regarding the support to national justice systems, to provide a detailed overview and concise summary of programming documents (National strategic reference frameworks, Partnership Agreements and Operational Programmes), evaluations, including ex-ante, interim and ex-post evaluations, evaluation plans, annual implementation reports, and any needs assessments undertaken during both programming periods; and
- **Task 2:** Provide a detailed overview of all planned, ongoing and finalised projects to support the justice systems in both programming periods.

The first part of the study was regarded as an introductory task and involved the collection and review of programming documents and other relevant documentation, in order to understand how support to justice was programmed. This document review allowed for the identification of the relevant OPs under which projects supporting the justice system were funded. The second part of the study involved further and more detailed data collection at the project level for each of the OPs identified under Task 1, as well as any other justice-related projects that could be identified, in order to provide an overview of all planned, ongoing and finalised projects to support the justice systems in both programming periods.

### 3.2 Study scope

In terms of material and temporal scope, the study required data collection on:

- support to the **justice system** (as detailed further below);
- funded by the **ESF and/or the ERDF**;
- in the programming periods **2007–2013** (referred to hereafter as **previous programming period**) and **2014–2020** (referred to hereafter as **current programming period**).

In terms of geographical scope, the study required data collection in 16 Member States: Bulgaria; the Czech Republic; Estonia; Greece; Spain; Croatia<sup>1</sup>; Hungary; Italy; Latvia; Lithuania; Malta; Poland; Portugal; Romania; Slovakia and Slovenia. The study covered both national and regional Operational Programmes supporting justice systems.

### 3.2.1 Support to the justice system

As stated above, the study focused on support to the justice system. It should be noted that the terms 'justice system' and 'judiciary' have been used throughout this report and the Member State chapters, irrespective of the specific model and composition of the national justice system or the legal traditions. For the purpose of this study, these terms should be understood to mean the following:

- **Judiciary:** The concept of 'judiciary' refers to the organisation, structure and functions of the judicial branch of powers. Beyond the courts, the public prosecutor's office or prosecution service, as well as the specialised governance bodies of the judiciary, are regarded as part of the judiciary in many Member States.<sup>2</sup>
- **Justice system:** The term 'justice system' has been used in a very wide sense for the purpose of this study, meaning the judiciary combined with a number of other institutions and organisations (including private bodies) that operate in the area of justice or interact with the judicial bodies and directly or indirectly contribute to the effectiveness of the justice system without being part of the judiciary *stricto sensu*.

Table 1 gives an overview of judiciary and justice system by Member State. In the table:

- All institutions that are an integral part of the **judiciary**, as defined in the national legal context, are highlighted in **orange**.
- Other organisations and bodies considered to fall under the '**justice system**' in a wide sense for the purposes of the study have been marked in white.

A description of each of the types of institutions and bodies presented in the table is given in section 11.2 in Appendix 1.

**Table 1: Overview of judiciary and justice system by Member State**

	BG	HR	CZ	EE	EL	HU	IT	LV	LT	MT	PL	PT	RO	SK	SI	ES
Specialised governance bodies of the judiciary			n/a							n/a						
Courts and tribunals																
National Prosecution offices																
Professional associations of magistrates and bar associations																
Relevant ministries																
Registry offices																
Regional (justice) administration																
Specialised training or research institutions																
Others																

As Table 1 shows, the courts and tribunals and specialised governance bodies of the judiciary (except in CZ and MT, where these bodies do not exist) are part of the judiciary. In seven Member States the prosecutor institutions are also a core part of the judiciary (BG, HR, EL, IT, PT, RO and LV). In the rest of the countries it is either a separate body (ES, CZ, LT, SI, HU, MT, SK and PL<sup>3</sup>) or

<sup>1</sup> As Croatia was not an EU Member State in the previous programming period (2007–2013), the country will not be considered for this period.

<sup>2</sup> See: [https://e-justice.europa.eu/content\\_judicial\\_systems\\_in\\_member\\_states-16-en.do](https://e-justice.europa.eu/content_judicial_systems_in_member_states-16-en.do)

<sup>3</sup> In Poland it is outside of the MoJ but the Minister of Justice is Public Prosecutor General.

part of the executive (EE under MoJ). In the case of SK the Public Prosecution Service is an independent state authority (separate from the judicial and executive branches). In RO, the national Institute of Magistracy and National School for Clerks are under the Superior Council of Magistracy, which is part of the judiciary.

With regard to the '**Relevant ministries**' shown in Table 1, it should be noted that the Ministry of Justice (MoJ), bearing a different name in countries where it performs wider functions (MT – Ministry for Justice, Culture and Local Government, EL – Ministry of Justice, Transparency and Human Rights), is formally outside the judiciary but plays a key role in the area of justice. Within the MoJ there are a number of services and departments that are closely related to the court system (or other integral parts of the justice system) – prisons and probation services (BG, RO, LT, CZ, etc.), providing execution of penalties, prison and judiciary guard (SK), inspection services, and forensic divisions. In some countries other Ministries also conduct related activities, including the Ministry of Interior (BG, CZ, HU, EE), the Ministry of Economic Development (IT), the Ministry of Public Administration (EL) and the Ministry of Finance (EL).

The **registries** are related to the judiciary insofar as some of them are kept by the courts (for instance the commercial register in SK is kept by the registry courts (district court at the seat of the Regional Court; administered by the Ministry of Justice)<sup>4</sup> or have been moved outside of the court system, organised as central registry offices within the executive (under the MoJ – BG, PL, etc.; in MT the Maltese Registry of Companies is a department of the Malta Financial Services Authority; in IT the Business Registry is run by the Chambers of Commerce and Land Registers operate under the control of the Ministry of Economy and Finance, etc.). Even when the judiciary does not exercise this administrative function, registries are important to ensure rule of law and are thus included in the scope of the study.

Each Member State chapter contains a detailed overview of the respective national justice system in a table format in order to better contextualise the information collected.

In addition, the study (and Member State chapters) also reports on other institutions and bodies supporting the justice system – e.g. where a project supporting the justice system identified included a beneficiary or final recipient falling outside the justice system (such as the Ministry of Interior, Ministry of Finance etc.) these were still reported on as well. Further descriptions of each of the type of institutions considered as beneficiaries and final recipients for this study are provided in section 11.2 in Appendix 1.

### 3.3 Study outputs

The 16 Country Experts that formed part of the study team were asked to report data in three different deliverables:

1. **Member State Summary Table – summary of documents (Task 1)**: which is an Excel table summarising the national and programme-level documents reviewed which mention support to justice, separated for the two programming periods;
2. **Member State Summary Table – summary of justice-related projects identified (Task 2)**: which is an Excel table summarising the ESF and ERDF projects supporting the justice system identified, separated for the two programming periods, and constitutes the key data collection template / analytical grid;
3. **Member State Chapter**: which is the reporting template. Based on the information collected in the Member State Summary Tables, the Country Experts wrote up the findings from Task 1 and Task 2 into the Member State chapter, in two sections: one for each programming period.

In addition, the core study team developed this Final report based on the data collected in the deliverables mentioned above.

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<sup>4</sup> [https://e-justice.europa.eu/content\\_business\\_registers\\_in\\_member\\_states-106-sk-en.do?member=1](https://e-justice.europa.eu/content_business_registers_in_member_states-106-sk-en.do?member=1)



## 3.4 Methodological challenges

### 3.4.1 Methodological issues relating to the review of national and programme-level documents

The study team faced several **methodological challenges with regard to the availability and content of documents** reviewed at the national and programme level.

Firstly, the core study team and Country Experts noted an overarching issue which should be considered when analysing the programming stage and other programme-level documents of both programming periods and all Member States covered in the study: programme-level documents often do not explicitly mention support to the justice system. Instead, **support for justice systems has often been integrated in the wider context of measures covering the whole public administration.**

Based on the review of programming documents, it is possible to conclude that among the main reasons behind such integration is that the justice system is considered as part of the public administrations and they often share **similar needs related to 'Digitalisation and ICT', 'Training and Raising awareness' and 'Improving internal processes'**.

The following programming documents in particular did not include explicit references to justice:

- **NSRF/PA:** During the previous programming period, only five Member States' National Strategic Reference Frameworks (NSRFs) (IT, LV, PL, PT, SI) made explicit references to justice support, at least in terms of the importance of its efficient functioning, but none of them mentioned details about planned activities or potential beneficiaries and target groups.
- **Operational Programmes (OP):** in the previous programming period, only 22 OPs in 12 Member States (BG, CZ, EL, ES, HU, IT, LV, LT, MT, PL, PT, SI) either explicitly programmed for activities specifically targeting the justice system, or at least included its institutions as potential beneficiaries, out of a total of 62 OPs which actually funded projects supporting justice. HR, EE, RO and SK did not programme any support to the justice system.
- **Annual Action / Work Plans:** In those cases where these documents referred to justice at all (BG, HU, PL and SI in the previous programming period, and BG, PL, RO and SK in the current programming period), they only listed measures / calls for proposals that the relevant MAs planned to launch in a given year, without providing any further information about specific activities, beneficiaries or target groups. Calls for proposals contained much more detailed information about each funding operation.
- **AIRs:** Annual Implementation Reports (AIRs) do not include project-level information. Justice-related data is reported at the aggregated level of priority axis, sub-priority axis or funding procedure/ operation (during the current programming period). The main reporting tools are OP indicators, which are presented in an aggregate form so that there is no way of differentiating which projects contributed towards their fulfilment. Consequently, it is not possible to extract project-level data from the AIRs. Reported data and indicators are mainly focused on the activities funded, but do not refer to beneficiaries or final recipients. For example, even if an indicator refers to the number of people who were trained, it does not specify the topics of the trainings or who participated in them. Furthermore, AIRs add annual data on to the information reported from the previous years. Therefore the last AIR from the previous programming period, or the most recent AIR during the current programming period, contains all the data reported in the previous years.

Therefore, if the results of the review of programming documents and the collection of project-level data were considered entirely separately, this would lead to the misleading conclusion that there is a large discrepancy between the planning and implementation stage and that many Member States funded their justice systems, without planning for such activities. **The absence of programming specific to justice support at the highest programming level does thus not allow one to conclude that the justice systems are not supported.**

In addition, the following feedback was provided by Country Experts regarding their data collection process:

- **Availability of documents and data:** Country Experts were able to access the main programme-level documents for both programming periods online. However, the following

documents were not publicly available, or did not exist (marked with \*) in the Member States indicated:

- Needs assessments (BG\*, CZ\*, EE\*, ES\*, HR\*, HU\*, MT\*, PT\*, SI\*, SK\*);
  - Ex-ante evaluations (BG, SK);
  - Ex-post evaluations (EL, ES, IT, RO);
  - Monitoring Committee documents (EL, PT, RO);
  - Evaluation plans (EL);
  - Annual Implementation Reports (EE).
- **Difference in data reported across the Member States:** Although Member States are required to provide and report the same type of data in a similar format to the European Commission through the Annual Implementation Reports (AIR), there are still differences across Member States in the level of detail which is reported in these reports.
  - **Difference in number of data sources available within the Member States:** In some cases there is a single information point, such as a government website containing all or most ESIF-related information (e.g. BG<sup>5</sup>, CZ<sup>6</sup>, EE<sup>7</sup>, HR<sup>8</sup>, HU<sup>9</sup>, LT<sup>10</sup>, LV<sup>11</sup>, MT<sup>12</sup>, SI<sup>13</sup>, SK<sup>14</sup>), while in other countries there are several websites for each OP (e.g. EL, ES, IT, PL, PT, RO).
  - **Changes in websites:** In some countries, one of the main challenges in finding all relevant documents was caused by (frequent) changes in official government websites. In **BG**, the institution responsible for the relevant OP during the previous programming period was merged with another institution and its website was archived. In **EE**, the most complete website (<https://www.strukturifondid.ee/eng>) was under construction during the data collection period and therefore other sources had to be used. In **HU**, the main website was changed between the first and current programming period and not all documents from the 2007–2013 period were transferred to the new version.
  - **Absence of information on justice support in particular types of documents** (other than those mentioned above): The overview of documents included within the scope of the study (i.e. the document checklists in each of the 16 MS chapters) shows that some of the documents include very limited information or no information pertaining to justice:
    - **Monitoring Committee Documents:** Justice support is mentioned very rarely in these documents (BG, IT and PL in the first previous programming period and LV and SK in the current programming period); they mainly refer to the approval of funding procedures/ operations, calls for proposals, selection criteria or other similar documents (e.g. Monitoring committee minutes and decisions, approved Indicative annual work programmes, specific decisions on funding procedures).
    - **Evaluation Plans:** Across both programming periods and all 16 Member States, only the Evaluation Plan of SI for the OP for the Implementation of the EU Cohesion Policy in the programming period 2014–2020 refers specifically to a planned evaluation of Priority Axis 11, which covers 'rule of law'. Justice is not mentioned in evaluation plans because these documents list higher-level evaluations and studies planned at OP level in each country. Therefore, unless an OP has a very strong focus on justice, as is the case in RO and SI (only SI had a dedicated evaluation on justice), no dedicated evaluations seemed to be planned on this topic.

### 3.4.2 Methodological issues for the project-level data collection

This section provides an insight into the challenges the study team faced in terms of identifying and collecting data on the ESF and ERF funded projects supporting the justice system in the 16 selected Member States, as well as during the analysis of this national level data.

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<sup>5</sup> <http://umispublic.government.bg/opOperationalProgramms.aspx>

<sup>6</sup> <https://www.strukturalni-fondy.cz/en/Fondy-EU/2014-2020>

<sup>7</sup> <http://www.strukturifondid.ee/en/>

<sup>8</sup> <http://www.strukturifondovi.hr/naslovna>

<sup>9</sup> <https://www.palyazat.gov.hu/>

<sup>10</sup> <http://www.esinvesticijos.lt/en/>

<sup>11</sup> <http://www.esfondi.lv/sakums>

<sup>12</sup> <http://eufunds.gov.mt/>

<sup>13</sup> <http://www.eu-skladi.si/>

<sup>14</sup> [http://www.minv.sk/?europske\\_programy](http://www.minv.sk/?europske_programy)

Firstly, it should be pointed out that part of the data to be collected as part of the study concerned projects funded in the current programming period (2014–2020), which is still ongoing. Therefore, in addition to closed projects, ongoing projects and projects in tendering phase were also included. As the data collection phase finished in June 2017, any new information published since then, or any change to the projects' status, could not be taken into account in this report. As a result, the data presented for the current programming period should not be considered as final. For example, projects presented as 'in tendering process' could at the time of publishing of this report be ongoing or, even, closed.

### Availability to project-level data and documents

Similarly to the review of national and programme level documents, the study team faced several data collection challenges in terms of the availability and content of project-level data and documents, which are summarised below.

- **Availability of documents and data:** Basic project-level information (incl. project name, project start and end dates, project budget allocated, project beneficiary) was generally available through websites or publicly available databases. More challenging however, was the collection of more specific details on individual projects, including detailed information about the activities undertaken, the final recipients as well as detailed budget breakdowns (such as the exact number of courts which will use a new ICT system, or the number and types of staff within an organisation receiving training or affected by new procedures).
- **Availability of stakeholders:** To collect more detailed project-level information, national stakeholders were contacted as part of the study, including the MA or IB and project beneficiaries. In many cases, repeated e-mail contact and phone calls were needed to identify the right contact within organisations. In the case of one Member State, no response was received from any of the MA's or beneficiaries contacted as part of this study (IT). Especially for the 2007–2013 programming period, a key challenge was addressing the right stakeholders within an organisation: those responsible for projects funded in the previous programming period had very often moved on from their positions and their replacements often could not provide the necessary information.
- **Restrictive data access:** As part of the data collection in two Member States (BG, PL) official requests had to be issued to national-level authorities to obtain project-specific information. In a few instances (EE, PT), it also appeared that certain individuals were not allowed to give out specific information about projects, and some of the specialists responsible for projects' reports were on leave and/or some of the information about the projects needed for the study was missing.
- **Archived information:** In particular for the previous programming period, in a few Member States (BG, EE, IT) the relevant information had been archived and was no longer accessible.

In some cases, these challenges had an impact on the information that could be collected. This was particularly the case for **detailed descriptions of project activities**, significant **differences between project budgets allocated and budgets spent**, information on **project evaluations** and **follow-ups** and **information on project indicators**.

### Challenges and constraints to cross-Member State comparison of project information

Two general constraints the study team faced when trying to categorise and compare projects across the 16 Member States included:

- The **differences in the national context and justice systems:** As a result of the different ways in which the justice systems are set up across the 16 Member States reviewed, different types of organisations and bodies were considered to be part of the justice system in different Member States (see section 3.2). For example, while in all Member States reviewed the constitutional courts are situated outside of the court system, this is not the case in CZ.
- The **wide range of activities funded in supporting the justice system:** One of the key study findings has been that as part of the ESF and ERDF projects supporting the justice system, a large number of projects identified funded multiple types of activities. For example, many high-budget projects targeting the overall improvement of the functioning of the justice system, funded a wide range of complementary activities, which could relate

for example to digitalisation, training and change of internal procedures under a single project. Therefore, making a simple categorisation of the projects on the basis of their activities is impossible.

In addition, Member States described and analysed their projects differently, which made a comparison between countries more difficult:

- **Activity descriptions:** The level of detail in the project information available varies across Member States. Where information for some projects provided a detailed overview of the different activities of the project (e.g. why was it done, what exactly was done, how was it done, who would it benefit/be the users), only objectives and outputs were available in the information for other projects. In some Member States the project descriptions listed activities according to their financial breakdown, rather than thematic activities. For example in BG (and in some cases also PL), project descriptions included activities like “project organisation and management” or “project implementation” and “audit”, and in a few projects also “Preparation of public procurement documentation”. In addition, especially for projects concerning digitalisation, the descriptions sometimes included very technical terms, from which it was difficult to truly understand what had actually been undertaken as part of a project, or what the results were. Moreover, in some projects the final recipients were outlined in a great detail, in contrast to other projects where the justice system as a whole was mentioned as the final recipient.
- **Final recipients:** As mentioned above, information on the exact number and type of final recipients of the project supporting justice were not readily available. Available project information at times referred to the justice system or judiciary as a whole, without specifying the exact type of organisations or staff, or the number of staff. Moreover some projects did not have “final recipients” in the same way as projects on training have participants and projects with ICT systems have users as final recipients (e.g. an evaluation of internal procedures). The data presented in this Final Report therefore only presents the number of projects and related budgets by types of final recipients, however it is not clear how many Ministries or courts exactly benefitted from the ESF and ERDF funded projects. As a result of the above, **the data presented in this Final Report should not be regarded as providing a precise presentation of the exact allocation of funding across the different types of organisation and bodies of the justice system. Rather these provide an indication of the types of justice organisations and bodies that benefitted from projects.**
- Although overall **budget information** for projects supporting the justice system funded through the ESF and ERDF was generally available (e.g. overall budget allocated / overall budget spent), a further breakdown of the budget by type of activity funded within the project was not. Moreover, no universally accepted taxonomy for project budget owners to classify budgets according to type of activity exists. How budgets for these projects are analysed by activity varies across project owners and countries. This militates against using reported data to make meaningful comparisons between projects and Member States. In order to allow for comparison on how the 16 EU Member States used ESF- and ERDF-funding in the field of justice, a high-level taxonomy was developed for the purpose of this study (see section 11.2. for further information). Where a multitude of individual activities were undertaken in the context of the project, thus meaning that a project could technically fall under two or more project focus categories, or where the project did not fall under any category, the study team selected the category that most closely reflected the overall project aim. The categories were assigned to projects by the study team, in collaboration with the Commission, based on the project information available, including publicly available project information and information provided by MA and beneficiaries for the purpose of this study. **This taxonomy thus carries a level of subjectivity, which should be taken into account when drawing conclusions from the analysis of projects budgets presented in this report and in the Member State Chapters.**
- Finally, **no uniform project level indicators exist across the 16 Member States**, making the comparison of outputs, results and impacts across countries impossible. In particular, the following challenges were faced:
  - As a general point, **project level indicators are not in line with the overall OP indicators**, which tend to be more general and cover not only the judiciary, but public administration more generally. Therefore it is not possible to provide a comparison between the project and programme indicators. Although Member States report on achieved results at OP level, it is not clear how these are compiled given that indicators, although often similar, vary between individual projects.
  - **Project indicators were different across Member States, using different unit of measurements:** For example, “trained staff” was reported as: a) number

of trained persons / magistrates / court clerks, etc., b) number of implemented trainings, c) training courses for magistrates / clerks, etc. (without mentioning the number of courses or number of participants), d) "online training for the court". In addition, the unit of measurement would be the number of participants in a training for one projects, while the indicator counted the percentage of the staff trained in another.

- In some instances, the project had **several indicators counting the same numbers**, so when aggregating the data reported under these indicators, the total figure would be incorrect/misleading. For instance, two indicators would relate to 'training': one to the training of staff and one to training of executives in particular, but these participants counted for both indicators overlapped. Therefore, if both were grouped under the indicator category "staff trained" then the number of persons trained would be twice as much as the number of people trained in reality. In an attempt to quantify the outputs, results and impacts reported by the justice projects funded under the ESF and ERDF, a set of indicator categories were developed for the purpose of this study. Due to the significant differences in the reporting practices between the Member States, and even due to the differences in the reporting within a given country, as outlines above, the study's categorisation of indicators was not able to accommodate all the possible variations. Section 5.7 of this Final Report only presents those indicators that were comparable using the study's categorisation (which account for only a small fraction of the indicators found). The indicators presented in this Final Report should therefore not be regarded as a reflection of what has actually been achieved or reported by Member States for the justice projects identified. **At present, no meaningful conclusions at the aggregated EU level can be drawn from the indicator data collected across the 16 Member States, as the data is not comparable.**

## 4. Programming period 2007–2013: Summary of programme-level documents

This section provides an overview of the review of the main ESIF programming documents at national level for the programming period 2007–2013, comparing these across the two funds (ESF and ERDF) where possible. During the previous programming period, planning for support to justice systems varied across Member States<sup>15</sup> and funds. Specifically, Member States often did not explicitly mention ‘justice’ when defining the needs, priorities and planned activities under the relevant OPs, but did support justice, as is evidenced by the review of funded projects presented in section 5.

It should be noted that the wording in national level documents varies significantly, even when referring to the same type of need or priority (e.g. some documents refer to “capacity building”, while others refer to “training”). Therefore, in order to be able to later compare how the identified needs were reflected in the planned and implemented activities, when categorising needs and priorities, this report uses the names of the project focus categories (see Appendix 1, section 11.2.2 for a detailed explanation) throughout, as follows:

- Improving internal processes
- Digitalisation & ICT
- Training & Raising awareness
- Research and evaluation
- Activities related to ADR/ODR
- Upgrading physical infrastructure

Additionally, where needs and priorities are rather general or they refer to a very specific need, they are placed under one of the following categories:

- Increase the quality and efficiency of justice systems
- Improve the independence and transparency of justice systems
- Other (the need/ priority is then further elaborated).

### 4.1 Summary of documents relating to needs and priorities regarding the national justice system

#### 4.1.1 Justice needs identified in the Country Specific Recommendations

During the 2007–2013 programming period, **Country Specific Recommendations** (CSRs; the EC tool used to provide targeted recommendations to Member States on their budget, macroeconomic and structural reforms) did refer to the justice systems in nine Member States (BG, ES, HU, IT, LV, MT, RO, SK, SI). Five main themes were covered by the CSRs, as listed below:

- **Increase the quality and efficiency of justice systems** (BG, ES, HU, LV, MT, RO, SK)
- **Improve the independence and transparency of justice systems** (BG, HU, RO, SK)
- **Improving internal processes, including:**
  - **Reduce length of court proceedings and backlogs** (IT, LV, SK, SI); **Improve the insolvency framework** (LV, MT);
- **Activities related to ADR/ODR (original documents refer to the increased use of ADR)** (IT, LV, SK)

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<sup>15</sup> It should be noted that no ESF or ERDF funding was received by Croatia (HR) for the 2007–2013 programming period. Key programming documents, such as the NSRF and the OP Regional Competitiveness, were reviewed for Croatia, but did not mention support to justice. Therefore, the country will not be considered in Chapter 4 of this report.

Some Member States (BG<sup>16</sup>, ES, HU, MT, RO) received only general recommendations related to the overall efficiency and quality of their justice systems. Others received more concrete recommendations related to specific aspects of the justice system, such as reducing the length of proceedings (IT, LV, SK, SI), increasing the use of alternative dispute resolution methods (IT, LV, SK) and improving the insolvency frameworks (LV, and also MT).

SK was the first country to receive justice-specific CSRs in 2011. The other eight Member States began receiving justice-related CSRs either in 2012 or 2013. It should be noted that since these recommendations were provided towards the end of the programming period, they were not reflected in the planning documents, which were developed before 2007. Rather, these recommendations are reflected in the current programming period, as described in section 7.

It should also be noted that in Greece, CSRs were replaced by the Memorandum of Understanding (MoU), which in 2012 included recommendations for the justice system focusing on improving the e-justice system and insolvency proceedings, increasing the use of ADR and improving the human resource allocation, particularly in municipal courts.

#### 4.1.2 Justice needs identified in ex-ante evaluations

**Ex-ante evaluations and needs assessments** provided limited information with regard to justice systems' needs for the previous programming period. Only in five Member States (BG, EE, EL, HU, SI) did these documents include references to the needs of the justice system. These can be categorised as follows:

- **Training & Raising awareness** (BG, EE, EL, HU): This refers to training of judges, notaries and general court staff, without specifying the types of skills that are required (these details are in some cases further elaborated at OP level).
- **Digitalisation & ICT** (BG, EE, HU): This includes developing new information systems and integrating existing ones, as well as providing training for their use.
- **Improving internal processes** (BG, HU): This refers to activities aimed at increasing the efficiency of the justice system, i.e. by reducing the length of court proceedings and supporting better planning and coordination between different projects.
- **Other:**
  - **Codification** (EL): This refers specifically to streamlining previous and current laws in a user-friendly unification.
  - **Analysis** (SI): The Ex-ante evaluation of the SI OP for Human Resource Development 2007–2013 concluded that the existing analysis of the institutional capacity of the public administration (including justice system), on which the OP was based, was insufficient (it was more a presentation of the system and its activities than a needs assessment) and that the needs and corresponding developmental priorities were most likely based only on experience, internal analyses of the justice system bodies and needs detected within responsible justice system institutions.<sup>17</sup>

#### 4.1.3 Justice needs identified in National Strategic Reference Frameworks

**National Strategic Reference Frameworks** (NSRFs) provided limited information about the needs of the justice systems in the previous programming period, as these are higher-level documents, outlining more general national needs and priorities. The information can be summarised in three main groups:

- **No reference to the justice system** (HR, EE, EL, LT, RO, SK);
- **Justice system support as part of wider public administration measures** (BG, CZ, ES, HU, MT): These included upgrading skills, introducing digital justice services (which can

<sup>16</sup> Although both Bulgaria and Romania received justice-related CSRs, the EC provided separate recommendations in the field of justice through the CVM. These are explained in further detail in the MS Chapters.

<sup>17</sup> Služba Vlade RS za lokalno samoupravo in regionalni razvoj (2007), Poročilo o predhodnem vrednotenju za Operativni program razvoja človeških virov 2007–2013 (Oikos, svetovanje za razvoj, d.o.o.), Ljubljana, pp. 26–27, 37, 39 (Government Office for Local Self-Government and Regional Policy (2007), Ex-ante Evaluation for the Operational Program for the Development of Human Resources 2007–2013 (Oikos, development consulting, doo), Ljubljana, pp. 26–27, 37, 39).

also include e-justice), improving the internal organisation and processes to increase efficiency and improving communication with other institutions and the general public.

- **Justice-specific needs** (IT, LV, PL, PT, SI):
  - **Improving internal processes** (IT, SI): These needs refer to reducing the length of court proceedings and improving the efficiency of the justice system.
  - **Digitalisation & ICT** (IT, LV, PL, PT, SI): This process includes upgrading outdated software and hardware and increasing the use of ICT in registers and facilitating the access to judicial services for individuals and businesses in order to reduce delays.

NSRFs that explicitly referred to justice support (IT, LV, PL, PT, SI) did not provide any additional details about activities, potential beneficiaries and target groups, and did not specify which fund should be used in addressing these needs.

## 4.2 Summary of programming documents (Planning stage)

### 4.2.1 Justice priorities identified in the NSRF

Among the five Member States (IT, LV, PL, PT, SI) which identified needs related to the justice system in their NSRFs, as outlined in the previous section, only three (IT, PT, SI) also defined **priorities related to justice**:

- **IT**: Under **Priority 4** 'Social inclusion and services for quality of life and territorial attractiveness', and more specifically priority 4.1.2 'guarantee better security conditions to citizens and firms', the document included a specific reference to the importance of a functioning civil and criminal justice system in ensuring the security of citizens. This priority related to the efficiency of both civil and criminal courts. Furthermore, **Priority 7** 'Competitiveness of production systems and employment', specific priority 7.2.1 'increase the efficiency of services to firms', related to increasing the efficiency of dispute resolution mechanisms. Finally, **Priority 10** 'Governance, institutional capacity and efficient and markets open to competition' referred to the need to reinforce the capacity of public structures, including those related to justice and security.
- **PT**: The NSRF referred to making the judiciary more user friendly through the use of digital systems that allow for the reduction of transaction costs as well as faster communication between justice services as a priority.
- **SI**: The NSRF prioritised urgent investments in radical renewal and modernisation of processes and the completion of the ICT infrastructure as well as suitable education and training for judiciary staff.

### 4.2.2 Extent to which justice was included in Operational Programmes

The research on justice-related projects revealed that although some Operational Programmes (OPs) did not mention justice support specifically, they did nevertheless fund relevant projects. This section includes all OPs which provided support to justice systems, in order to give a better understanding of the link between the planning and implementation stages.

Figure 1 shows the number of OPs that supported justice through the ESF or the ERDF between 2007 and 2013. The OPs presented in blue and orange mentioned justice in relation to high-level priorities, specific planned activities or potential beneficiaries. The OPs presented in grey did not mention justice at all, but still supported relevant projects.

In total, 22 OPs mentioning justice were identified, of which 13 OPs were funded by the ESF (across 10 Member States – BG, CZ, EL, HU, IT, LT, LV, MT, PL, SI) and nine OPs were funded by the ERDF (across seven Member States – CZ, ES, HU, IT, LV, PL, PT). Of those 22 OPs, seven were regional OPs (two ES regional OPs and four IT regional OPs). Based on the reviewed projects supporting justice, there are an additional 40 OPs across seven Member States (in EE, EL, ES, LT, RO, SK and, predominantly, Italy with 25), which did not explicitly mention support to justice, but funded relevant projects nonetheless. Three Member States (EE, RO and SK) had no OPs that explicitly mention support to the justice system, but did fund relevant projects.

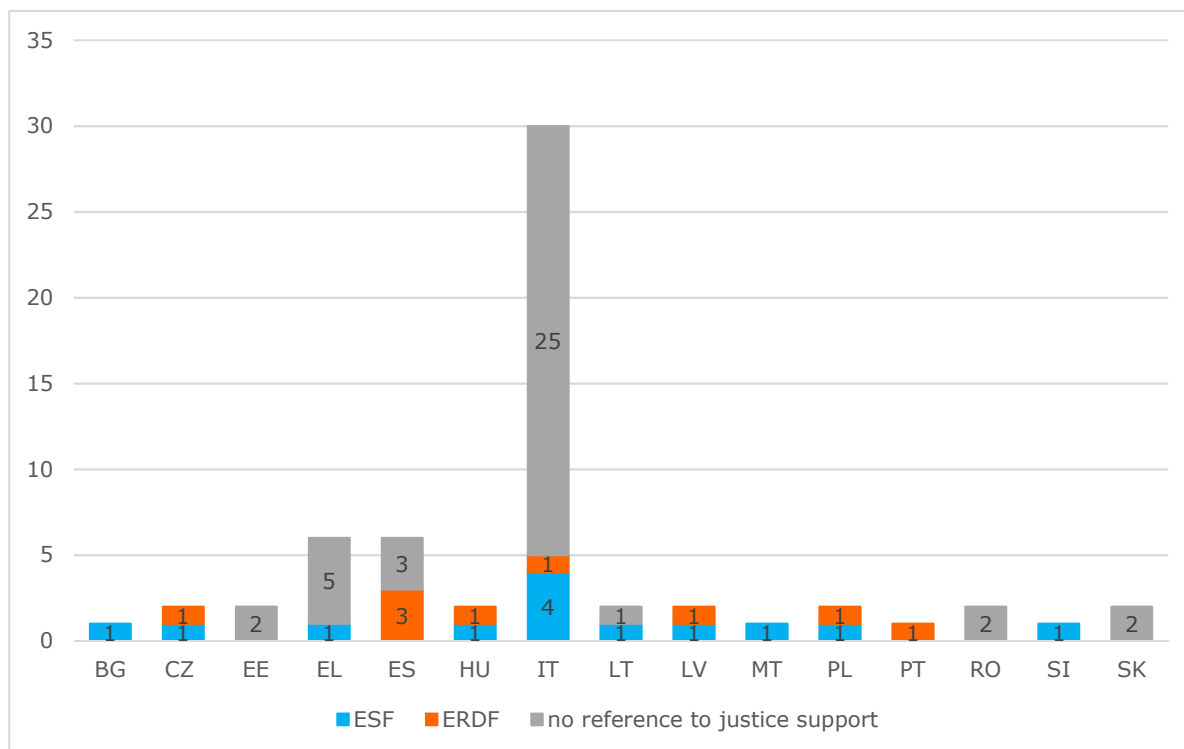
Five Member States (BG, EL, LT, MT and SI) had only ESF OPs, which planned to support justice, although in EL and LT the project review showed that ERDF OPs also supported relevant projects.



ES<sup>18</sup> and PT only had ERDF OPs that explicitly mentioned support to the justice system, and an additional three ERDF OPs in ES did not mention justice, but supported relevant projects. CZ, HU and PL were the only Member States which planned to support justice using both ESF and ERDF funding.

It should be noted that in IT the ESF Regional OP Calabria (CCI 2007IT051PO002) did plan to support justice and a project was funded but, since no additional information was found regarding this project, the OP is not included in the analysis of this report.

**Figure 1: Number of OPs supporting justice in the programming period 2007–2013, per fund**



**Forty OPs that did not explicitly mention justice support did fund projects supporting justice.** However, the document review revealed that in several cases out of these 40 OPs (EE, EL, LT, SK) justice support was included within wider public administration measures as follows:

- **EE:** Both OPs (OP for Human Resource Development – ESF and OP for the Development of Economic Environment – ERDF) which did not mention, but did fund, justice support, had originally programmed for support to public administration more generally. Justice system institutions are considered as part of public administration and therefore were not referenced separately at the programming stage.
- **EL:** There was no explicit reference to the justice system in the OP Digital Convergence – ERDF, although it is likely that justice was covered by the funding because public administration was the target of the programme.
- **SK:** Both OPs (OP Informatisation of Society – ERDF and OP Employment and Social Inclusion – ESF) did not explicitly mention justice support, but as the project review revealed, both OPs had priorities related to public administration, which also included the justice system.
- **LT:** The OP Economic Growth – ERDF programmed for activities aimed at increasing the efficiency of public sector institutions, introducing e-services and secure electronic networks' infrastructure. The findings of the project review showed that the funded activities included a project covering IT security.

<sup>18</sup> The funding available for Spain under the European Social Fund (ESF) has not been used for investment in the justice system.

- **RO** was an exception in that the OP did not initially plan on supporting justice through the ESIF, but the Cooperation and Verification Mechanism (CVM) recommendations led to public pressure for more action on this issue and ultimately both the OP Administrative Capacity Development – ESF and the OP Increase of Economic Competitiveness – ERDF funded relevant justice-related projects.

### Regional OPs

The OP and project overview showed that in only three Member States (EL, ES, IT) was there a **link between national and regional OPs**, as described below:

- **EL:** Four regional OPs (OP Attica, OP Macedonia Thrace, OP Thessalia-Mainland Greece-Epirus and OP Crete, Aegean islands)<sup>19</sup> provided complementary funding to the national OP Public Administration Reform, for justice-related activities that took place in their geographical territory.
- **ES:** The national OP (OP Knowledge-Based Economy – ERDF) also funded projects together with regional OPs in Andalucía, Galicia, Valencia, Canary Islands and Catalonia. Andalucía, Galicia, Valencia and Canary Islands received investments under the national OP. Valencia and Canary Islands also funded programmes/projects under their regional OPs, while Catalonia's justice system reforms were only funded under the regional OP.
- **IT:** Four regional OPs (Apulia, Campania and Sicily for ESF, and Apulia for ERDF) and one national OP (PON Governance and system actions) mentioned priorities which were reflected in the NSRF – these included increasing the standards of public services, increasing the governance capacity of public administration and a focus on the right of information and of access to justice.

### Justice specific priorities in the OPs

**Priorities relating to justice support at the OP level** were presented either for the whole OP, or in relation to a specific priority axis which targeted justice or public administration support. Priorities which included justice support were identified in six Member States (BG, ES, HU, IT, LV, PL) across 12 OPs, covering the following topics:

- **Digitalisation & ICT** (IT, LV, PL): digitalising registers, promoting the use of electronic services in courts and upgrading hardware and software, promoting the right to information, and establishing/upgrading points of customer services in courts;
- **Improving internal processes** (ES, HU): improving case-handling processes;
- **Training & Raising awareness** (BG, ES, IT, PL): enhancing professionalism, transparency and accountability, improving human resource management and skills upgrade.

**Specific objectives at the level of individual priority axes were not a formal requirement** for the 2007–2013 programming period. Therefore, almost no objectives relating explicitly to justice were identified in the programming documents. The **only three exceptions were:**

- **BG:** OP Administrative Capacity – ESF had three priority axes, which included objectives related to justice support:
  - PA 1 'Good governance', Sub-priority 1.5. 'Transparent and effective judicial system' aimed to increase the confidence of citizens and businesses in the judicial system and to improve the organisation of its operation.
  - PA 2 'Human Resource Management', Sub-priority 2.4. 'Competent judicial system and effective HRM' aimed to improve the qualifications of magistrates and court

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<sup>19</sup> According to the Member State chapter on Greece, in cases where projects benefited the whole Greek territory, funds from regional OPs were transferred to the beneficiaries pro rata to enable implementation in each region.

officials and to elaborate an overall human resource management policy in the judicial system.

- PA 3 'Quality administrative service delivery and e-governance development', Sub-priority 3.3. 'Improvement of the service delivery provided by the bodies of the judiciary through development of information technologies' aimed to increase the effectiveness and transparency in the activity of the bodies of judiciary through the introduction of integrated automatic information systems.
- **PL:** In the OP Human Capital – ESF, PA 5 'Good governance' specifically referred to improving the organisation of the justice system, promoting ADR and improving the skills of justice system employees.
- **SI:** Under the OP for Human Resources Development, PA 5 'Institutional and administrative capacity', the objective was to ensure the efficiency and effectiveness of the public sector, including in justice, comparable to the level of other developed EU Member States.

Only two Member States reported **changes to the OP during the programming period which affected justice support**. According to the ex-post evaluation of the OP State Reform – ESF in **HU**, there was a change in focus of justice-related projects in the middle of the programming period. Initially activities were focused on organisational development, while the new Government elected in 2010 shifted priorities towards individual training for the staff of the justice system. In **RO**, where no justice support was programmed, the remarks received through the CVM during the course of the programming period regarding the need to improve the efficiency of the justice system within the wider context of the fight against corruption, led to the implementation of three projects, which were also used in the planning for the current programming period (a Judicial Functional Review; a publicly available database containing all Romanian legislation and an e-learning platform for the Ministry of Justice and the judicial system).

### OP planned activities

Table 2 gives an overview of the types of planned activities to support the justice system, included in the OPs that explicitly planned justice support, per Member State, under each fund. The table does not include information for Malta (MT), as the OP II Empowering People for more jobs and a better quality of life – ESF did not include any information about targeted activities supporting the justice system (it only refers to public administration, which also includes the Ministry of Justice as a potential beneficiary), even though it provided support to justice, as revealed by the project review. As the table shows, the ESF programmed to fund a wider range of activities than the ERDF.

**Table 2: Planning stage – types of activities set out in the OPs, by fund**

Type of activity proposed	ESF (EE, ES, PT, RO and SK have no OP funded under ESF that refers to justice)	ERDF (BG, EE, EL, LT, MT, RO, SK and SI have no OP funded under ERDF that refers to justice)
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	BG, EL, HU, IT, LT, PL, SI	PT
Digitalisation of court services	BG, EL, HU, LV, SI	CZ, ES, HU, LV, PL
Purchase of ICT systems	BG, HU, PL	PL, PT
Developing/upgrading business processes at courts	HU, LV, SI	N/A
Activities related to ADR/ODR	HU, PL	N/A
Developing/upgrading HR management processes within the judiciary	BG, PL	N/A
Development and circulation of best practices	BG, PL	N/A
Evaluations and studies	CZ, IT, PL	N/A
Introduction of case management systems	N/A	N/A
Putting in place/upgrading the cooperation and communication within the judiciaries of the MS	BG, CZ	PT

Type of activity proposed	ESF (EE, ES, PT, RO and SK have no OP funded under ESF that refers to justice)	ERDF (BG, EE, EL, LT, MT, RO, SK and SI have no OP funded under ERDF that refers to justice)
Support to reform initiatives	N/A	N/A
Upgrading physical infrastructure	N/A	N/A
Other types of activities	BG, EL, HU, PL	N/A

Overall, across Member States that did programme support to the justice system, **training and digitalisation activities were most frequently mentioned**. The topics indicated were mostly related to either better understanding and applying new national and EU laws, or using new IT services and systems that were being developed under other priority axes/OPs. ICT-related activities included digitalisation of registries, connecting existing information systems, creating systems to provide legal services to citizens and businesses in electronic form, and standardising procedures to reduce processing times of court cases.

'Other types of activities' under ESF OPs included:

- Improving the quality of legislation through e.g. undertaking a quality assessment or codification (BG and EL);
- Improvements to facilitate access to justice (HU and PL), e.g. through upgrading of customer service standards and implementation of capacity building, promotion and information programmes aimed at developing dialogue between the judiciary and the citizens (PL);
- Education and information campaigns aimed to improve and encourage the use of alternative ways of self-regulation and dispute settlement within the business sector (HU).

### OP proposed beneficiaries

Table 3 provides an overview of the types of beneficiaries relevant to the justice system that were foreseen in the OPs which explicitly mentioned justice support, presented by Member State and by Fund. Regarding the ESF OPs, three Member States (CZ, IT, LT) either did not identify beneficiaries, or the beneficiaries indicated were of a more general nature (not justice-specific), e.g. 'administrative authorities', 'public services' and 'public administrations'. Similarly, regarding the ERDF OPs, the OPs of five Member States (CZ, ES, IT, LV, PT) did not include any information on the beneficiaries, or the beneficiaries indicated were of a more general nature.

Similar to the planned activities outlined above, ESF OPs proposed a greater number of types of beneficiaries than ERDF OPs. The most common types of proposed beneficiaries under the ESF OPs (in seven Member States) included relevant ministries; courts and tribunals; national prosecution offices, registry offices and specialised governance bodies of the judiciary, whereas the ERDF OPs (in two countries) proposed beneficiaries such as relevant ministries, courts and tribunals and national prosecution offices.

**Table 3: Planning stage – types of beneficiaries proposed in the OPs, by fund**

OP Beneficiaries	ESF (EE, ES, PT, RO and SK have no OP funded under ESF that refers to justice) <sup>20</sup>	ERDF (BG, EE, EL, LT, MT, RO, SK and SI have no OP funded under ERDF that refers to justice)
Relevant ministries	BG, MT, PL, SI*	PL
Courts and tribunals	BG, HU, LV, SI	HU
National prosecution offices	BG, HU, PL, SI	HU

<sup>20</sup> The Slovenian ESF OP or Human Resources and Development does not distinguish between target group and beneficiaries, so the organisations mentioned in the OP are included in both this table and the table on beneficiaries.

Professional associations of magistrates and bar associations	SI	N/A
Registry offices	BG	N/A
Specialised governance bodies of the judiciary (e.g. Council for the Judiciary)	BG	N/A
Specialised training or research institutions	PL	N/A
Other	BG, EL, HU, IT, SI	HU

\* In SI beneficiaries and target groups are not differentiated and therefore the same institutions are included in both categories.

In terms of 'other' types of proposed beneficiaries, the ESF OPs included the following:

- the National Investigation Service (BG)<sup>21</sup>;
- Defence (legal aid) bodies, office of the state defenders, state defenders, lawyers (SI and HU);
- Expert assistants in the judicial bodies (SI);
- General Secretariat of Public Administration and E-government and the Information Society S.A. (EL);
- Regional administration (IT) – in particular the way in which the regional courts interact with the regional administration and how information is collected and shared between courts and the regional administrations.

### **OP proposed target groups**

Only the OPs of eight Member States (BG, EL, IT, LT, LV, PL, PT and SI) mentioned specific target groups within the justice system (see Table 4). However, these target groups were mainly specified under OPs funded by the ESF (i.e. 'Relevant ministries', 'Courts and tribunals', 'National prosecution offices', 'Specialised governance bodies of the judiciary'), while no specific target groups were mentioned in the ERDF-related OPs, with the exception of **PT**.

The following ERDF OPs did not specify a target group related to justice:

CZ – Integrated Operational Programme for the period 2007–2013  
 ES – OP Knowledge-Based Economy  
 ES – OP Cataluña (Catalonia)  
 ES – OP Canarias  
 ES – OP Andalucía  
 ES – OP de Galicia  
 ES – OP Comunitat Valenciana  
 HU – OP Electronic Public Administration  
 IT – Por Sicilia FESR  
 IT – Programma Operativo FESR Puglia 2007–2013  
 LV – OP Infrastructure and Services  
 PL – OP Innovative economy

Additionally, the ESF OP Human Resources and Employment in CZ and the OP State Reform in HU did not mention justice-specific target groups either.

**Table 4: Planning stage – target groups proposed in the OPs, by fund**

<b>OP Target groups</b>	<b>ESF</b> (EE, ES, PT, RO and SK have no OP funded under ESF that refers to justice) <sup>22</sup>	<b>ERDF</b> (BG, EE, EL, LT, MT, RO, SK and SI have no OP funded under ERDF that refers to justice)
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<sup>21</sup> It is part of the National Prosecution Office and thus of the judiciary.

<sup>22</sup> The Slovenian ESF OP for Human Resources and Development does not distinguish between target group and beneficiaries, so the organisations mentioned in the OP are included in both this table and in the table on beneficiaries.

Relevant ministries	BG, SI*	N/A
Courts and tribunals	BG, IT, LV, LT, PL, SI*	N/A
National prosecution offices	BG, PL, SI	N/A
Professional associations of magistrates and bar associations	N/A	N/A
Registry offices	BG	PT
Specialised governance bodies of the judiciary (e.g. Council for the Judiciary)	BG	PT
Other	BG, EL, SI	N/A

\* In SI, beneficiaries and target groups are not differentiated and therefore the same institutions are included in both tables.

## 4.3 Summary of OP implementation documents (Implementation stage)

### 4.3.1 Annual Work Programmes and Action Plans

**Annual Work Programmes or Action Plans** serve as a guide to potential applicants, so that they know what calls for proposals will be published in a given year. These documents do not include any other details that are not included in the official call documentation. Annual Work Programmes that mentioned justice were identified in countries where justice support was explicitly planned for, namely BG, HU, PL and SI. The documents were published either annually (BG, PL, SI) or bi-annually (HU) and included information about eligible activities, beneficiaries and target groups. The planned funding operations included in these documents are in line with the planned activities and proposed beneficiaries and target groups listed in the OPs.

- **BG** published Annual Work Programmes between 2009 and 2013 related to the OP Administrative Capacity, which included information on the planned activities, expected results and impacts, as well as proposed beneficiaries and target groups.
- **HU** published bi-annual Action Plans for both the OP State Reform and the OP Electronic Public Administration, which included information about the planned activities, as well as eligible beneficiaries and project selection criteria:

#### OP State Reform – ESF:

- 2007–2008: Training courses; IT development; organisation development.
- 2009–2010: Organisation Development; training courses; developing the implementation of rights; skill development of the judiciary.
- 2011–2013: Organisation development; developing the implementation of rights; specific projects: Knowledge-based development of the judiciary; Skills development in justice system; Modernisation of registration of civil society organisations.

#### OP Electronic Public Administration – ERDF:

- 2007–2008, 2009–2010, 2011–2013 (the activities did not change over times): IT Development; organisation development; data security; specific projects: IT development of the registry courts; Security of legal transactions; Organisational development of the judiciary and public administration bodies.
- **PL** published an Action Plan related to the OP on Human Capital – ESF between 2008 and 2015, which provided information about activities planned in individual projects, as well as proposed beneficiaries and target groups.
- In **SI**, the funding was disbursed through public procurement operations, rather than calls for proposals, but the Ministry of Justice also presented a long list of actions that would be funded in the following year.<sup>23</sup>

Similarly, **Monitoring Committee Documents** are working documents, which do not include detailed information about justice support. Justice was mentioned in Monitoring Committee Documents only in BG, IT and PL in relation to the approval of other documents regarding upcoming funding operations.

<sup>23</sup> The detailed annual Action Plans for operation E-Justice are presented in the SI MS Chapter.

### 4.3.2 General project selection criteria

The following information on general project selection criteria is mainly based on information reported in interim and ex-post evaluations and Annual Implementation Reports (AIRs), as well as other implementation reports and final reports.

With the exception of BG and SI, the selection criteria at OP level in the remaining countries were very general as they covered a wide range of eligible activities and beneficiaries, **and did not make any specific reference to justice**. Overall, the project selection criteria were very similar across all Member States and covered the following requirements:

- Rationale and objective of the project and its link to the wider objectives of the OP, or ESIF more generally, and the how it will address specific problems/issues;
- The quality of the project proposal based on clear and measurable goals and quantifiable outputs and results;
- Financial and administrative requirements with regard to the beneficiary;
- Project management and risk analysis;
- Budget and financial viability and sustainability of the activities;
- Compliance with horizontal criteria (gender, environmental, social).

In the case of Bulgaria, several calls for proposals for justice support included justice-specific selection criteria. However they were not very detailed. For example for Procedure BG05SFOP001-1.001 'Structuring of data and analytical activities for the implementation of the strategic documents for the development of public administration, development of e-governance and introduction of e-governance in the Justice sector', the specific selection criteria were:

- Ensuring data, analyses and conditions for future strategic projects under the OP Administrative Capacity – ESF in fulfilment of the Strategy for introducing e-governance and e-justice in the Justice sector;
- Supporting the development of reliable, effective and secure e-environment for the implementation of e-justice.

For the E-justice operation in SI, which was implemented through many public procurement operations, the criteria set out were as follows<sup>24</sup>:

- 'Operations are aimed at increasing the efficiency of the judiciary, efficient justice services, modernisation and optimisation of processes in the justice system;
- Operations promote development and implementation of the ICT solutions, upgrading ICT infrastructure, connecting information systems of various stakeholders (courts, prosecutor's office, state attorney's office, Ministry of justice with its bodies, Constitutional Court, etc.) that need high quality institutional environment for competitive and safe business, economic growth, quality of life of citizens and their security and effective protection of their rights;
- Operations promote development of an efficient and user-friendly system for the external users (citizens, private and public sector) and an efficient and friendly system for the implementation of judicial processes within justice system bodies, which will be achieved through modern ICT (for example e-Justice portal);
- Operations promote HRD for the justice system staff to be able to use ICT;
- Operations are designed to meet the objectives of the strategy for the computerisation of the Slovenian justice system in the period 2007–2013;
- Operations promote a positive impact on sustainable development, the environment or Equal opportunities.'

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<sup>24</sup> More specific project selection criteria at operation level are presented in the MS Chapters.

### 4.3.3 AIRs, interim and ex-post evaluations and Final Implementation Reports

#### Reported activities

Table 5 gives an overview of the types of activities undertaken to support justice systems, funded by the ESF or the ERDF, by Member State, as reported at programme level (i.e. in AIRs, interim and ex-post evaluations and Final Implementation Reports). Since all of these different types of documents provided aggregate data instead of individual projects, the information about reported activities, beneficiaries and final recipients is incomplete. Nevertheless, these documents provide a good overall indication about how justice was supported through ESF and ERDF. Reported data is further elaborated in the sections below based on the review of project-level data.

In addition, the CZ 'Impact ex-post evaluation of the implementation of the strategy realisation of the Smart Administration' did not distinguish between activities undertaken and funded under ESF or ERDF (or the OP), therefore the activities reported are now included in Table 5 under both ESF and ERDF.

It should be noted that Annual and Final Implementation Reports and evaluations do not always provide detailed information about justice support. It is, for example, possible that they mention the implemented activities without specifying the beneficiaries or final recipients of the action.

For Italy, the AIRs for the Por Sicilia FESR – ERDF and FESR Puglia – ERDF did not report any activities related to support to justice. Hence, Italy is not included in Table 5 under the ERDF.

**Table 5: Implementation stage – types of activities reported, by fund**

Type of activity - reported	ESF	ERDF
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	BG, CZ, EL, HU, IT, LT, MT, PL, SI	CZ, PT, ES
Digitalisation of court services	BG, CZ, EL, HU, LV, PL, SI, RO	CZ, ES, LV, PL, PT, RO, SK
Purchase of ICT systems	EL, HU, LV, PL, SI	LT, ES, SK
Developing/upgrading business processes at courts	EL, HU, LV, PL, SI	HU
Activities related to ADR/ODR	HU, PL	N/A
Developing/upgrading HR management processes within the judiciary	BG, HU, PL	N/A
Development and circulation of best practices	IT	N/A
Evaluations and studies	BG, HU, IT, RO	N/A
Introduction of case management systems	BG, PL	SK
Putting in place/upgrading the cooperation and communication within the judiciaries of the MS	N/A	PT, ES
Support to reform initiatives	EL, HU, MT	N/A
Upgrading physical infrastructure	N/A	N/A
Other activities	BG, HU	N/A

While for BG, 'other activities' were not specified, for HU those undertaken under the OP State Reform – ESF included:

- Review of administrative processes;
- Deregulation.

#### Reported beneficiaries

Table 6 gives an overview of the types of beneficiaries, as reported in evaluations, AIRs, and any other implementation or progress reports, per Member State and by fund. It should be noted that for CZ, EE, ES, and IT the reviewed documents did not specify the type of beneficiary.



**Table 6: Implementation stage – actual beneficiaries reported, by fund**

Beneficiaries - reported	ESF	ERDF
Relevant ministries	BG, MT, PL, RO, SI	PL, LT, RO, SK
Courts and tribunals	BG, EL, HU, LV, LT, SI	HU, LV, PT, SK
National prosecution offices	BG, PL	SK
Professional associations of magistrates and bar associations	N/A	N/A
Registry offices	BG, SI	N/A
Specialised governance bodies of the judiciary (e.g. Council for the Judiciary)	BG, HU	N/A
Specialised training or research institutions	EL, PL	N/A
Other	BG, MT, SI	HU, SK

'Other' beneficiaries included:

- The National Institute of Justice (BG);
- Local government (MT);
- Local public administration bodies (HU);
- Prison personnel (SK).

As can be seen in Table 6, the most frequently reported beneficiaries are the Ministries and the Courts. Similarly to the proposed beneficiaries mentioned above, most actual (reported) beneficiaries fall under the ESF. None of the documents reported professional associations of magistrates and bar associations as beneficiaries.

### **Reported final recipients**

Table 7 gives an overview of the types of final recipients (i.e. the target group at planning stage and the user/participant at implementation stage), as reported in evaluations, AIRs or any other implementation or progress report, per Member State and by fund. For a large number of relevant Member States, the final recipients were not specified in these documents, namely for:

- BG, CZ, EE, LV and IT with regard to ESF-related documents;
- CZ, ES, LV, and HU with regard to ERDF-related documents.

**Table 7: Implementation stage – final recipients reported, by fund**

Final recipients - reported	ESF	ERDF
Relevant ministries	EL, HU, MT, PL, RO, SI	LT, PT, RO
Courts and tribunals	EL, HU, LT, PL, SI	PL, SK
National prosecution offices	SI	PT
Professional associations of magistrates and bar associations	N/A	N/A
Registry offices	SI	PL
Specialised governance bodies of the judiciary (e.g. Council for the Judiciary)	HU	N/A
Other	BG, MT, SI	N/A

As can be seen in Table 7, the most frequently mentioned final recipients are the 'Courts and tribunals'. None of the documents reported professional associations of magistrates and bar associations as beneficiaries.

'Other' final recipients reported included:

- National Investigation Service, National Institute of Justice (BG)<sup>25</sup>;
- Local government (MT);
- State attorneys, attorneys, supporting staff (SI).

### **Output and result indicators**

Justice-related indicators at OP level were reported only in BG, CZ, EL, ES, PL and SI. **Output indicators** covered mainly the number of implemented information systems, the number of trained magistrates and court employees and the number of digitalised services, while **result indicators** were primarily focused on the reduced length of legal proceedings for citizens and businesses. No Member State reported impact indicators. The following tables show the main categories of indicators (Table 8), as well as a detailed breakdown of all identified indicators per Member State (Table 9).

**Table 8: Output and result indicators (based on activity categories)**

	Output indicators (BG, EL, ES, PL, SI)	Result indicators (BG, CZ, PL, SI)
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	BG, EL, PL, SI	N/A
Digitalisation of court services	BG, ES, PL, SI	BG, PL
Developing/upgrading HR management processes within the judiciary	N/A	BG, PL
Evaluations and studies	N/A	BG
Introduction of case management systems	PL	N/A
New legislation	N/A	BG

<sup>25</sup> The National Institute of Justice is an independent legal entity but there is a functional relationship between the Institute, on one hand, and the Supreme Judicial Council and the Ministry of Justice, on the other. The Institute obtains its funding from the budget of the Judiciary as well as from various programmes and projects.

	Output indicators (BG, EL, ES, PL, SI)	Result indicators (BG, CZ, PL, SI)
<b>Other indicators</b>		
Codification of institutional and legislative framework	EL	N/A
Reduced length of court proceedings	N/A	CZ, PL, SI
Improved efficiency of court systems	N/A	PL

**Table 9: Output and result indicators (in detail by Member State)**

	Output indicators	Result indicators
BG	Number of bodies of the judiciary introduced a case management system; Number of newly developed (and updated) training modules for the judiciary; Total number of trained magistrates and court clerks; Trained women of the total number of trained magistrates and court clerks; Newly developed / upgraded information systems for the judicial bodies	Projects of normative documents, accompanied by an impact assessment; Legislation adopted after consultation with stakeholders; Bodies of the judiciary which introduced HRM system; Services included into the e-justice portal
CZ	N/A	Reduction in the duration of judicial proceedings (regional courts); Reduction in the duration of judicial proceedings (district courts)
EL	Number of initiatives for the upgrading of the administrative capacity of courts; Number of public sector activities for which the institutional framework (Laws, presidential decrees, etc.) concentrates in a common administrative code in public domain	N/A
ES	Number of Register Offices and Peace Courts that have been digitised; Number of equipment or software licences bought	N/A
PL	Number of judicial staff trained to improve the effectiveness of economic judiciary who have completed projects under Priority; Number of customer service points in the courts created with the support of the ESF; Number of managerial staff of courts participating in management training; Number of court registry services implemented, available electronically; Number of implemented solutions aimed at improving case management; Number of trained prosecutors carrying out periodic and subject evaluations	Average waiting time for business registration for limited liability companies; Average length of civil and economic proceedings pending in the ordinary and simplified proceedings; Percentage of courts in which the managerial model was implemented; Percentage of civil and economic cases conducted electronically; Percentage of organisational units of public prosecutors in which uniform criteria of quality and efficiency of work were implemented
SI	Number of computerised records in the justice system suitable for electronic data interchange; Number of organised training events to work with IT-supported processes; Number of computerised registers in the justice system; Number of computerised processes in the justice system	Time for resolution of judicial procedures

## 5. Programming period 2007–2013: Overview of projects supporting justice

This section provides an overview of how the ERDF and ESF funded support to the justice system in 16 EU Member States during the 2007–2013 programming period, by summarising the information on beneficiaries, activities and final recipients of ongoing, closed and cancelled projects that support the justice system.

### 5.1 General overview

The following section provides an overview of the projects which supported justice, broken down by Fund. Croatia did not receive any ESF or ERDF funding in 2007–2013.

In the 2007–2013 programming period, a **total of 366 projects** supporting justice were identified, of which **364** were closed, one<sup>26</sup> was ongoing, and for one BG project the status was unknown. The EU contributed a total of **EUR 473.4 million**.<sup>27</sup>

Table 10 gives an overview of the number of projects funded by the ESF and ERDF which support the justice system, and the related budget allocated and spent. The table **does not include cancelled projects**.

The tables and figures in this section presenting the **budget allocated** include budget data for all ongoing and closed projects (but excluding cancelled projects), with the exception of one project in ES for which no data on budget allocated was available. The tables and figures presenting **budget spent** include the budget spent of all ongoing and closed projects, but exclude information on those projects that were cancelled, unless explicitly mentioned. In addition, budget spent data was not available for one ERDF project in HU and four ERDF projects in EE. The tables and figures presenting **EU contribution** include the budget spent of all ongoing and closed projects. However, EU contribution data was not available for 25 projects, namely for 17 projects in HU (10 ESF and seven ERDF projects), five ERDF projects in EE (one ESF and four ERDF projects) and three projects in RO (two ESF and one ERDF projects).

**Table 10: Summary overview of projects identified which support justice for 16 MS (2007–2013) excluding cancelled projects**

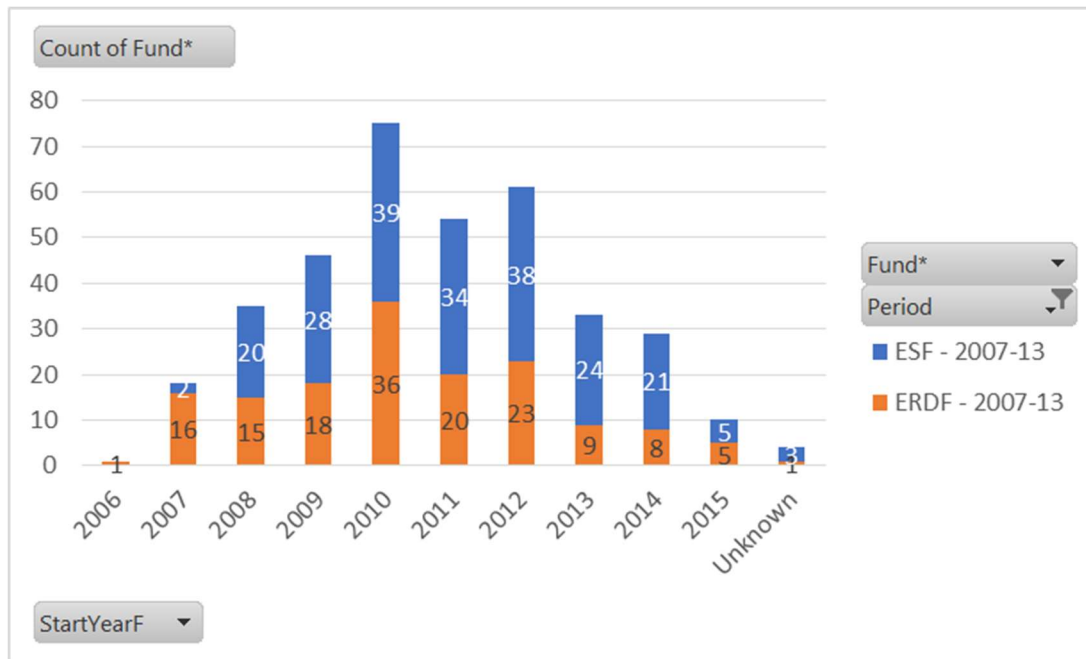
Project Name	Number of projects supporting justice (n=366)	Budget allocated in thousand EUR (n=365)	Budget spent in thousand EUR (n=361)	Actual EU contribution in thousand EUR (n=341)
<b>ESF</b>	214	216,535	186,825	130,844
<b>ERDF</b>	152	517,309	458,787	342,610
<b>TOTAL</b>	<b>366</b>	<b>733,844</b>	<b>645,611</b>	<b>473,454</b>

The majority of identified projects supporting justice in the 2007–2013 programming period were funded under the ESF (58%). However the ERDF projects accounted for a larger share of funding (71%) of budget spent and EU contribution (72%).

<sup>26</sup> This concerns a project funded by the ERDF in IT. The project was only awarded in April 2015 (see DETTAGLI GARA - ID 2015/6 -<https://sua.provincia.crotone.it/gare/id48-dettagli>). At the time when this research was undertaken, the project was not classified as completed and all money had not been disbursed. The project was expected to last for four years (i.e. start in 2011 and finish in 2015). The beneficiary was contacted to seek clarifications, but no answer was received.

<sup>27</sup> Data available for 341 projects.

**Figure 2: Number of projects supporting justice, by project start date (year) and by fund (n=366)**



As can be seen from Figure 2, the projects started between 2006 (one year prior to the programming period) and 2015 (two years after the end of the programming period). The project that started in 2006 was an ERDF project in IT introducing a new monitoring system that supports judicial authorities in the investigation and reduction of criminal activity. The 10 projects with a start date in 2015 were two projects in CZ, three projects in IT, two projects in MT and three projects in SK.<sup>28</sup>

The number of ESF and ERDF projects supporting justice increased between 2008 and 2012, with a peak in 2010 when 75 projects started (accounting for over 20% of all projects identified). There was also an increase of projects being funded between 2011 and 2012. After 2012, the number of new projects starting to decrease again.

Table 11 provides an overview of the number of justice-related projects broken down by country and by fund (ESF, ERDF). Sixty-three percent of all projects were funded in just four Member States, namely BG, EE, ES and IT. Almost a quarter (23%) of the projects supporting justice identified were funded in IT (83 projects – of which 58 were ESF and 25 were ERDF). Moreover, two Member States did not fund justice through the ESF (ES and PT), whereas three Member States did not fund justice through the ERDF (BG, MT and SI).

Member States with the lowest number of justice projects are MT (two ESF projects which are both closed), RO (three projects, all closed, of which two were ESF and one was ERDF) and LV (six closed projects, of which two were ESF and four were financed by the ERDF). In addition, in SI one justice-related Operation was funded through the ESF, which is closed.

<sup>28</sup> This is likely to be the case because of the n+2/+3 rule, where Member States' Cohesion Policy allocations are divided into annual amounts which must be spent within two or three years, depending on the country.

**Table 11: Overview of number of projects implemented which support justice, by country (2007–2013)**

Member State	ESF				ERDF				TOTAL
	Closed	Ongoing	No information	Total ESF	Closed	Ongoing	No information	Total ERDF	
BG	44		1	45	0		0	0	45
CZ	29			29	2		0	2	31
EE	30			30	12		0	12	42
EL	8			8	9		0	9	17
ES				0	63		0	63	63
HR				0	0		0	0	0
HU	10			10	7		0	7	17
IT	58			58	24	1 <sup>29</sup>	0	25	83
LT	17			17	6		0	6	23
LV	2			2	4		0	4	6
MT	2			2	0		0	0	2
PL	9			9	4		0	4	13
PT				0	11		0	11	11
RO	2			2	1		0	1	3
SI	1			1	0		0	0	1
SK	1			1	8		0	8	9
<b>TOTAL</b>	<b>213</b>	<b>0</b>	<b>1</b>	<b>214</b>	<b>151</b>	<b>1</b>	<b>0</b>	<b>152</b>	<b>366</b>

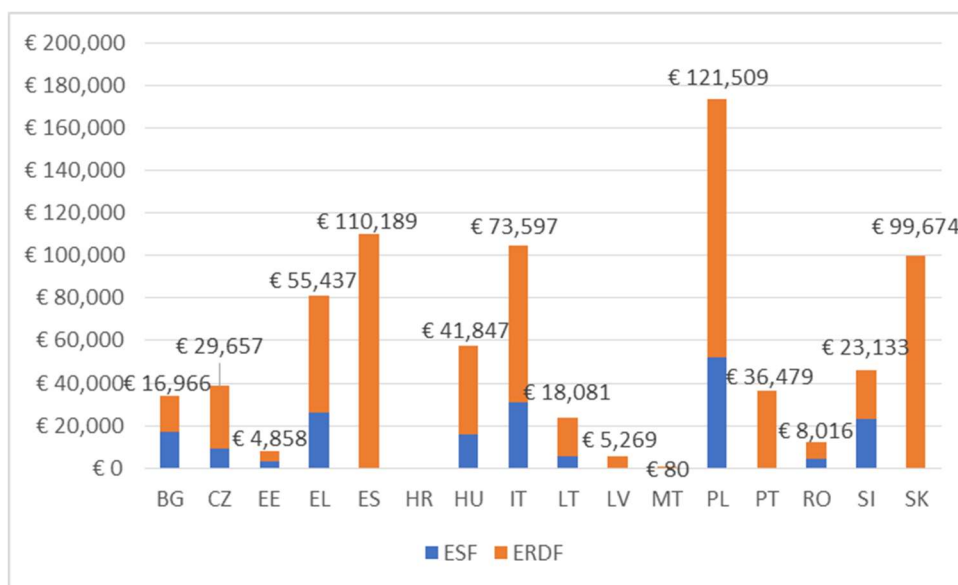
<sup>29</sup> <http://www.opencoesione.it/progetti/1cl207060/>; relevant IT stakeholders were contacted, but not information could be obtained that this project has been completed.

### Spent budget per project

Compared to the EUR 733.8 million allocated, a total budget of **EUR 645.6 million** was spent overall on projects supporting justice across the 16 Member States and across the two funds. This included EUR 186.8 million spent on ESF projects and EUR 458.8 million spent on ERDF projects.

Figure 3 gives an overview of the **budget spent** supporting justice, broken down by Member State and Fund. Table 12 further breaks down the overview by fund and by project status.

**Figure 3: Overview of total budget spent of projects supporting justice (2007–2013 period), in thousand EUR, by country (n=366)**



As can be seen in Figure 3, the Member States with the highest amount of budget spent on support to justice were PL (13 projects worth over EUR 121.5 million) and ES (63 projects – over EUR 110.2 million – ERDF only). Although in SK only nine projects were funded, these amounted to EUR 99.7 million. On the other hand, in EE, although 42 projects were funded in this Member State, these only amounted to about EUR 4.9 million budget spent. The 83 projects funded in IT together amount to around EUR 74 million.

As can be seen in Table 12, the largest share of ESF budget was spent in PL, followed by IT, EL and SI. The largest share of ERDF budget was spent in ES, SK and PL.

**Table 12: Overview of budget spent of projects supporting justice (2007–2013 period), in thousand EUR, by fund and by country (n=368) excluding cancelled projects**

Member State	ESF					ERDF					TOTAL
	Closed	Ongoing	In tendering process	No information	Total	Closed	Ongoing	In tendering process	No information	Total	
BG	16,966			409	<b>17,375</b>					<b>0</b>	<b>17,375</b>
CZ	9,113				<b>9,113</b>	20,544				<b>20,544</b>	<b>29,657</b>
EE	2,977				<b>2,977</b>	1,880				<b>1,880</b>	<b>4,858</b>
EL	25,924				<b>25,924</b>	29,513				<b>29,513</b>	<b>55,437</b>
ES					<b>0</b>	110,189				<b>110,189</b>	<b>110,189</b>
HR					<b>0</b>					<b>0</b>	<b>0</b>
HU	15,550				<b>15,550</b>	26,297				<b>26,297</b>	<b>41,847</b>
IT	30,914				<b>30,914</b>	42,683	410 <sup>30</sup>			<b>43,093</b>	<b>74,007</b>
LT	5,599				<b>5,599</b>	12,482				<b>12,482</b>	<b>18,081</b>
LV	52				<b>52</b>	5,217				<b>5,217</b>	<b>5,269</b>
MT	80				<b>80</b>					<b>0</b>	<b>80</b>
PL	51,893				<b>51,893</b>	69,616				<b>69,616</b>	<b>121,509</b>
PT					<b>0</b>	36,479				<b>36,479</b>	<b>36,479</b>
RO	4,140				<b>4,140</b>	3,876				<b>3,876</b>	<b>8,016</b>
SI	23,133				<b>23,133</b>					<b>0</b>	<b>23,133</b>
SK	74				<b>74</b>	99,600				<b>99,600</b>	<b>99,674</b>
<b>TOTAL</b>	<b>186,416</b>	<b>0</b>	<b>0</b>	<b>409</b>	<b>186,825</b>	<b>458,377</b>	<b>410</b>	<b>0</b>	<b>0</b>	<b>458,787</b>	<b>645,611</b>

### Cancelled projects

In addition to the 366 projects supporting justice described above, nine projects were identified that were cancelled. These were all ESF projects and included seven projects in BG, one project in CZ and one project in EL.

<sup>30</sup> <http://www.opencoesione.it/progetti/1cl207060/>; relevant IT stakeholders were contacted, but not information could be obtained that this project has been completed.



Table 13 gives an overview of the **number of projects cancelled**, as well as the **budget allocated** and – where available and applicable – **budget spent**, for those cancelled projects supporting justice.

**Table 13: Overview of cancelled projects supporting justice, in thousand EUR, by country (2007–2013)**

	ESF		
Member State	Number of projects cancelled	Budget <u>allocated</u> for cancelled projects	Budget <u>spent</u> for cancelled projects
<b>BG</b>	7	3,037	0
<b>CZ</b>	1	118	9
<b>EL</b>	1	74	0

## 5.2 Overview of main project beneficiaries

Project beneficiaries can be described under eight main categories or 'beneficiary type' as described in the tables and graphs below, as well as a variety of institutions classified as 'Other'.

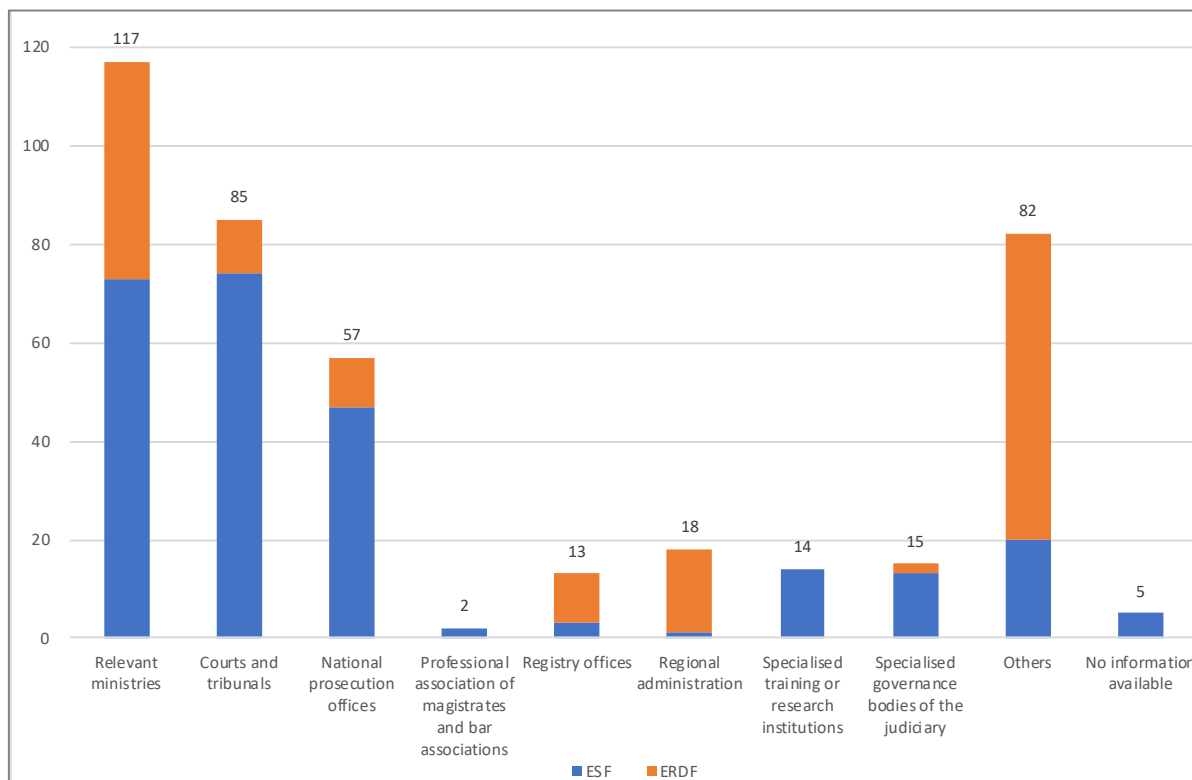
Table 14 gives an overview of the main beneficiaries of projects supporting justice, categorised by 'beneficiary type'. Although the majority of projects have a single beneficiary, some of the projects were categorised as have multiple beneficiaries. Therefore, the total number of projects presented in the table is higher than the total number of projects funded. It should also be noted that, in some cases, for those projects with multiple beneficiaries the project beneficiary(ies) fall within the same 'beneficiary type' category (e.g. two different courts would both fall under the category 'Courts and tribunals'), but are accounted for as '1' in Table 14 (i.e. one project which includes beneficiaries falling under the specific 'beneficiary type' category).

The number of ESF projects was significantly higher than the number of projects funded by the ERDF, which is also reflected in the total number beneficiaries identified for each fund (see also Table 14).

During the previous programming period, almost one third of all justice projects funded had at least one beneficiary falling under the beneficiary type 'Relevant ministries'. For the majority of these projects, the beneficiary was the Ministry of Justice (across 10 Member States). Other Ministry beneficiaries include the Ministry of Interior (BG, CZ, HU), the Ministry of Finance (EL), the Ministry of Economic Development (IT), and the Ministry of Public Administration (EL, HU). It should also be noted that in Latvia, the Court Administration falls under the category 'Relevant ministries' as it is under the authority of the Ministry of Justice.

The types of beneficiary 'Courts and tribunals' and 'National prosecution offices' were also represented in a large number of projects (23% and 16% of the justice projects respectively). 'National prosecution offices' were the beneficiaries of projects in eight Member States and 'Courts and tribunals' were the beneficiaries of projects in six Member States, and appeared most frequently in Italy, in both cases. Beneficiaries falling in the category 'Other' were found in 82 projects, accounting for 22% of all justice projects, as described in more detail below.

**Figure 4: Summary overview (number) of projects supporting justice, by beneficiary type for 16 MS (2007–13)**



## **ESF**

The beneficiary types which implemented a large share of ESF projects are the 'Courts and tribunals' (35% of projects), 'Relevant ministries' (34% of projects), and 'National prosecution offices' (22% of projects). In addition, 6% of ESF projects included a beneficiary within the category 'Specialised governance bodies of the judiciary'.

The category 'Courts and tribunals' (appearing in 74 ESF projects) includes national and regional courts and court administrations, and were most commonly beneficiaries in IT (48 projects) followed by BG (16 projects), and were also beneficiaries in EE, HU, and LT. Beneficiaries falling under the category 'Relevant ministries' (see above for specific institutions) appeared primarily in BG, CZ, EE and EL. The beneficiary type 'Other' was found in 20 projects (9% of ESF projects), and primarily in EE (15 projects), which included the Office of Chancellor of Justice, Estonian lawyers Union and the Police and Border Guard Board. Other institutions falling under the category 'Other' include the European Institute for Peace, Mediation and Arbitration (CZ), the Court Forensic Science Centre (LT), Information Society S.A. (EL), and the Ministry of Economy (PL).

## **ERDF**

The beneficiary types which implemented a large proportion of the ERDF projects are the 'Relevant ministries' (28% of ERDF projects) and 'Other' (40% of ERDF projects). In contrast to the ESF, none of the ERDF projects included the beneficiary type 'Professional associations of magistrates and bar associations' or 'Specialised training or research'.

The 44 ERDF projects which included the beneficiary type 'Relevant ministries' were implemented across 11 Member States (CZ, EE, EL, HU, IT, LT, LV, PL, PT, RO, SK). Other beneficiary type relevant for ERDF projects were 'Regional administrations' (17 projects – all in ES) and 'Courts and tribunals' (11 projects of which eight were in IT, and one each in HU, LT, and SK). In ES, the regional administrations and their justice departments were beneficiaries in the following regions: Canary Islands (one project), Catalonia (one project) and Valencia (15 projects).

The beneficiary type 'Other' was found in 62 ERDF projects, constituting the following institutions: the National Agency implementing the Digital Agenda for Spain Red.es (which is the beneficiary for 46 Spanish projects), the eJRM for 11 IT projects (a private body developing innovative ODR systems) and the Anti-mafia department (for one IT project), the Chamber of Notaries, Police and Border Guard Board and the Estonian Lawyers Union in EE, as well as the Administration of Maintenance Guarantee Fund in LV.

**Table 14: Summary overview (numbers) of the main entities that were beneficiaries of a project supporting justice, for 16 MS (2007–2013)**

Fund	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	73	74	47	2	3	1	14	13	20	5	<b>252</b>
<b>ERDF</b>	44	11	10	0	10	17	0	2	62	0	<b>156</b>
<b>TOTAL</b>	<b>117</b>	<b>85</b>	<b>57</b>	<b>2</b>	<b>13</b>	<b>18</b>	<b>14</b>	<b>15</b>	<b>82</b>	<b>5</b>	<b>408</b>

The tables below give an overview of main entities that were beneficiaries of projects supporting justice, by country and fund for the previous programming period. Table 15 shows the numbers of the main entities that were beneficiaries of a project supporting justice, whereas Table 16 shows the number of projects by Member State and beneficiary, includes the category 'Multiple' beneficiaries, referencing projects that had more than one beneficiary.

**Table 15: Overview (numbers) of main entities that were beneficiaries of a project supporting justice, by country (by fund) (2007–2013)**

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>											
<b>BG</b>	7	16	5	0	1	0	7	9	0	0	<b>45</b>
<b>CZ</b>	26	0	0	0	0	0	2	0	1	0	<b>29</b>
<b>EE</b>	10	1	4	0	0	0	0	0	15	0	<b>30</b>
<b>EL</b>	7	0	0	0	0	0	0	0	1	0	<b>8</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	6	2	1	0	2	1	0	4	1	0	<b>17</b>
<b>IT</b>	0	48	33	1	0	0	2	0	0	5	<b>89</b>
<b>LT</b>	5	7	3	1	0	0	0	0	1	0	<b>17</b>
<b>LV</b>	1	0	0	0	0	0	1	0	0	0	<b>2</b>
<b>MT</b>	2	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>PL</b>	5	0	1	0	0	0	2	0	1	0	<b>9</b>

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	2	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>SI</b>	1	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>SK</b>	1	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>ERDF</b>											
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	2	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>EE</b>	4	0	0	0	5	0	0	0	3	0	<b>12</b>
<b>EL</b>	9	0	0	0	0	0	0	0	0	0	<b>9</b>
<b>ES</b>	0	0	0	0	0	17	0	0	46	0	<b>63</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	4	1	2	0	1	0	0	2	0	0	<b>10</b>
<b>IT</b>	1	8	5	0	0	0	0	0	12	0	<b>26</b>
<b>LT</b>	1	1	0	0	4	0	0	0	0	0	<b>6</b>
<b>LV</b>	2	0	1	0	0	0	0	0	1	0	<b>4</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	3	0	1	0	0	0	0	0	0	0	<b>4</b>
<b>PT</b>	11	0	0	0	0	0	0	0	0	0	<b>11</b>
<b>RO</b>	1	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	6	1	1	0	0	0	0	0	0	0	<b>8</b>

**Table 16: Number of projects by Member State and beneficiary, including 'Multiples' (2007–2013)**

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>ESF</b>												
<b>BG</b>	7	16	5	0	1	0	7	9	0	0	0	<b>45</b>
<b>CZ</b>	26	0	0	0	0	0	2	0	0	1	0	<b>29</b>
<b>EE</b>	10	1	4	0	0	0	0	0	0	15	0	<b>30</b>
<b>EL</b>	7	0	0	0	0	0	0	0	0	1	0	<b>8</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	5	0	0	0	0	0	0	1	4	0	0	<b>10</b>
<b>IT</b>	0	17	2	1	0	0	2	0	31	0	5	<b>58</b>
<b>LT</b>	5	7	3	1	0	0	0	0	0	1	0	<b>17</b>
<b>LV</b>	1	0	0	0	0	0	1	0	0	0	0	<b>2</b>
<b>MT</b>	2	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>PL</b>	5	0	1	0	0	0	2	0	0	1	0	<b>9</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	2	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>SI</b>	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>SK</b>	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>Total</b>	<b>72</b>	<b>41</b>	<b>15</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>14</b>	<b>10</b>	<b>35</b>	<b>19</b>	<b>5</b>	<b>214</b>
<b>ERDF</b>												
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	2	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>EE</b>	4	0	0	0	5	0	0	0	0	3	0	<b>12</b>
<b>EL</b>	9	0	0	0	0	0	0	0	0	0	0	<b>9</b>
<b>ES</b>	0	0	0	0	0	17	0	0	0	46	0	<b>63</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	3	0	0	0	0	0	0	1	3	0	0	<b>7</b>

<i>State</i>	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>IT</b>	1	7	4	0	0	0	0	0	1	12	0	<b>25</b>
<b>LT</b>	1	1	0	0	4	0	0	0	0	0	0	<b>6</b>
<b>LV</b>	2	0	1	0	0	0	0	0	0	1	0	<b>4</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	3	0	1	0	0	0	0	0	0	0	0	<b>4</b>
<b>PT</b>	11	0	0	0	0	0	0	0	0	0	0	<b>11</b>
<b>RO</b>	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	6	1	1	0	0	0	0	0	0	0	0	<b>8</b>
<b>Total</b>	<b>43</b>	<b>9</b>	<b>7</b>	<b>0</b>	<b>9</b>	<b>17</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>62</b>	<b>0</b>	<b>152</b>

### 5.3 Overview of type of project activities undertaken

A wide range of activities supporting justice systems were undertaken as part of projects funded by the ESF and ERDF in the previous programming period. These have been grouped in 14 categories presented in the figure and tables below.

The taxonomy used to categorise the types of activities undertaken as part of the projects identified was developed as part of this study. The taxonomy and its limitations are further described in Appendix 1 – Overview of methodological challenges.

With regard to the tables and figures in this section, the following is important to note:

- the data presented refers to the number of projects as part of which activities were undertaken falling under a certain 'activity type' or category, rather than the actual number of times the activity was undertaken (e.g. the actual number of trainings undertaken).

- for some justice projects more than one type of activity was identified (see further explained below), therefore the total number of projects presented is higher than the total number of projects funded.

For over half of the justice projects, two or more types of activities were identified. For most of these projects, although the activities are different, they are related and constitute different steps towards achieving a certain aim, such as a project aiming to digitalise the court services by putting in place a new ICT system, and subsequently providing training for employees on the new ICT system. Another example is a project aiming to optimise the functioning of courts by evaluating their organisational structure, and subsequently putting new HR and business processes in place.

Figure 5 illustrates the number of projects per activity type, by fund. As the figure shows, during the previous programming period, '**Training**' was the most common type of activity undertaken as part of ESF and ERDF projects (38% of all justice projects identified across both funds included the activity 'Training' – 114 ESF projects and 25 ERDF projects), followed by '**Evaluations and studies**' (33% of all projects identified – 113 ESF projects and 7 ERDF projects).

Moreover, the activity '**Digitalisation of court services**' (25% of all projects identified – 14 ESF projects and 79 ERDF projects) and the activity '**Purchase of ICT systems**' which includes digitalisation of other justice institutions and bodies beyond the courts (19% of all projects identified – 18 ESF projects and 52 ERDF projects) were also undertaken in a large proportion of the ESF and ERDF justice projects identified.

Types of activities which were least frequently funded under either fund were '**Upgrading of the physical infrastructures of courts**' (seven projects – all of which were implemented in IT), or '**Activities relating to ADR/ODR**' (14 projects – of which nine were implemented in IT).

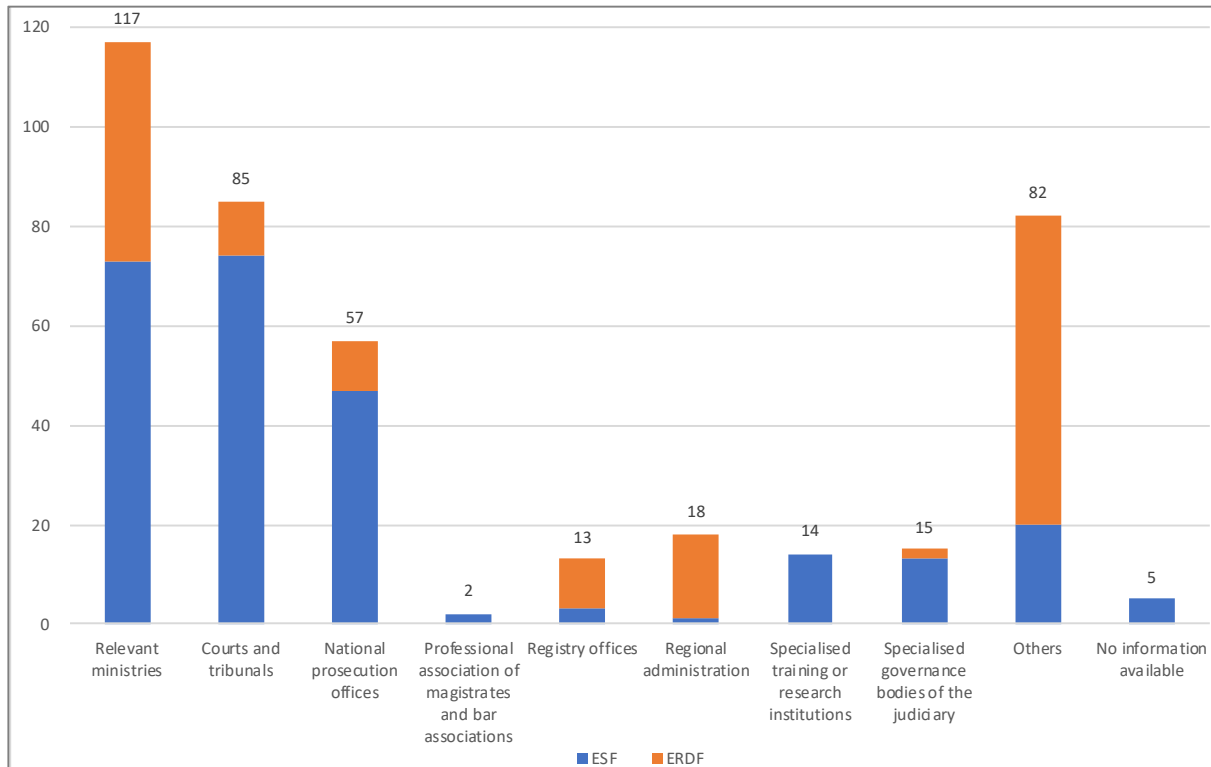
The category '**Introduction of case management systems**' included three projects (BG, EL, SI) where the introduction of the case management system was stated as a key element. In addition, other projects were identified where integrated information systems were introduced that also allowed for the management of cases, but where the activities were rather categorised as 'Purchase of ICT systems' or 'Digitalisation of court services'.

The category '**Support to reform initiatives**' included two projects<sup>31</sup> which funded an activity supporting a reform initiative. For example in Malta an information campaign was funded to increase public awareness about new reforms in the country.

<sup>31</sup> However it should be noted that further additional projects may also have included activities supporting a wider reform initiative in the respective Member State. However if these activities could fit under any of the other activity categories, this category was chosen instead.



**Figure 5: Number of projects per activity type, by fund, for 16 MS (2007–2013)**



## ESF

The majority of ESF projects related to justice included the activity '**Evaluation and studies**' and the activity '**Training**' (each approximately 53% of ESF projects identified). The 119 ESF projects which included the activity '**Training**' were implemented across 13 Member States, of which the majority were in BG (42 projects), EE (25 projects) and CZ (14 projects). The 113 ESF projects which included the activity '**Evaluation and studies**' were implemented across 10 Member States, of which the majority in were in IT (49 projects), BG (26 projects) and CZ (20 projects).

Other activity types frequently undertaken as part of ESF justice projects identified are '**Development and circulation of best practices**' (29% of ESF projects), '**Developing/upgrading HR management processes within the judiciary**' (23% of ESF projects) and '**Developing/upgrading business processes at courts**' (18% of ESF projects).

The 62 projects which included the activity '**Development and circulation of best practices**' were implemented in just four Member States. The majority were in IT (40 projects) and BG (16 projects). Similarly, the majority of the 50 projects which included the activity '**Developing/upgrading HR management processes within the judiciary**' were implemented in IT (26 projects) and BG (10 projects).

Activities categorised as '**Other**' (in 23 projects), included:

- Digitalisation of the Central Register of Prisoners of the Prison Service of the Czech Republic (one project in CZ)
- Simplification and improvement of internal processes:
  - Improve internal administrative processes of the Prosecutors General's Office and the Prison Department and institutions under it (two projects in LT);
  - Implementation of quality management system – ISO to improve quality management system of the Ministry of Justice, the Prosecutor General's Office and the Prison Department (three projects in LT);
  - Developing processes for interaction between the prosecution and the control bodies (one project in BG);

- Improving internal processes within the penitentiary institutions (one project in HU).
- Simplification and improvement of processes aimed at improving public services, transparency and communications with citizens (seven projects in IT and one project in HU);
- Activities linked to information campaigns, publicity and PR (four projects in IT, one project in PL and one project in RO);
- Codifying legislation (one project in EE).

## ERDF

As is expected considering the types of activities eligible for each of the funds, compared to the ESF projects, the ERDF projects had less focus on activities in the field of training, best practices and evaluation.

The majority of the ERDF justice projects included activities related to 'Digitalisation of courts services' (52% of ERDF projects identified). These 79 ERDF projects which included the activity '**Digitalisation of court services**' were implemented across 11 Member States, of which the majority were in ES (26 projects), IT (15 projects) and PT (10 projects). Moreover, 34% of the ERDF justice projects identified were projects that included activities falling under the category '**Purchase of ICT systems**'. These 52 ERDF projects which included the activity 'Purchase of ICT systems' were implemented across 10 Member States, of which the majority were in ES (27 projects), as well as in SK (seven projects) and EE (six projects). In addition, ES funded 22 projects that focused on the digitalisation of dossiers and procedures (categorised as 'Other' – see further explanation below).

Other types of activities funded under the ERDF are the activity type '**Training**' (16% of ERDF projects), '**Putting in place/upgrading the cooperation and communication within the judiciaries**' (7% of ERDF projects) and '**activities related to ADR/ODR**' (6% of ERDF projects – all implemented in IT).

A fifth of all the ERDF projects included activities categorised as '**Other**' (30 ERDF projects). These included:

- Other types of projects relating to digitalisation and providing online services (beyond those of the courts):
  - Digitalisation of files and procedures for obtaining Spanish nationality managed by the departments of justice, as well as the regional Civil Registries dossiers and procedures (registration of citizens vital events, e.g. birth, death, marriages, etc.) (22 project in ES);
  - Further digitalisation of the services of the Thessaloniki Bar Association through its web portal (one project in EL);
  - Digitalisation of the Ministry of Justice, Transparency and Human Rights, as well as detention facilities (one project in EL);
  - Digitalisation of the services of the Ombudsman (one project in PT).
- Projects relating to security and data protection of ICT systems:
  - Ensuring that the regional justice departments and their systems are in compliance with the Spanish Organic Law for Data Protection (two projects in ES);
  - Ensuring the security audit of the developed system performed by an independent technical auditor in order to determine the possible security liabilities of the system (RO).
- Development of an investigative database for the Investigative department of the Anti-mafia department (one project in IT);
- To recruit into temporary positions to support the Department of Justice, Interior and Public Administration (one project in ES);

- The financial audit of the project performed by an independent auditor on the expenses of the entire project (RO – same project as mentioned above);
- Information and visibility measures such as conference and press releases (RO – same project as mentioned above).

**Table 17: Number of projects per activity type, by fund, for 16 MS (2007–2013)**

Fund	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>ESF</b>	114	5	38	50	2	14	18	12	62	113	2	1	23	0	<b>454</b>
<b>ERDF</b>	25	9	4	2	1	79	52	11	1	7	0	6	30	1	<b>228</b>
<b>Both</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>TOTAL</b>	<b>139</b>	<b>14</b>	<b>42</b>	<b>52</b>	<b>3</b>	<b>93</b>	<b>70</b>	<b>23</b>	<b>63</b>	<b>120</b>	<b>2</b>	<b>7</b>	<b>53</b>	<b>1</b>	<b>682</b>

**Table 18: Overview (number) of projects per activity type, by fund and by Member State (2007–2013)**

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>ESF</b>															
<b>BG</b>	42	0	4	10	1	9	11	9	16	26	0	0	1	0	<b>129</b>
<b>CZ</b>	14	2	3	6	0	0	2	1	5	20	1	0	1	0	<b>55</b>
<b>EE</b>	25	0	0	1	0	0	0	0	0	5	0	0	1	0	<b>32</b>

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and best circulation of practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>EL</b>	5	0	2	0	0	1	0	0	0	1	0	0	0	0	<b>9</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	6	0	0	2	0	0	1	0	0	4	0	0	2	0	<b>15</b>
<b>IT</b>	3	0	22	26	0	0	0	0	40	49	0	1	11	0	<b>152</b>
<b>LT</b>	9	0	3	0	0	0	0	0	0	0	0	0	5	0	<b>17</b>
<b>LV</b>	1	0	0	1	0	1	0	0	0	1	0	0	0	0	<b>4</b>
<b>MT</b>	1	0	0	0	0	0	0	0	0	0	1	0	0	0	<b>2</b>
<b>PL</b>	5	2	3	4	0	2	2	0	0	5	0	0	1	0	<b>24</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	1	0	0	0	0	0	1	1	0	1	0	0	1	0	<b>5</b>
<b>SI</b>	1	1	1	0	1	1	1	1	1	1	0	0	0	0	<b>9</b>
<b>SK</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>ERDF</b>															
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	1	0	0	0	0	2	0	0	0	1	0	0	0	0	<b>4</b>
<b>EE</b>	1	0	0	0	0	5	6	0	0	0	0	0	0	0	<b>12</b>
<b>EL</b>	1	0	1	0	1	6	2	5	0	0	0	0	2	0	<b>18</b>
<b>ES</b>	11	0	2	1	0	26	27	1	0	0	0	0	25	1	<b>94</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	4	3	0	0	0	0	0	0	0	<b>7</b>
<b>IT</b>	4	9	0	1	0	15	1	2	1	3	0	6	1	0	<b>43</b>

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available	Total
<b>LT</b>	0	0	0	0	0	4	2	0	0	0	0	0	0	0	<b>6</b>
<b>LV</b>	1	0	0	0	0	4	1	0	0	1	0	0	0	0	<b>7</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	3	0	0	0	0	2	2	0	0	0	0	0	0	0	<b>7</b>
<b>PT</b>	2	0	1	0	0	10	0	3	0	2	0	0	1	0	<b>19</b>
<b>RO</b>	1	0	0	0	0	0	1	0	0	0	0	0	1	0	<b>3</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	0	0	0	0	0	1	7	0	0	0	0	0	0	0	<b>8</b>

## 5.4 Overview of budget spent by type of project (project focus/aim)

One of the key findings from this research, as discussed further in Appendix 1 – Overview of methodological challenges, is that project-level data does not provide a detailed breakdown of budgets by type of activity undertaken. Therefore for the purpose of this study, projects have been categorised by higher-level 'project focus categories', as set out in Table 19, and described further in section 3.4 (methodological challenges).

Figure 6 presents the budget spent of the identified justice projects in the 16 Member States, by project focus category. It should be noted that this section refers to the overall budget spent on the projects, which includes both the EU contribution through the ESF and ERDF, as well as the Member State's own contribution.

As Figure 6 shows, of the justice projects identified, the types of projects that received the largest share of funding in the previous programming period are those with a key focus on '**Digitalisation & ICT**' (approximately EUR 452 million spent across 141 projects), which represents 70% of the total budget spent of the justice projects identified. The overall majority of the budget spent on the project focus category 'Digitalisation & ICT' relates to ERDF projects (i.e. 92%).

Two other types of projects which received a significant amount of ESF and ERDF funding are the projects categorised as '**Improving internal processes**' (i.e. EUR 104.9 million – 16% of the budget spent) and '**Training & Raising awareness**' (EUR 52.9 million – 8% of the budget spent).

It should be noted that although Figure 6 shows a relatively low amount of budget spent on 'Training & Raising awareness' and 'Research and evaluation', many projects identified, such as those categorised as 'Digitalisation & ICT' included research, training and evaluation elements even if it was not the focus of the project.

**Figure 6: Summary overview (value) of budget spent, in thousand EUR, per project focus category, by fund, for 16 MS (2007–2013)**

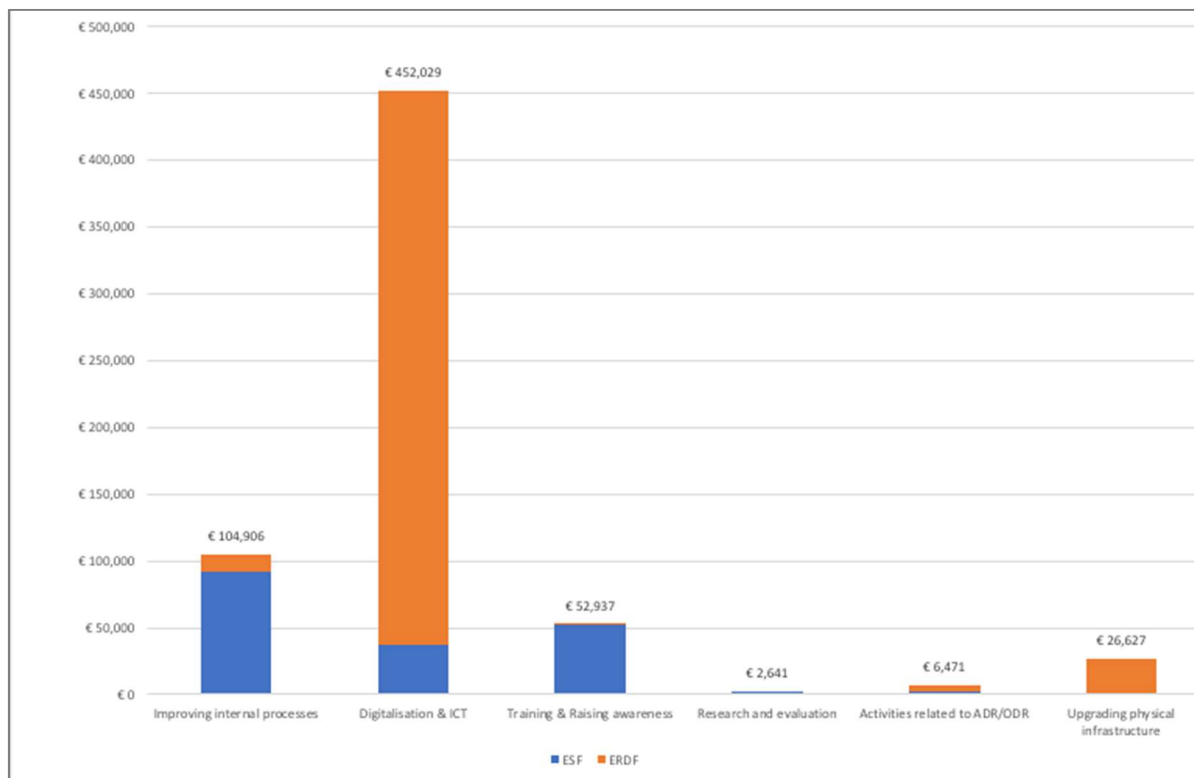
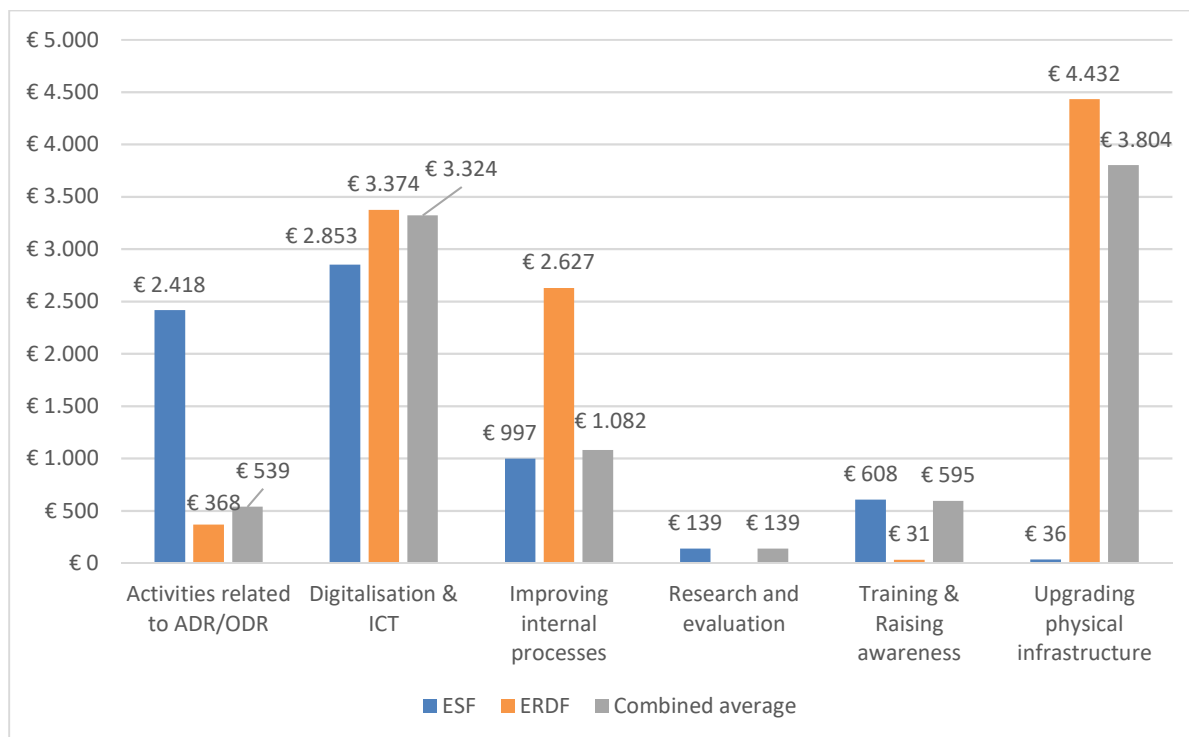


Figure 7 presents the average budget spent of the identified justice projects in the 16 Member States, by project focus category. As can be seen, the category with the highest average budget spent across both funds is the project focus category **'Upgrading physical infrastructure'** (average budget spent of approximately EUR 3.8 million), followed by the project focus category **'Digitalisation & ICT'** (average budget spent of approx. EUR 3.3 million).

**Figure 7: Overview of average project budget spent, in thousand EUR, per project focus category, by fund, for 16 MS (2007–2013)**





The tables below present the budget spent of the identified ESF and ERDF projects supporting justice in the 16 Member States by project focus category, by fund, and by Member State.

**Table 19: Summary overview of number of projects (n=) and budget spent (value in in thousand EUR), by project focus category, by fund, for 16 MS (2007–2013)**

Fund	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR
<b>ESF</b>	92	91,770	13	37,085	88	52,875	19	2,641	1	2,418	1	36	<b>214</b>	<b>186,825</b>
<b>ERDF</b>	5	13,137	128	414,944	2	62	0	0	11	4,053	6	26,591	<b>152</b>	<b>458,787</b>
<b>TOTAL</b>	<b>97</b>	<b>104,906</b>	<b>141</b>	<b>452,029</b>	<b>90</b>	<b>52,937</b>	<b>19</b>	<b>2,641</b>	<b>12</b>	<b>6,471</b>	<b>7</b>	<b>26,627</b>	<b>366</b>	<b>645,611</b>

**Table 20: Summary overview of number of projects (N=) and budget spent (value in in thousand EUR), by project focus category, by fund and by Member State (2007–2013)**

State	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR
<b>ESF</b>														
<b>BG</b>	13	3,911	7	5,667	24	7,600	1	195					<b>45</b>	<b>17,375</b>
<b>CZ</b>	9	5,282	2	771	9	2,636	9	424					<b>29</b>	<b>9,113</b>
<b>EE</b>	3	2,538		0	24	389	3	50					<b>30</b>	<b>2,977</b>
<b>EL</b>	1	4,214	1	33	5	21,556	1	121					<b>8</b>	<b>25,924</b>
<b>ES</b>													-	<b>0</b>
<b>HR</b>													-	<b>0</b>
<b>HU</b>	4	10,537			4	4,167	2	846					<b>10</b>	<b>15,550</b>
<b>IT</b>	48	30,347			7	109	2	423			1	36	<b>58</b>	<b>30,914</b>
<b>LT</b>	8	3,150			9	2,449							<b>17</b>	<b>5,599</b>
<b>LV</b>	1	35			1	17							<b>2</b>	<b>52</b>
<b>MT</b>					2	80							<b>2</b>	<b>80</b>
<b>PL</b>	5	31,756	1	3,922	2	13,796			1	2,418			<b>9</b>	<b>51,893</b>

State	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
<b>PT</b>													-	<b>0</b>
<b>RO</b>			1	3,559			1	581					2	<b>4,140</b>
<b>SI</b>			1	23,133									1	<b>23,133</b>
<b>SK</b>					1	74							1	<b>74</b>
<b>ERDF</b>														
<b>BG</b>													-	<b>0</b>
<b>CZ</b>			2	20,544									2	<b>20,544</b>
<b>EE</b>			11	1,838	1	42							12	<b>1,880</b>
<b>EL</b>	1	5,687	8	23,826									9	<b>29,513</b>
<b>ES</b>	3	5,010	60	105,179									63	<b>110,189</b>
<b>HR</b>													-	<b>0</b>
<b>HU</b>			7	26,297									7	<b>26,297</b>
<b>IT</b>	1	2,440	6	9,989	1	20			11	4,053	6	26,591	25	<b>43,093</b>
<b>LT</b>			6	12,482									6	<b>12,482</b>
<b>LV</b>			4	5,217									4	<b>5,217</b>
<b>MT</b>													-	<b>0</b>
<b>PL</b>			4	69,616									4	<b>69,616</b>
<b>PT</b>			11	36,479									11	<b>36,479</b>
<b>RO</b>			1	3,876									1	<b>3,876</b>
<b>SI</b>													-	<b>0</b>
<b>SK</b>			8	99,600									8	<b>99,600</b>

## ESF

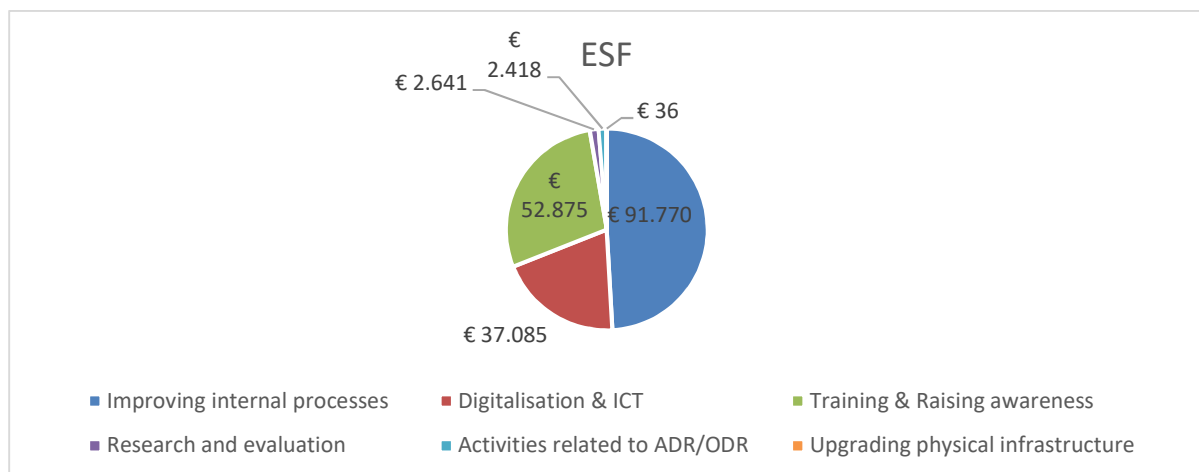
When looking at the ESF funding only (see Figure 8), the type of justice-specific projects that received the most funding are those categorised as **'Improving internal processes'**, accounting for almost half of the total budget spent of ESF projects (i.e. 49% of ESF budget spent). Of the EUR 91.8 million spent on this type of project, 35% was spent on five projects in PL, 33% on 48 projects in IT and 11% on four projects in HU. The types of internal processes that the projects were aiming to improve varied, and included the processes in place for the allocation of human resources to the workload, assessing performance of staff, case management, use of technologies and other business processes.

It should be noted that the majority of these projects with the focus on 'improving internal processes' often included a multitude of different activities, such as evaluation of current processes in place, development of new procedures and standards, training of staff on the new processes and cooperation mechanisms, and even digitalisation of the processes.

In this context, the reason that the projects implemented in PL are more expensive is most likely because they all included a multitude of activities, often including the purchase of ICT equipment and development of ICT systems. For example, the most expensive projects implemented in PL (EUR 16.9 million) aimed to streamline the process of settling cases in courts in Poland, through *inter alia* the development of uniform accounting rules for the courts; putting in place human resources management systems in the courts, as well as developing a system of electronic case registering.

Other Member States that funded projects falling under the category **'Improving internal processes'** are BG, CZ, EE, EL, LT and LV.

**Figure 8: Budget spent by ESF justice projects, in thousand EUR, by project focus category, for 16 MS (2007–2013)**



The second most funded type of ESF project in terms of budget spent was **'Training & Raising awareness'**, accounting for 28%. This includes projects organising focus groups and conferences, study visits, preparing training programmes, training of judges, magistrates, legal secretaries, state bailiffs, court clerks and administrators, lawyers, police officers, probation and mediation staff, as well as prison service staff. Of the EUR 52.9 million spent on 'Training & Raising awareness'-related projects, most budget was spent in EL (41%) on five large projects, of which four related to the ongoing training of judges and one project that funded internships of lawyers in Greek courts. The rest of the budget was spent in 10 Member States, namely PL (26% – two projects), BG (14% – 24 projects), HU (8% – four projects), LT (5% – nine projects), CZ (5% – nine projects), as well as EE, IT, LV, MT, SK (all 1% or less of the budget spent each).

The third most funded type of project was **'Digitalisation & ICT'**, accounting for 20% of the budget spent of ESF projects supporting justice. Of the EUR 37.1 million spent on 'Digitalisation & ICT', the majority was spent on the operation funded in SI (62%), with the rest of the budget spent in five Member States: BG (15% – seven projects), PL (11% – one project), RO (10% – one project), CZ (2% – two projects) and EL (0.1 % – one project).

## ERDF

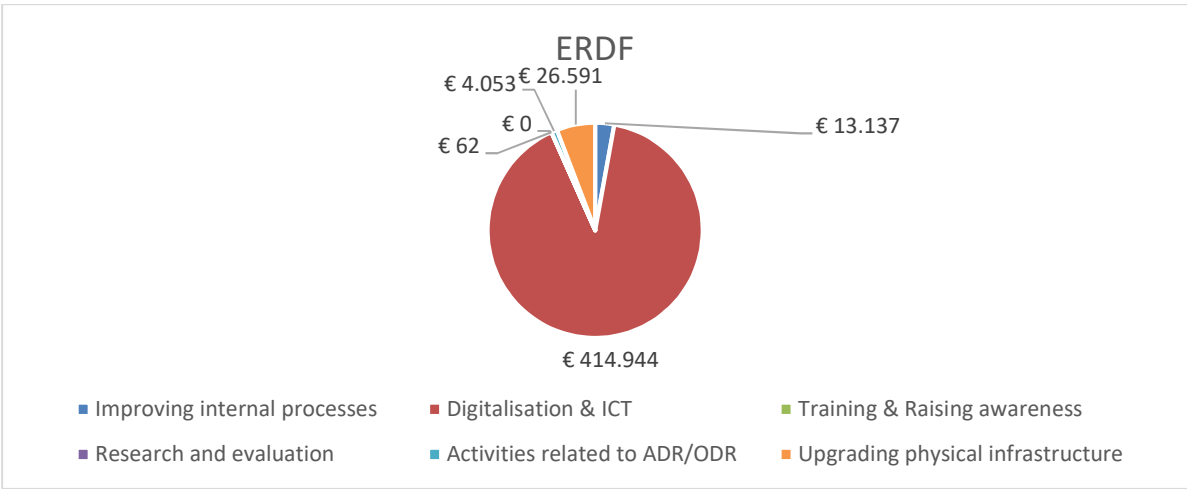
As can be seen in Figure 9, the type of projects that received the most ERDF funding are the projects with a focus on **'Digitalisation & ICT'** (i.e. 90% of the budget of the ERDF projects).

Figure 10 provides a more detailed overview of the budget spent on ERDF justice projects with a project focus activity 'Digitalisation & ICT' across the 16 Member States. Of the EUR 414.9 million spent on this type of project focus activity, about a quarter was spent in ES (25% – 60 projects), and another 24% of the budget was spent in SK (eight projects), as well as 17% in PL (four projects). The 60 projects in Spain included projects relating to the registries (e.g. digitalisation of all the hand-written register books and dossiers in the Civil Registries and of files for the acquisition of Spanish nationality), equipping the courtrooms of the different regions with digital systems for audio-visual recording and videoconferencing as well as the implementation of the Electronic Judicial Record. The most expensive project implemented with ERDF funding cost almost EUR 16 million and related to the setting up of an online civil register in Andalusia.

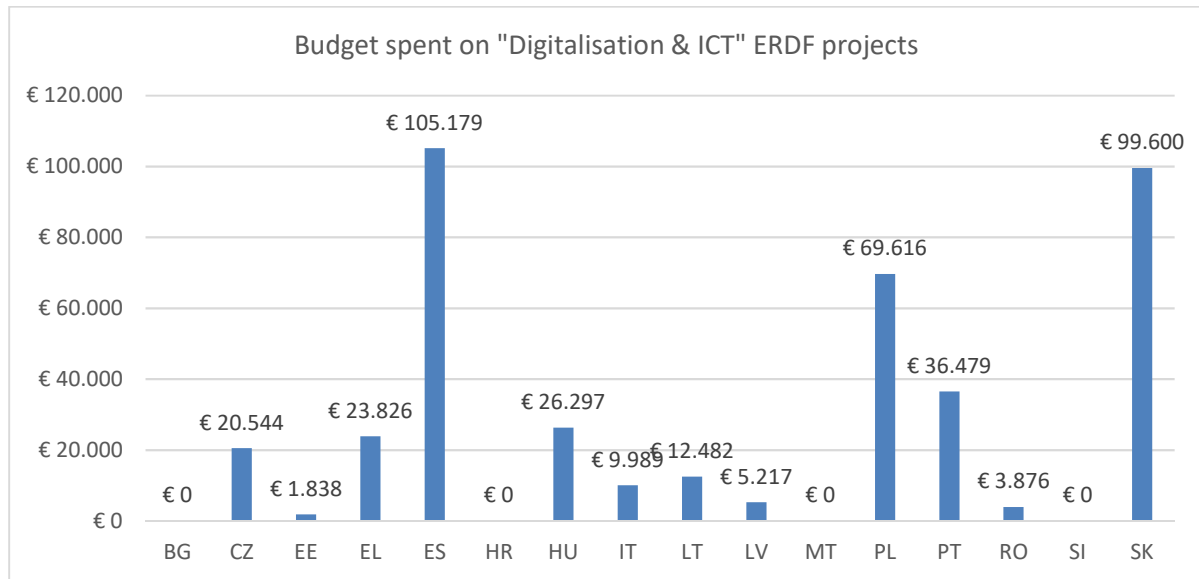
The only Member States which did not implement an ERDF project with the project focus activity **'Digitalisation & ICT'** were the Member States which did not use ERDF funding for justice (i.e. BG, MT and SI).

The second most funded type of project in terms of budget spent were projects with a focus on **'Upgrading physical infrastructure'** (EUR 26.6 million, accounting for 6% of the budget spent of the ERDF projects supporting justice) which relate to six projects implemented in Italy. The third most funded type of project in terms of budget spent were projects with a focus on **'Improving internal processes'** (EUR 13.1 million and accounting for 3% of the budget spent on ERDF justice projects), which related to projects funded in three Member States (three projects in ES, one project in EL, and one project in IT). Approximately EUR 4 million was spent on 11 projects related to alternative dispute resolution implemented in Italy. None of the ERD-funded projects identified were focused on 'Evaluation and studies' and therefore the budget spent for this category is zero.

**Figure 9: Budget spent by ERDF justice projects, in thousand EUR, by project focus category, for 16 MS (2007–2013)**



**Figure 10: ERDF budget spent (in thousand EUR) on projects with a focus activity 'Digitalisation & ICT' (2007–2013)**



## 5.5 Overview of the main final recipients

Final recipients are the public organisation, body or a natural person which ultimately benefit from the funded project.

In this study, the categories of final recipients and the categories of beneficiaries are the same, with the exception of 'Specialised training or research institutions', which are not included as a category of final recipient. These categories were chosen based on the official programme and project documents reviewed. As highlighted in section 3.4.2 above, several Member States' (e.g. BG, CZ, EE, EL, SK), official project documents explicitly mentioned the general public and businesses as final recipients of the funding. These instances were primarily related to projects which involved the development of large-scale ICT tools and systems, intended for both public use and internal use of justice institutions. As the scope of this study is focused on justice institutions, general public and enterprises are not included as final recipients. Moreover, many of the final recipients did not fit within the predefined categories and are therefore categorised as 'other'. This section provides some examples of these types of institutions, but the Member State Chapters include full lists of these recipients and also provide an explanation of the significance of these institutions within the national judicial context. It should also be noted that final recipients are categorised based on their legal standing within the given Member State. For example, if a public register falls fully under the powers of the Ministry of Justice, then it is categorised under 'Relevant ministries', even though its functions fall within the category of 'Registry offices'.

As many of the projects funded were not specific to one institution and had more than one final recipient, the total number of recipients exceeds that of the projects. In Table 21, projects with more than one final recipients have been categorised as 'Multiple', and it can be seen that these account for 41% of projects across both funds. 'Courts and tribunals' appear as the most common sole category of final recipient in projects (14% of projects), followed by (not including 'Others' – see below) 'Relevant ministries' (13%) and 'Registry offices' (7%).

**Table 21: Number of projects by Member State and final recipient, including 'Multiples' (2007–2013)**

State	Courts and tribunals	Relevant Ministries	Registry offices	National Prosecution Offices	Regional Administration	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>ESF</b>											
<b>BG</b>	14	1	1	3	0	0	3	23	0	0	<b>45</b>
<b>CZ</b>	1	14	0	0	1	0	0	12	1	0	<b>29</b>
<b>EE</b>	1	5	0	4	0	0	0	2	16	2	<b>30</b>
<b>EL</b>	4	0	0	0	0	0	0	3	1	0	<b>8</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	1	5	0	0	0	0	0	3	1	0	<b>10</b>
<b>IT</b>	7	0	0	6	0	1	0	43	1	0	<b>58</b>
<b>LT</b>	7	5	0	3	0	1	0	0	1	0	<b>17</b>
<b>LV</b>	1	0	0	0	0	0	0	0	1	0	<b>2</b>
<b>MT</b>	0	1	0	0	0	0	0	1	0	0	<b>2</b>
<b>PL</b>	0	2	0	1	0	0	0	6	0	0	<b>9</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	1	0	0	0	0	0	1	0	0	<b>2</b>
<b>SI</b>	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>SK</b>	0	1	0	0	0	0	0	0	0	0	<b>1</b>
<b>ERDF</b>											
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	0	0	0	0	0	0	0	0	0	2	<b>2</b>
<b>EE</b>	1	2	3	0	0	0	0	3	3	0	<b>12</b>
<b>EL</b>	1	1	0	1	0	2	0	4	0	0	<b>9</b>
<b>ES</b>	1	1	15	0	1	0	0	29	0	16	<b>63</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	2	2	1	0	0	0	0	2	0	0	<b>7</b>
<b>IT</b>	8	0	0	2	1	0	0	2	12	0	<b>25</b>

State	Courts and tribunals	Relevant Ministries	Registry offices	National Prosecution Offices	Regional Administration	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
LT	0	0	5	0	0	0	0	1	0	0	6
LV	0	0	1	0	0	0	0	2	1	0	4
MT	0	0	0	0	0	0	0	0	0	0	0
PL	2	1	0	1	0	0	0	0	0	0	4
PT	1	6	1	0	0	0	0	3	0	0	11
RO	0	0	0	0	0	0	0	1	0	0	1
SI	0	0	0	0	0	0	0	0	0	0	0
SK	0	1	0	0	0	0	0	7	0	0	8

When these multiple recipients are separated out in Table 22, the general overview of projects supporting justice during the previous programming period suggests that the provision of funding was predominantly directed towards core organisations within the justice system – ‘Courts and tribunals’ (appear in 48% of projects), ‘Relevant ministries’ (appear in 30% of projects) and ‘National prosecution offices’ (appear in 27% of projects), but also diverse enough to ensure consistency and ongoing improvement in areas relating to other types of final recipient. Types of final recipients which appear more rarely and do not fit into any of the specified categories, or are specific to individual countries, are listed under the category ‘Others’. These organisations are mentioned in the section below, which breaks down the final recipients by fund.

**Table 22: Summary overview (numbers) of main entities that were final recipients of a project, for 16 MS (2007–2013)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
ESF	121	59	4	10	83	2	9	35	2	325
ERDF	55	50	40	14	16	3	2	21	18	219
<b>TOTAL</b>	<b>176</b>	<b>109</b>	<b>44</b>	<b>24</b>	<b>99</b>	<b>5</b>	<b>11</b>	<b>56</b>	<b>20</b>	<b>544</b>

## **ESF**

Under the ESF, most projects (121 projects) had at least one final recipient falling under the category 'Courts and tribunals', occurring most commonly in IT (50 projects), BG (34 projects) and CZ (nine projects). The other key final recipients could be categorised as 'national prosecutions offices' (83 projects) and 'Relevant ministries' (59 projects). In 35 projects, final recipients were classified as 'Others', and this category featured most commonly in EE (18) and CZ (five), with examples including the Estonian Forensic Science Institute and the Police Board (EE) and the Probation and Mediation Service (CZ).

The category of final recipient that featured in projects funded by the ESF in the most Member States was 'Courts and tribunals' (12 Member States), and the categories that featured in the least were 'Professional associations of magistrates and bar associations' and 'Specialised Governance Bodies of the Judiciary' (two Member States each).

## **ERDF**

Under the ERDF, 'Courts and tribunals' were also the main final recipients (55 projects) in terms of number of projects they appeared in, followed by 'Relevant ministries' (50 projects) and 'Registry offices' (40 projects). Institutions categorised as 'Others' were final recipients of 21 projects.

The category of final recipient that featured in projects funded by the ERDF in the most Member States was again 'Courts and tribunals' (10 Member States), and the categories that featured in the least were again 'Professional associations of magistrates and bar associations' and 'Specialised governance bodies of the judiciary' (two Member States each).

Table 23 shows the overall breakdown of final recipient by Member State and by fund.



**Table 23: Overview (numbers) of main entities that were final recipients of a project, by country (by fund) (2007–2013)**

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>										
<b>BG</b>	34	10	2	4	16	0	8	1	0	<b>75</b>
<b>CZ</b>	9	21	0	5	4	0	0	5	0	<b>44</b>
<b>EE</b>	2	5	0	0	5	0	0	18	2	<b>32</b>
<b>EL</b>	6	1	0	0	1	0	0	3	0	<b>11</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	3	6	1	1	1	0	1	1	0	<b>14</b>
<b>IT</b>	50	0	0	0	48	1	0	2	0	<b>101</b>
<b>LT</b>	7	5	0	0	3	1	0	1	0	<b>17</b>
<b>LV</b>	1	0	0	0	0	0	0	1	0	<b>2</b>
<b>MT</b>	1	2	0	0	0	0	0	0	0	<b>3</b>
<b>PL</b>	6	5	1	0	4	0	0	2	0	<b>18</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	1	2	0	0	0	0	0	0	0	<b>3</b>
<b>SI</b>	1	1	0	0	1	0	0	1	0	<b>4</b>
<b>SK</b>	0	1	0	0	0	0	0	0	0	<b>1</b>
<b>ERDF</b>										
<b>BG</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	0	0	0	0	0	0	0	0	2	<b>2</b>
<b>EE</b>	3	4	4	0	0	0	0	4	0	<b>15</b>
<b>EL</b>	4	1	0	4	2	2	1	2	0	<b>16</b>
<b>ES</b>	19	23	26	8	0	0	0	0	16	<b>92</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	<b>0</b>

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>HU</b>	4	2	1	0	2	0	0	1	0	<b>10</b>
<b>IT</b>	10	0	0	1	4	0	0	12	0	<b>27</b>
<b>LT</b>	1	0	5	0	0	0	0	1	0	<b>7</b>
<b>LV</b>	0	2	2	0	1	0	0	1	0	<b>6</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	2	1	0	0	1	0	0	0	0	<b>4</b>
<b>PT</b>	4	9	2	0	0	0	1	0	0	<b>16</b>
<b>RO</b>	1	1	0	0	1	0	0	0	0	<b>3</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	7	7	0	1	5	1	0	0	0	<b>21</b>

## 5.6 Overview of budget spent by final recipient

As outlined above, project-level data does not provide a detailed breakdown of budgets by type of final recipient undertaken. Therefore, the breakdown of budget per final recipient is presented in terms of categories. Projects with single final recipients are presented in the relevant category of type of recipient, while the budgets of projects with more than one type of final recipient (i.e. that could technically fall under several final recipient categories) are categorised as 'multiple'. Therefore, the tables below provide a somewhat distorted view of the distribution of funds among final recipients.

In the previous section, it was highlighted that 41% of the projects across both funds had multiple final recipients but Table 24 highlights that these projects equated to almost 50% of the total budget spent. The distribution of funding to projects with multiple final recipients varied between Member State and fund. For example, in the case of PL and IT, ESF support was directed towards multiple final recipients in the majority of projects, while ERDF funding was more focused, mainly directed towards 'Courts and tribunals'. In other cases, such as SK, where support to the judiciary was provided almost exclusively under the ERDF, 90% of the total spent budget went to multiple final recipients.

In terms of average budget spent per project across both funds, projects with 'Regional Administration' as the final recipients had the highest (EUR 2.7 million), followed by 'Registry offices' (EUR 2.5 million), but there were only three projects with the former as the sole final recipient. However, the combined average spend by category of final recipient did not always represent the average within each fund, as outlined below.

### ESF

Under the ESF, the institutions that benefited as sole final recipients of projects that collectively received the most funding were 'Relevant ministries' (projects amassing to EUR 27.5 million funding), followed closely by 'Courts and tribunals' (EUR 26 million). The final recipient that benefited from projects receiving the most funding across Member States under the ESF were 'Courts and tribunals' in EL, which received almost EUR 16 million across projects, and this was followed by 'Relevant ministries' in PL (just under EUR 12 million) and HU (EUR 8 million).

The total funding for all ESF projects with single final recipients falling under the remaining categories was less than EUR 3 million for each country. The institutions which benefited from ESF projects with the least amount of funding as sole final recipients were 'Registry offices' (EUR 324,000), only appearing in BG, likely to be due to the fact they often fall under the category of 'Relevant ministries' in many countries.

However, the majority of the ESF budget spent (68%) went towards projects with multiple final recipients. Within the category 'multiple', final recipients in PL benefited from projects which collectively received the largest amount of funding – almost EUR40 million, followed by IT (EUR 18.5 million), SI (EUR 23 million), BG (EUR 12.5 million) and EL (EUR 10 million). 'Relevant ministries' (EUR 785,000) and 'Courts and tribunals' (EUR 726,000) featured as the sole final recipients in projects that averaged the most spent per project, and they were followed by 'Regional Administration' (EUR 606,000), although this only included one, well-funded, project. Projects with multiple final recipients averaged EUR 122,000 per project.

### ERDF

'Courts and tribunals' benefited from projects which collectively received the highest share of the total ERDF budget spent where there was only one category of final recipient (EUR 96 million), followed by 'Registry offices' (projects amassing EUR 67 million in funding) and 'Relevant ministries' (EUR 31 million).

The final recipient that benefited from projects receiving the most funding across Member States under the ERDF was 'Courts and tribunals' in PL, which received just over EUR 50 million. These were followed closely by civil registries – (public entities tasked with the registration of vital events (births, marriages, and deaths) categorised as 'Other' in ES – where projects collectively received EUR 48 million. Other final recipients that benefited from projects which amassed a considerable amount of ERDF budget were 'Courts and tribunals' in IT and HU, with EUR 26 million and EUR 18 million respectively, as well as 'National prosecution offices' in PL (EUR 12 million), 'Registry offices' in LT (EUR 10 million) and 'Relevant ministries' SK and PT (EUR 10 and 9 million).

respectively). It should be highlighted that there is EUR 20.5 million in CZ and EUR 9 million in ES for which there was no information about which final recipients received this funding. The institution that benefited as the sole category of final recipient from projects with the greatest average spend per project was 'Courts and tribunals' (EUR 6 million), followed by 'National prosecution offices', although they appeared in a quarter of the number of projects.

'Courts and tribunals', 'Registry offices' and 'Relevant ministries' were also the institutions that featured the most in projects with 'multiple' final recipients, for which funding totalled EUR 194 million. Across Member States, projects in SK collectively received the greatest amount of ERDF funding where there were multiple final recipients (just under EUR 90 million), and this was almost double the total for Spain (EUR 46 million) – the next largest. Projects with multiple final recipients averaged EUR 193,000 per project.

**Table 24: Summary overview (value) of budget spent, in thousand EUR, by type of final recipient, for 16 MS (2007–2013)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>ESF</b>	26,124	27,467	324	606	2,607	405	931	1,264	50	121,946	<b>186,825</b>
<b>ERDF</b>	96,360	31,267	66,097	7,581	23,326	3,287	0	8,551	29,135	193,183	<b>458,787</b>
<b>TOTAL</b>	<b>122,483</b>	<b>58,734</b>	<b>66,421</b>	<b>8,187</b>	<b>25,933</b>	<b>3,692</b>	<b>931</b>	<b>9,816</b>	<b>29,185</b>	<b>320,230</b>	<b>645,611</b>

**Table 25: Summary overview (value) of average budget spent per project, in thousand EUR, by type of final recipient, for 16 MS (2007–2013)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
<b>ESF</b>	726	785	324	606	153	203	310	269	25	1,337
<b>ERDF</b>	6,022	2,606	2,542	3,790	5,832	1,643	0	0	1,619	3,788
<b>Combined average</b>	2,355	1,250	2,460	2,729	1,235	923	310	269	1,459	2,193

**Table 26: Overview (value) of budget spent, in thousand EUR, by type of final recipient, by country (by fund) (2007–2013)**

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>ESF</b>											
<b>BG</b>	2,464	268	324		924		931			12,464	<b>17,375</b>
<b>CZ</b>	2,957	2,130		606				272		3,149	<b>9,113</b>
<b>EE</b>	34	2,567			137			148	50	40	<b>2,977</b>
<b>EL</b>	15,987							33		9,904	<b>25,924</b>
<b>ES</b>											<b>0</b>
<b>HR</b>											<b>0</b>
<b>HU</b>	628	8,057						269		6,597	<b>15,550</b>
<b>IT</b>	1,669				272	14		419		28,540	<b>30,914</b>
<b>LT</b>	2,350	1,882			869	391		106			<b>5,599</b>
<b>LV</b>	35							17			<b>52</b>
<b>MT</b>		72								8	<b>80</b>
<b>PL</b>		11,836			404					39,653	<b>51,893</b>
<b>PT</b>											<b>0</b>
<b>RO</b>		581								3,559	<b>4,140</b>
<b>SI</b>										23,133	<b>23,133</b>
<b>SK</b>		74									<b>74</b>
<b>ERDF</b>											
<b>BG</b>											<b>0</b>
<b>CZ</b>									20,544		<b>20,544</b>
<b>EE</b>	416		672					551		242	<b>1,880</b>
<b>EL</b>	699	3,068			7,965	3,287				14,494	<b>29,513</b>
<b>ES</b>	346	607	47,673	6,559					8,591	46,412	<b>110,189</b>
<b>HR</b>											<b>0</b>
<b>HU</b>	18,173	1,413	2,582							4,129	<b>26,297</b>
<b>IT</b>	26,278			1,022	2,982			7,419		5,392	<b>43,093</b>

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
LT			9,955							2,527	<b>12,482</b>
LV			1,537					582		3,099	<b>5,217</b>
MT											<b>0</b>
PL	50,258	6,979			12,379						<b>69,616</b>
PT	190	9,180	3,678							23,431	<b>36,479</b>
RO										3,876	<b>3,876</b>
SI											<b>0</b>
SK		10,019								89,580	<b>99,600</b>

## 5.7 Overview of project indicators

As discussed further in the methodology sections of this report (Section 3.4 and Appendix 1), the projects funded through the ESF and ERDF had very different project indicators and units of measurement. In an attempt to quantify the outputs, results and impacts reported by the justice projects funded under the ESF and ERDF, a set of indicator categories were developed for the purpose of this study. However, due to the large range of different project indicators used across the Member States and even across projects within Member States, most project indicators did not fit the study's indicator categories. This section (and the tables below) only presents those indicators that were comparable using the study's categorisation (which account for only a small fraction of the indicators found). The indicators presented in this Final Report should therefore not be regarded as a reflection of what has actually been achieved or reported by Member States for the justice projects identified. **At present, no meaningful conclusions at the aggregated EU level can be drawn from the indicator data collected across the 16 Member States, as the data is not comparable.**

Furthermore, as highlighted above, the project-level indicators, both the actual ones and the categories developed for this study, are not the same as the overall OP indicators, which were identified during the review of the programme level documents, which tend to be more general and cover not only the judiciary but public administration more generally. Therefore it is not possible to provide a comparison between the project and programme indicators. Although Member States report on achieved results at OP level, it is not clear how these are compiled given that indicators, although often similar, vary between individual projects.

Within the predefined indicator categories, the two that were used the most across the 16 Member States were:

- No. of staff participating in training: used by seven Member States (BG, CZ, EL, LT, PL and PT), reporting a total of 91,887 staff participating in training;

No. of judges, prosecutors and non-judge court staff participating in training related to quality or efficiency or independence of justice: used by four Member States (BG, EE, LT, PT) reporting a total of 44,956 judges and other court staff participating in training.

**Table 27: Overview of project output indicators identified that fit the study indicator categories and reported value, by country, for the 2007–2013 programming period**

Country	No. of judges, prosecutors and non-judge court staff participating in training related to quality or efficiency or independence of justice		No. of staff participating in training		No of courts supported to implement new tools/systems /measures		No. of computers or licensed software purchased		No of courts receiving support to introduce ICT tools for case management and communication between courts and parties		No. of courts supported to implement tools for monitoring and evaluating court activities		No. of projects supporting the independence of the judicial system		No. of voluntary alternative dispute resolution mechanisms supported for development and implementation		No. of digitised registers supported for development/improvement		No. of evaluations undertaken		No. of court buildings upgraded/built	
	Reported Value	N = <sup>32</sup>	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =
BG	7,299	25	9,623	35	399	96			3	3												
CZ			44	2												1	1					
EE	835	17																				
EL			5,861	5			431	3										1	2			
ES									1,947	22												
HR																						
HU																						
IT																						
LT	2535	4	2,386	5																		
LV																						
MT																						
PL	34,287	13	16,062	6	300	3	23,257	19	46	1						3	3					
PT			57,911	9																		
RO																2	2	1	1			

<sup>32</sup> n= number of projects that include the given indicator category.



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Country	No. of judges, prosecutors and non-judge court staff participating in training related to quality or efficiency or independence of justice		No. of staff participating in training		No of courts supported to implement new tools/systems /measures		No. of computers or licensed software purchased		No of courts receiving support to introduce ICT tools for case management and communication between courts and parties		No. of courts supported to implement tools for monitoring and evaluating court activities		No. of projects supporting the independence of the judicial system		No. of voluntary alternative dispute resolution mechanisms supported for development and implementation		No. of digitised registers supported for development/improvement		No. of evaluations undertaken		No. of court buildings upgraded/built	
	Reported Value	N = <sup>32</sup>	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =	Reported Value	N =
SI																						
SK																						
<b>TOTAL</b>	<b>44,956</b>	<b>59</b>	<b>91,887</b>	<b>63</b>	<b>699</b>	<b>99</b>	<b>23,688</b>	<b>22</b>	<b>1,996</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>

## 5.8 Evaluations / follow-up of projects

Overall, only 37% of all justice-related projects identified were evaluated or followed up in one way or another – however, for at least 113 projects (31%), no information could be obtained on whether evaluations / follow-ups of projects were in fact undertaken.

The proportion of projects evaluated/followed up is higher among the ESF projects (49%) than among the ERDF projects (18%) for the 2007–2013 programming period. Three Member States seem not to have undertaken an evaluation or follow-up on any of their projects, or else no information was available (BG, EL and ES). Five Member States (CZ, HU, LV, PT and SI) reported a high evaluation/follow-up rate, i.e. over 94% of the projects in each of these countries were evaluated or followed up. However, for HU, no project-specific evaluation was undertaken, but information on project outputs was included in the AIRs.

The data available suggests that in the majority of Member States reviewed, individual projects were not evaluated, but projects were evaluated as part of a larger evaluation or study. For example in CZ, almost all ESF and ERDF projects were evaluated as part of the Ex-post evaluation of the Smart Administration Strategy under several strategic objectives, including the objective on the improvement of the quality of justice. The evaluation reported on the positive impact of project activities, even if they did not always contribute to meeting the strategic goal. In LV, two projects were evaluated, which reported that the project-level results have been achieved. Similarly, the large SI operation was evaluated through a more general study, financed by the Slovene Research Agency, on the impact of computerisation on the efficiency of the justice system.

In a few countries, some projects were individually evaluated, namely in CZ, IT, LT, MT and PT. In CZ, an internal evaluation was carried out for the project 'Education for system development of probation programmes and restorative justice programmes', including an evaluation of the participants' feedback, evaluation of the programmes created), of which the results are not publicly available. In Italy, 50 projects falling under the 'Improvement of the performance of Justice'<sup>33</sup> operation were followed up and monitored by the Ministry of Public Administration (Ministero della Funzione Pubblica) in order to assess the overall results and impacts of the project on the efficiency of justice. In LT, the project 'Security of information technologies of the Centre of Registries and the Central Mortgage Office' was evaluated by independent experts (ISACA CISA) in 2015; they concluded that the security of the registers and information systems were sufficient and all previously identified (before the project) security risks were solved. In PT, projects were evaluated through a closing visit by the IB. In MT, the project 'Justice Reform Information Campaign' was evaluated through a survey, following the delivery of the information campaign, which showed an overall increase in the level of awareness of citizens on the justice reform.

Some projects had a specific follow-up. For example in EE, some training projects were followed up by developing and carrying out further similar training, though it is not clear whether this was funded by the ESF as well or financed by national funds. In SK, three projects were further developed within a follow-up project (one in the same programming period, and two in the 2014–2020 period).

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<sup>33</sup> Il miglioramento delle performance per la giustizia.

**Table 28: Overview of projects for which an evaluation or follow-up was undertaken (number and %) 2007–2013**

Member State	No. of ESF projects	No. of evaluations / Follow-ups – ESF	% of number of projects funded under ESF	No. of ERDF projects	No. of evaluations / Follow-ups – ERDF	% of number of projects funded under ERDF	Total no. of evaluations / Follow-ups	% of number of projects funded by ESF and ERDF
BG	45	No information	N/A	0	N/A	N/A	N/A	N/A
CZ	29	28 <sup>34</sup>	97%	2	2	100%	30	97%
EE	30	11	37%	12	0 <sup>35</sup>	0%	11	26%
EL	8	No information	N/A	9	No information	N/A	N/A	N/A
ES	0	0	0%	63	0 <sup>36</sup>	0%	0	0%
HR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
HU	10	10	100%	7	6	86%	16	94%
IT	58	46	79%	25	1	4%	47	57%
LT	17	1 <sup>37</sup>	6%	6	1	17%	2	9%
LV	2	2	100%	4	4	100%	6	100%
MT	2	1	50%	0	N/A	N/A	1	50%
PL	9	4 <sup>38</sup>	44%	4	0 <sup>39</sup>	0%	4	31%
PT	0	N/A	N/A	11	11	100%	11	100%
RO	2	1	50%	1	0	0%	1	33%
SI	1	1	100%	0	N/A	N/A	1	100%
SK	1	0	0%	8	3	38%	3	33%
<b>TOTAL</b>	<b>214</b>	<b>105</b>	<b>49%</b>	<b>152</b>	<b>28</b>	<b>18%</b>	<b>136</b>	<b>37%</b>

<sup>34</sup> For one ESF project, no information was available on a possible evaluation. An information request was sent to beneficiaries, but no response was received.

<sup>35</sup> No information available for 10 projects, and two ERDF projects did not have any evaluation or follow-ups.

<sup>36</sup> No information was provided for 16 ERDF projects, and 47 projects did not have any evaluation or follow-ups.

<sup>37</sup> For 16 ESF projects, no information on evaluations / follow-ups was available. An information request was sent to beneficiaries, but no response was received.

<sup>38</sup> For one ESF project, no information on evaluations / follow-ups was available, and four ESF projects did not have an evaluation / follow-up.

<sup>39</sup> No information was provided for two ERDF projects, and two projects did not have any evaluation or follow-ups.

## 6. Programming Period 2007-2013: Comparison between programming and implementation

The following section provides a comparison between the findings from the programming and the implementation stages of the previous programming period. This includes three levels of comparison: (1) Justice-specific needs identified in ex-ante evaluations and needs assessments compared to what has been programmed in the programming documents; (2) planned activities in the OP compared to activities reported in the AIRs; (3) activities reported in the AIRs and activities implemented at project level.

The comparison is based on the identified needs (as presented in needs assessments and ex-ante evaluations and summarised in section 4.1), planned activities (as presented in the OPs and summarised in section 4.1), and undertaken activities (as presented in project documents and summarised in section 5.3). As outlined at the beginning of section 4.1., for the purpose of consistency and clarity, this section categorises the identified needs using the same names of the “project focus categories” used in section 5.4 of this report. However, while the “project focus categories” were assigned by assessing the overall aim and the undertaken activities, the categorisation of needs, is based on the original content of the source documents.

In specific cases (EL and SI) where NSRF needs, which don’t fall under the main categories have been categorized as “Other” and further elaborated. Furthermore, NSRFs which do not specifically refer to justice needs, but rather mention public institutions more broadly, have been categorised as “General public administration needs”.

The types of planned activities (already listed in detail in section 4.2) are grouped using the six “project focus categories” thematically, but do not take into consideration individual project aims, as per the methodology described in section 11.2.3. in Appendix 1. Planned activities categorised as “Other” are described in detail in that section and therefore are not taken into consideration in Table 29.

**The activities undertaken are listed in detail as per section 5.3.**

### **Identified needs, planned and undertaken activities**

Table 29 compares the identified needs and planned and undertaken activities, by presenting an overview of various documents:

- **Justice-related needs** identified in **ex-ante evaluations and other needs assessments** and **NSRFs**;
- **Types of planned activities** identified in OPs, which funded justice support in the programming period 2007–2013. The types of planned activities are listed for all OPs which make any reference to justice support, even if not explicitly referring to activities. The column “degree of planning in the OP” categorises OPs by:
  - **High-level priorities**: justice is mentioned among the spheres that need to be addressed by the OP, but the OP generally does not include further details regarding proposed beneficiaries or specific planned activities. In this case the theme of the high-level priority is included in the column “Types of planned activities” to indicate what kind of measures could be funded in support of the justice system;
  - **Proposed beneficiaries**: one or more justice institutions are mentioned as potential beneficiaries of planned activities, whether or not these activities are justice-specific or refer more generally to public administration institutions;
  - **Planned activities**: the OP has programmed for activities that explicitly target the justice system;
  - **No reference to justice**: OPs which did not mention justice, but have funded relevant projects, as identified in the project review and presented in the column “Activities undertaken”.
- The detailed list of **activity undertaken** at project level, as identified in the project review and presented in Table 18 of this report.

## 6.1 Extent to which the needs identified are reflected in the OP (i.e. planned activities)

Based on Table 29, it is possible to divide the Member States into different groups – depending on the extent to which the identified justice-related needs (either in the NSRF or the needs assessments/ex-ante evaluations reviewed) were reflected in their programming documents:

- **Justice-related needs identified in ex-ante evaluations are reflected in the NSRF and OP:** one Member State (SI) identified justice needs both in ex-ante evaluations and in the NSRF and planned justice-specific activities in the OP. The needs and activities were in line with each other and cover 'Improving internal processes' and 'Digitalisation & ICT'. Additionally, SI also planned to related to 'Training & Raising awareness'.
- **Justice-related needs and priorities identified in NSRFs are reflected in the OP (no ex-ante evaluations):** four Member States (IT, LV, PL, PT) referred to justice needs only in their NSRFs. While the identified needs all refer to 'Digitalisation & ICT' (with the exception of Italy, which also includes the need for Improving internal processes), the planned and also cover 'Training & Raising awareness' and 'Improving internal processes', suggesting that the OPs addressed a wider range of needs compared to those identified in the NSRF.
- **Justice-related needs identified in ex-ante evaluations and reflected in the OP (no identified needs in the NSRF):** one Member State (EL) identified 'Training & Raising awareness' and 'Digitalisation & ICT' needs in the Ex-ante evaluation of the OP Public Administration Reform – ESF. These needs were not identified in the NSRF, but were reflected by the planned and of the OP.
- **NSRF only identified general public administration needs:** The NSRF of five Member States (BG, CZ, ES, HU, MT) only referred to general public administration needs, without providing any further detail on justice, but still planned activities related to justice support in the fields of 'Training & Raising awareness' and 'Digitalisation & ICT'. However, it should be noted that for BG and HU, the ex-ante evaluations did identify justice-specific needs. The identified needs were reflected in the planned activities.
- **No identified justice-related needs, but support to justice planned:** one Member State (LT) did not identify any justice-related needs, but the LT OP Human Resource Development – ESF, included justice institutions among the potential beneficiaries of 'Training & Raising awareness' activities.
- **Identified justice-related needs, without any planned activities:** EE is the only Member State which identified 'Training & Raising awareness' and 'Digitalisation & ICT' needs for justice, in the wider context of public administration, but did not explicitly plan any target activities to address these needs.
- **No identified justice-related needs and no support to justice planned:** two Member States (RO, SK) did not identify any justice-related needs, and did not plan any justice-related activities either.

## 6.2 Extent to which the needs identified were reflected in the activities undertaken as part of the project identified

Based on Table 29, it is possible to group Member States according to how closely the intervention logic was followed, starting from the identified needs (either in needs assessments/ ex-ante evaluations or in the NSRF's) to the implemented activities (as categorised in the project review, again according to the higher level groups).

The comparative analysis of the programming and implementation documents suggests that overall there were no cases where needs were identified and activities were planned but no projects were implemented. This confirms that programming documents include more general needs, priorities and planned types of activities, in order to allow Member States to have more freedom when planning calls for proposals throughout the programming period.

Based on how explicitly justice needs were presented and how they were reflected in the activities, Member States can be divided as follows:

- **Justice-specific needs were identified, OPs included planned activities and these activities were implemented: eight Member States (BG, EE, EL, HU, LV, PL, PT, SI).**

- In **BG and HU** the need for 'Training & Raising awareness' and 'Digitalisation & ICT', Improving internal processes was translated into the ongoing/ implemented activities.
- In **EE**, the ex-ante evaluations revealed the need for 'Training & Raising awareness' and 'Digitalisation & ICT'. While the OPs did not plan for any support for the judiciary, ultimately the funded projects addressed these needs and also supported the activities related to 'Improving internal processes' and 'Research & Evaluation'.
- In **EL** the main identified need for 'Training & Raising awareness' and codification of laws. Planned activities also covered 'Training & Raising awareness' but also referred to 'Digitalisation & ICT'. These were implemented at project level, together with activities related to 'Improving internal processes'.
- In **LV**, the NSRF identified the need for 'Digitalisation & ICT', which was included among the planned activities together with 'Improving internal processes'. The implemented activities were in line with the planned ones, but also included 'Training & Raising awareness' and 'Research & Evaluations'.
- **PL and PT** both identified needs related to 'Digitalisation & ICT'. While these were the only activities in PT, in PL the judiciary was supported also in terms of 'Training & Raising awareness' and 'Activities related to ADR/ODR'.
- **SI** identified needs related to 'Digitalisation & ICT' and 'Improving internal processes' of the judiciary, which were then translated into planned and implemented activities, as well as 'Training & Raising awareness' and 'Activities related to ADR/ODR'.
- **No identified needs, but planned and implemented activities: four Member States (CZ, ES, LT, MT)**
  - **CZ** did not identify justice-related needs (only more general ones related to public administration, but the planned activities related to 'Digitalisation & ICT' and 'Improving internal processes' were ultimately implemented, alongside activities related to 'Training & Raising awareness' and 'Research & Evaluations'.
  - In **ES**, no needs were identified, but the OPs planned and implemented 'Digitalisation & ICT' activities.
  - In **LT**, no justice-related needs were identified, but the OPs programmed for 'Training & Raising awareness' and 'Digitalisation & ICT', which were implemented together with activities related to 'Improving internal processes'.
  - In **MT** the need for 'Training & Raising awareness' was identified at the level of public administration as a whole, but it was then implemented in activities specifically aimed at justice institutions.
- **No identified needs or planned activities, but projects were implemented: two Member States (RO, SK).**
  - In **RO and SK** needs assessments, ex-ante evaluations, the NSRF and the OPs made no reference to justice support. However, activities related to 'Digitalisation & ICT' and 'Research & Evaluations' were undertaken.
- **No identified needs, some planned activities, but projects were implemented: one Member State (IT).**
  - In **IT**, there were no identified needs in ex-ante evaluations related to the justice system. Five OPs (one national and four regional) either included planned activities, included high-level priorities or listed justice institutions as potential beneficiaries in relation to 'Training & Raising awareness'. In reality a total of 30 OPs funded justice support covering all possible types of activities.

**Table 29: Overview of identified needs and planned and undertaken activities (2007–2013)**

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
BG	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	General public administration needs	OP Administrative Capacity 2007BG051PO002	ESF	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Purchase of ICT systems; Developing/upgrading business processes at courts; Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies; Putting in place/upgrading cooperation and communication within the judiciaries of the MS; Introduction of case management systems; Other	45 <sup>40</sup>
HR								
CZ		General public administration needs	OP Human Resources and Employment 2007CZ05UPO001	ESF	planned activities	Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Activities related to ADR/ODR; Developing/upgrading business processes at courts; Developing/upgrading HR management processes within the judiciary; Purchase of ICT systems; Putting in place/upgrading cooperation and communication within the judiciaries of the MS; Development and circulation of best practices; Evaluations and studies; Support to reform initiatives; Other	29
			Integrated Operational Programme 2007CZ161UP002	ERDF	planned activities	Digitalisation & ICT	Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Evaluations and studies	2
EE	Training & Awareness raising; Digitalisation &		OP for Human Resource Development 2007EE051PO001	ESF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Developing/upgrading HR management processes within the judiciary; Evaluations and studies; Other	30

<sup>40</sup> This also includes one project, for whose status is not published in the official project database, but has reported activities and budget spent.

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
	ICT		OP for the Development of Economic Environment 2007EE161PO001	ERDF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services Purchase of ICT systems	12
EL	Training & Awareness raising; Other (Codification of Laws)		OP Public Administration Reform 2007GR05UPO003	ESF	planned activities	Training & Awareness raising; Digitalisation & ICT	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Developing/upgrading business processes at courts; Evaluations and studies Digitalisation of court services	8
			OP Digital Convergence	ERDF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Purchase of ICT systems; Developing/upgrading business processes at courts; Putting in place/upgrading cooperation and communication within the judiciaries of the MS; Introduction of case management systems; Other	9 <sup>41</sup>
			OP Attica	ERDF	no reference to justice			
			OP Macedonia Thrace	ERDF	no reference to justice			
			OP Thessalia-Mainland Greece-Epirus	ERDF	no reference to justice			
OP Crete, Aegean islands	ERDF	no reference to justice						
HU	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	General public administration needs	OP State Reform 2007HU05UPO002	ESF	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Purchase of ICT systems; Developing/upgrading HR management processes within the judiciary; Evaluations and studies; Other	10

<sup>41</sup> Projects funded under OP Digital Convergence also received funding from the regional OPs.



MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
			OP Electronic Public Administration 2007HU16UPO001	ERDF	planned activities	Digitalisation & ICT	Digitalisation of court services; Purchase of ICT systems	7
IT		Digitalisation & ICT; Improving internal processes	Pon Governance e Azioni di Sistema 2007IT052PO017	ESF	planned activities	Training & Awareness raising; Improving internal processes	Development and circulation of best practices; Evaluations and studies; Developing/upgrading HR management processes within the judiciary; Other	1
			Programma Operativo Regionale Sicilia per il Fondo Sociale Europeo 2007-2013 2007IT051PO003	ESF	planned activities	Training & Awareness raising	Developing/upgrading business processes at courts; Evaluations and studies; Development and circulation of best practices	10
			Por Puglia FSE 2007IT051PO005	ESF	high-level priority	Training & Awareness raising*	Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	3
			PO Campania FSE 2007IT051PO001	ESF	high-level priority	Training & Awareness raising*	Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	2
			Programma Operativo FESR Puglia 2007-2013 2007IT161PO010	ERDF	high-level priority	Training & Awareness raising*	Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Other	2
			Por Marche FSE 2007IT052PO007	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies (e.g. relating to the functioning of the justice systems)	6
			Por Sardegna ST FSE 2007IT052PO016	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices	2
			Por Umbria FSE 2007IT052PO013	ESF	no reference to justice		Developing/upgrading business processes at courts; Evaluations and studies; Development and circulation of best practices	1

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
			POR FSE Molise 2007IT052PO008	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	1
			POR FSE Lazio 2007IT052PO004	ESF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	1
			POR CRO FSE Emilia Romagna 2007IT052PO002	ESF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	1
			POR FSE Piemonte 2007IT052PO011	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	2
			POR FSE Friuli Venezia Giulia 2007IT052PO003	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	2
			POR Basilicata FSE 20071T051PO004	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	2
			POR FSE Toscana 2007IT052PO012	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	2
			Por P.A. FSE Trento 2007IT052PO010	ESF	no reference to justice		Developing/upgrading business processes at courts; Evaluations and studies; Development and circulation of best practices	4
			POR FSE Liguria 2007IT052PO005	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	4
			Por Abruzzo FSE 2007IT052PO001	ESF	no reference to justice		Developing/upgrading business processes at courts; Evaluations and studies	7

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
			PROGRAMMA REGIONALE DI ATTUAZIONE (PRA) FSC MOLISE 2007MO002FA008	ESF	no reference to justice		Upgrading physical infrastructure	1
			POR CRO FSE LOMBARDIA 2007IT052PO006	ESF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	4
			POR Calabria FESR 2007–2013	ERDF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies; Upgrading physical infrastructure at courts	3
			Por Campania FESR 2007IT161PO008	ERDF	no reference to justice		Upgrading physical infrastructure	2
			Por Sardegna ST FESR 2007IT162PO016	ERDF	no reference to justice		Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	1
			PON CONV FESR ENERGIE RINNOVABILI E RISPARMIO ENERGETICO 2007IT161PO002	ERDF	no reference to justice		Upgrading physical infrastructure	1
			PON CONV FESR RICERCA E COMPETITIVITÀ 2007IT161PO006	ERDF	no reference to justice		Activities relating to ADR/ODR; Digitalisation of court services; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State	11
			PON CONV FESR RICERCA E INNOVAZIONE 2007IT161PO006	ERDF	no reference to justice		Purchase of ICT systems; Evaluations and studies	1
			PON CONV FESR SICUREZZA 2007IT161PO007	ERDF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	2
			PO Regione Piemonte FESR 2007IT162PO011	ERDF	no reference to justice		Digitalisation of court services; Evaluations and studies	1

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
			Por Abruzzo FESR 2007IT162PO001	ERDF	no reference to justice		Upgrading physical infrastructure	1
			POR CONV FSE Emilia Romagna 2007IT052PO002	ERDF	no reference to justice		Developing/upgrading HR management processes within the judiciary; Development and circulation of best practices; Evaluations and studies	1
			Por Valle d'Aosta FESR 2007IT162PO014	ERDF	no reference to justice		Developing/upgrading business processes at courts; Evaluations and studies	1
LV		Digitalisation & ICT	OP Human Resources and Employment 2007LV051PO001	ESF	potential beneficiary	Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Developing/upgrading HR management processes within the judiciary; Evaluations and studies	2
			OP Infrastructure and Services 2007LV161PO002	ERDF	high-level priority	Digitalisation & ICT*	Digitalisation of court services; Purchase of ICT systems; Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Evaluations and studies	4
LT			OP Human Resource Development 2007LT051PO001	ESF	potential beneficiary	Training & Awareness raising	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Developing/upgrading business processes at courts; Other	17
			OP Economic Growth 2007LT161PO002	ERDF	no reference to justice		Digitalisation of court services; Purchase of ICT systems	6
MT		General public administration needs	OP II Empowering People for more jobs and a better quality of life 2007MT051PO001	ESF	potential beneficiary	Training & Awareness raising	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc. Support to reform initiatives	2
PL		Digitalisation & ICT	OP Human Capital 2007PL051PO001	ESF	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Purchase of ICT systems; Developing/upgrading business processes at courts; Activities related to ADR/ODR; Developing/upgrading HR management processes within the judiciary; Evaluations and studies; ; Other	9
			OP Innovative economy 2007PL161PO001	ERDF	planned activities	Digitalisation & ICT	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Purchase of ICT systems	4

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
PT		Digitalisation & ICT	OP Thematic Factors of Competitiveness 2007PT161PO001	ERDF	potential beneficiary	Digitalisation & ICT	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Developing/upgrading business processes at courts; Digitalisation of court services; Putting in place/upgrading the cooperation and communication within the judiciaries of the MS; Evaluations and studies; Other	11
RO			OP Administrative Capacity Development 2007RO051PO006	ESF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Purchase of ICT systems; Evaluations and studies; Putting in place/upgrading the cooperation and communication within the judiciaries of the MS; Evaluations and studies; Other	2
			OP Increase of Economic Competitiveness 2007RO161PO002	ERDF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Purchase of ICT systems; Other	1
SI	Other (Absence of analysis of the justice system)	Digitalisation & ICT; Improving internal processes	OP Human Resources Development 2007SI051PO001	ESF	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.; Digitalisation of court services; Purchase of ICT systems; Developing/upgrading business processes at courts; Activities related to ADR/ODR; Introduction of case management systems Putting in place/upgrading the cooperation and communication within the judiciaries of the MS; Development and circulation of best practices; Evaluations and studies	1
SK			OP Employment and social inclusion 2007SK05UP002	ESF	no reference to justice		Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	1
			OP Informatisation of Society 2007SK161PO001	ERDF	no reference to justice		Digitalisation of court services; Purchase of ICT systems	8
ES		General public administration needs	OP Knowledge-Based Economy 2007ES16UPO003	ERDF	planned activities	Digitalisation & ICT	Digitalisation of court services; Purchase of ICT systems; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State; Other	46
			OP Cataluña 2007ES162PO006	ERDF	planned activities	Digitalisation & ICT	Digitalisation of court services	1

MS	Needs assessments and Ex-ante evaluations	NSRF needs	OP CCI code	Fund	Degree of planning in the OP	Type of planned activities	Activities undertaken	Number of closed projects
			OP Canarias 2007ES162PO006	ERDF	planned activities	Digitalisation & ICT	N/A	1
			OP Comunitat Valenciana 2007ES162PO010	ERDF	no reference to justice		Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Purchase of ICT systems; Developing/ upgrading HR management processes within the judiciary Developing/upgrading business processes at courts	15

*\*This does not refer to the planned activity but the theme or topic of the high-level priority*

### 6.3 Extent to which the the activities planned were reported and undertaken as part of the project identified

This section presents a **comparison between the types of activities planned, reported and undertaken**. The comparison is based on OPs (planned activities), AIRs (reported activities) and project-level documents (undertaken activities).

While the information shown in Table 29 provides some indication about the link between OPs and projects funded, the data has important limitations. The proposed activities/ beneficiaries/ target groups in OPs are rather general and often indicative, especially in Member States that did not place a strong emphasis on justice support in their programming documents, but rather on public administration more broadly. At the same time, data from AIRs and Final reports is also fragmented as it does not provide a detailed breakdown of all activities and beneficiaries, thus potentially omitting relevant data. Therefore, the activities undertaken provide the most accurate overview of the support to justice systems.

As the table suggests, the project-level data shows that many Member States funded more activities in support of justice than planned in the OPs. Under the ESF, this is particularly the case with regard to trainings, developing/upgrading HR management processes within the judiciary, evaluations and studies, which were not explicitly planned, but were supported. In the case of the ERDF, the main activities which were not explicitly planned, but were implemented, were related to digitalisation and purchase of ICT systems. Four Member States (i.e. ES<sup>42</sup>, LT<sup>43</sup>, RO<sup>44</sup>, SK<sup>45</sup>) were identified where the AIRs of one or more OP reported on activities supporting justice, even though the OPs themselves did not explicitly mention anything on justice. In six Member States (BG, EL, HU, LV, PT, SK), there was a discrepancy between the reported activities in AIRs in the sense that some activities were mentioned in the reports, but were not identified among the projects. This may be due to inaccuracies in reporting at national level, or the result of the rather subjective categorisation of activities within this project, as it is possible for one activity to be placed in more than one category, especially when there is not enough detailed information.

In Table 30, Member States highlighted in red represent inconsistencies between the OPs and the AIRs. Underlined Member States represent inconsistencies between the AIRs and project documents (i.e. the AIR reported a certain activity, which was not identified at project level).

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<sup>42</sup> 2014 AIRs related to the OPs for Andalusia, Galicia and Valencia (ERDF)

<sup>43</sup> The final implementation report for OP Economic Growth (ERDF)

<sup>44</sup> The 2013 AIR related to the OP Administrative Capacity (ESF)

<sup>45</sup> The final implementation report for OP Informatisation of Society (ERDF)

**Table 30: Activities proposed, reported and undertaken, per fund – programming period 2007-2013<sup>46</sup>**

Type of activity	ESF proposed	ESF reported	ESF undertaken	ERDF proposed	ERDF reported	ERDF undertaken
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	BG, EL, HU, IT, LT, PL, SI	BG, <b>CZ</b> , EL, HU, IT, LT, <b>MT</b> , PL, SI	BG, CZ, EE, EL, HU, IT, LT, LV, MT, PL, RO, SI, SK	PT	<b>CZ</b> , <u>PT</u> , ES	CZ, EE, EL, ES, IT, LV PL, PT, RO
Digitalisation of court services	BG, EL, HU, LV, SI	BG, <b>CZ</b> , <u>EL</u> , <u>HU</u> , LV, <b>PL</b> , SI, <b>RO</b>	BG, EL, LV, PL, SI	CZ, ES, <b>HU</b> , LV, PL	CZ, ES, LV, PL, <b>PT</b> , <b>RO</b> , <b>SK</b>	CZ, EE, EL, ES, HU, IT, LT, LV, PL, PT, SK
Purchase of ICT systems	<b>BG</b> , HU, PL	<b>EL</b> , HU, LV, PL, <b>SI</b>	BG, CZ, HU, PL, RO, SI	<b>PL</b> , <b>PT</b>	<b>LT</b> , <b>ES</b> , <b>SK</b>	EE, EL, ES, HU, IT, LT, LV, PL, RO, SK
Developing/upgrading business processes at courts	HU, LV, SI	<b>EL</b> , HU, <u>LV</u> , <b>PL</b> , SI	BG, CZ, EL, IT, LT, PL, SI	N/A	<b>HU</b>	EL, ES, PT
Activities related to ADR/ODR	HU, PL	<u>HU</u> , PL	CZ, PL, SI	N/A	N/A	IT
Developing/upgrading HR management processes within the judiciary	BG, PL	BG, <b>HU</b> , PL	BG, CZ, EE, HU, IT, LV, PL	N/A	N/A	ES, IT
Development and circulation of best practices	<b>BG</b> , <b>PL</b>	<b>IT</b>	BG, CZ, IT, SI	N/A	N/A	IT
Evaluations and studies	<b>CZ</b> , IT, <b>PL</b>	<b>BG</b> , <b>HU</b> , IT, <b>RO</b>	BG, CZ, EE, EL, HU, IT, LV, PL, RO, SI	N/A	N/A	CZ, IT, LV, PT
Introduction of case management systems	N/A	<b>BG</b> , <b>PL</b>	BG SI	N/A	<b>SK</b>	EL
Putting in place/upgrading the cooperation and communication within the judiciaries of the MS	<b>BG</b> , <b>CZ</b>	N/A	BG, CZ, RO, SI	PT	PT, ES	EL, ES, IT, PT
Support to reform initiatives	N/A	<b>EL</b> , <b>HU</b> , <b>MT</b>	CZ, MT	N/A	N/A	N/A
Upgrading physical infrastructure	N/A	N/A	IT	N/A	N/A	IT
Other activities	BG, <b>EL</b> , HU, <b>PL</b>	<u>BG</u> , HU	BG, CZ, EE, HU, IT, LT, PL, RO	N/A	N/A	EL, ES, IT, PT, RO

<sup>46</sup> The Member States highlighted in red represent inconsistencies between the planning and implementation stages. Underlined Member States represent inconsistencies between the AIRs and actual activities.



### **Planned and reported beneficiaries and target groups/ final recipients**

Table 31 provides a **comparison between the planned and reported / actual types of beneficiaries and between proposed target groups and reported / actual final recipients**. The Member States highlighted in red represent inconsistencies between the planning and implementation stages. Underlined Member States represent inconsistencies between the AIRs and actual beneficiaries / final recipients (i.e. the AIR reported a certain beneficiary / final recipient, which was not identified at project level).

As with the planned activities, OPs and AIRs do not provide a detailed overview of the proposed and reported beneficiaries and target groups / final recipients. Given the general focus of justice support at the programming level, the main institutions listed as potential beneficiaries and target groups in the OPs were 'Ministries' (mostly Ministry of Justice), 'Courts and tribunals' and 'Prosecution offices' for both the ESF and ERDF. The data reported in AIRs suggests that more Member States supported these institutions. Under both funds, more Member States supported 'Relevant ministries', 'Courts and tribunals' and 'National prosecution offices' compared to what was planned in the OPs (both as beneficiaries and as final recipients). Six Member States' (EL, LT, MT, PT, SI, SK) AIRs reported beneficiaries and/or final recipients which were not identified at project level. As with the activities, this may be the result of misreporting in the AIRs or subjective categorisation.

In the tables below, Member States highlighted in red represent inconsistencies between the planning and implementation stages. Underlined Member States represent inconsistencies between the AIRs and actual activities (i.e. the AIR reported a certain activity, which was not identified at project level).

**Table 31: Proposed, reported and actual project beneficiaries, per fund**

Beneficiaries	ESF proposed	ESF reported	ESF actual	ERDF proposed	ERDF reported	ERDF actual
Relevant ministries	BG, MT, PL, SI*	BG, MT, PL, RO, SI	BG, CZ, EE, EL, HU, LT, LV, MT, PL, RO, SI, SK	PL	PL, <b>LT, RO, SK</b>	CZ, EE, EL, HU, IT, LT, LV, PL, PT, RO, SK
Courts and tribunals	BG, HU, LV, SI	BG, <u>EL</u> , HU, LV, <b>LT, SI</b>	BG, EE, HU, IT, LT,	HU	HU, <b>LV, PT, SK</b>	HU, IT, LT, SK
National prosecution offices	BG, <b>HU</b> , PL, <b>SI</b>	BG, PL	BG, EE, HU, IT, LT, PL	<b>HU</b>	<b>SK</b>	HU, IT, LV, PL, SK
Professional associations of magistrates and bar associations	<b>SI</b>	N/A	IT, LT	N/A	N/A	N/A
Registry offices	BG	BG, <u>SI</u>	BG, HU	N/A	N/A	EE, HU, LT
Specialised governance bodies of judiciary (e.g. Council for the Judiciary)	BG	BG, <b>HU</b>	BG HU	N/A	N/A	HU
Specialised training or research institutions	PL	<u>EL</u> , PL	BG, CZ, IT, LV, PL	N/A	N/A	N/A

Beneficiaries	ESF proposed	ESF reported	ESF actual	ERDF proposed	ERDF reported	ERDF actual
Regional administration <sup>47</sup>	N/A	N/A	HU	N/A	N/A	ES
Other	BG, EL, HU, IT, SI	BG, <u>MT</u> , <u>SI</u>	CZ, EE, EL, HU, LT, PL	HU	<u>HU</u> , <u>SK</u>	EE, ES, IT, LV

**Table 32: Proposed target groups and reported and actual final recipients, per fund**

Target groups/ final recipients	ESF proposed	ESF reported	ESF actual	ERDF proposed	ERDF reported	ERDF actual
Relevant ministries	BG, SI	EL, HU, MT, PL, RO, SI	BG, CZ, EE, EL, HU, LT, MT, PL, RO, SI, SK	N/A	<u>LT</u> , PT, RO	EE, EL, ES, HU, LV, PL, PT, RO, SK
Courts and tribunals	BG, IT, LV, LT, PL, SI	EL, HU, LT, PL, SI	BG, CZ, EE, EL, HU, IT, LT, LV, MT, PL, RO, SI	N/A	PL, SK	EE, EL, ES, HU, IT, LT, PL, PT, RO, SK
National prosecution offices	BG, PL, SI	SI	BG, CZ, EE, EL, HU, IT, LT, PL, SI	N/A	<u>PT</u>	EL, HU, IT, LV, PL, RO, SK
Professional associations of magistrates and bar associations	N/A	N/A	IT, LT	N/A	N/A	EL, SK
Registry offices	BG	<u>SI</u>	BG, HU, PL	PT	PL	EE, ES, HU, LT, LV, PT
Specialised governance bodies of judiciary (e.g. Council for the Judiciary)	BG	HU	BG, HU	PT	N/A	EL, PT
Regional administration			BG, CZ, HU			EL, ES, IT, SK
Other	BG, EL, SI	BG, <u>MT</u> , SI	BG, CZ, EE, EL, HU, IT, LT, LV, PL, SI, SK	N/A	N/A	EE, EL, HU, IT, LT, LV

<sup>47</sup> The category 'Regional administration' was introduced in the project review for beneficiaries and final recipients, as the programming documents did not refer to regional authorities in relation to justice support at the planning stage.

## 7. Programming period 2014–2020: Summary of programme-level documents

This section provides an overview of the review of the main ESIF programming documents at national level for the programming period 2014-2020, comparing these across the two funds (ESF and ERDF) where possible. During the current programming period, support to justice systems is explicitly mentioned in programming documents, compared to the previous period, as evidenced in sections 6.1 and 6.2.

As was outlined in section 4, the wording in national level documents varies significantly, even when referring to the same type of need or priority (e.g. some documents refer to “capacity building”, while others refer to “training”). Therefore, in order to be able to later compare how the identified needs were reflected in the planned and implemented activities, when categorising needs and priorities, this report uses the names of the project focus categories (see Appendix 1, section 11.2.2 for a detailed explanation) throughout, as follows:

- Improving internal processes
- Digitalisation & ICT
- Training & Raising awareness
- Research and evaluation
- Activities related to ADR/ODR
- Upgrading physical infrastructure

Additionally, where needs and priorities are rather general or they refer to a very specific need, they are placed under one of the following categories:

- Increase the quality and efficiency of justice systems
- Improve the independence and transparency of justice systems
- Other (the need/ priority is then further elaborated).

### 7.1 Summar of documents relating to needs and priorities regarding the national justice system

#### 7.1.1 Justice needs identified in the Country Specific Recommendations

During the current programming period, **CSRs** referred to the need to improve justice systems for 10 Member States (BG, ES, HR, IT, LV, MT, PT, RO, SK, SI). Additionally, CSRs in PL referred to the justice system, but only in the recitals, and therefore they are not included in the list below, while the CSRs for HU did not receive any recommendations for this programming period. CZ, EE and LT have not received any CSRs related to their justice systems in either programming period. As in the previous programming period, EL received justice-related recommendations through the Memorandum of Understanding, which focused on the codification of the justice system and making official statistics on the operations of different courts publicly available.

While all 10 Member States received general recommendations to improve the quality and efficiency of their justice systems, only ES, IT, LV, SK and SI received more explicit recommendations about specific aspects of their justice systems that need to be addressed. LV was the only Member State that received a recommendation referring to a specific institution, stating that the role of the Judicial Council must be strengthened.

The main justice-related themes covered by the CSRs for the 10 Member States are the same as the previous programming period and can be summarised as follows:

- **Increase the quality and efficiency of justice systems (does not correspond to activity categories)** (BG<sup>48</sup>, ES, HR, IT, LV, MT, PT, RO, SK, SI)

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<sup>48</sup> As in the previous programming period, BG and RO continue to receive detailed recommendations through the Cooperation and Verification Mechanism.

- **Improve the independence and transparency of justice systems (does not correspond to activity categories)** (PT, SK)
- **Improving internal processes, including:**
  - **Improve the insolvency framework (ES, LV, SI) Reduce length of court proceedings and backlogs (IT, SI)**
- **Activities related to ADR/ODR (original documents refer to the increased use of ADR)** (LV).

### 7.1.2 Justice needs identified in ex-ante evaluations

Compared to the previous programming period, justice needs were examined and considered more frequently in the planning of OPs as the scope of ESIF has expanded to also include investments in justice. **Ten Member States identified specific needs related to their justice system in ex-ante evaluations and needs assessments** (EE, EL, ES, LT, LV, MT, PL, PT, RO, SI). In five of these countries (ES, LT, PL, PT, SI), the needs were identified in the ex-ante evaluations of the Partnership Agreement (PA) or the relevant OP that funded justice support. The remaining five Member States (EE, EL, LV, MT, RO) presented needs in other studies such as the Court and law enforcement institutions' employees' capacity building plan 2015–2020 (LV), the National Justice Reform Report (MT) and the Judicial Functional Review (RO). Two main needs were identified overall across all documents in most Member States:

- **Improve the independence and transparency of justice systems** (does not correspond to activity categories) (LV, RO)
- **Improving internal processes, including:**
  - Reducing court backlogs (LV, PL, RO)
  - Improving insolvency procedures (EE, SI)
  - Standardisation of procedures (PL)
- **Digitalisation & ICT:** (EL, ES, LT, LV, MT, PL, PT, RO)
- **Training & Raising awareness** (EE, LV, MT, PL, RO, SI)
- **Activities related to ADR/ODR** (SI)
- **Upgrading physical infrastructure** (RO)

In ES, the ex-ante evaluation of the PA refers to a broad set of needs to reform the justice system, such as improving the quality, independence and efficiency of the judiciary; seeking the professionalisation of the judicial career; new organisation of the judiciary and the distribution of case allocation; reform of the court fee system; and enhancing the out-of-court settlement of disputes. However, the PA makes no reference to the issues mentioned above and instead focuses on the modernisation of the public administration, including the administration of justice, through the use of ICTs under Thematic Objective 2 (TO2).

Additionally, some countries identified other needs than digitalisation and capacity building. For example, **EE** refers to the need to improve the efficiency of insolvency procedures, **LV** mentions the needs to ensure the independence of the judiciary and reduce court overloads, **RO** mentions the need to improve the physical infrastructure of courts and **SI** suggests higher use of ADR.

**BG, HR, CZ, HU, IT and SK did not identify any justice-related needs in ex-ante evaluations and other similar studies.**

### 7.1.3 Justice needs identified in Partnership Agreements

**Partnership Agreements** (PAs) provide a more detailed overview of justice system needs and priorities compared to the 2007–2013 NSRFs. Eleven Member States (CZ, EL, HR, HU, IT, LV, MT, PL, PT, SI, SK) identified needs relating to their justice systems. BG and ES did not refer to needs, but they included priorities in the PAs. The **PAs of EE, LT and RO did not refer to justice support** in any way.

PAs consider that in order to improve justice systems the following issues need to be addressed. These are in line with the needs described in the section above and show that justice support was envisaged not only at OP level, but also within PAs. The list below covers both needs and priorities, as these categories overlap:

- **Improving internal processes, including:**

- **Standardisation of procedures and rationalisation of court network** (CZ, EL, HR, HU, IT, SI, SK): These needs refer to ensuring that court, HR management and administrative procedures across the Member State are uniform in order to ensure the same quality of service to all citizens.
- **Length of court proceedings** (EL, HR, IT, LV, PT, SK): Delays in reaching court decisions is identified as one of the most common issues hindering the effectiveness of judicial proceedings.
- **Training & Raising awareness** (CZ, HR, LV, MT, PL, SK): These needs include both training of judges and court clerks and administrators, as well as optimising the HR management practices in the justice system.
- **Digitalisation & ICT** (CZ, EL, HR, IT, PL): Introducing new online services and digitalising and integrating registers and databases are seen as a crucial step towards optimising and speeding up judicial proceedings.
- **Activities related to ADR/ODR** (HU, LV, PT, SK, SI): The increased use of alternative dispute resolution methods could contribute to increase the effectiveness of the justice system and more broadly reduce the case load of courts.
- **Improving the transparency of justice systems (does not correspond to activity categories)** (HU, SI): Increasing the accountability and transparency of the functioning and management of justice institutions (e.g. courts, prosecution, Ministry of Justice), and tackling economic crime and corruption within the justice system.

PAs do not include any details regarding planned activities, proposed beneficiaries and target groups of the needs/priorities set out above since these are high-level planning documents.

## 7.2 Summary of programming documents (Planning stage)

### 7.2.1 Justice priorities identified in the PA

The PAs of BG, ES, EL, HR, LV and SI included justice-related priorities. BG and ES identified justice in the country priorities (BG – Strategic Priority 4 of the Partnership Agreement: ‘Good governance and access to quality administrative services’ refers specifically to effective judicial system and e-justice; ES – Priority Axis 3 of the Partnership Agreement: ‘Modernise the public administration’ seeks to achieve reforms that should be able to provide the judicial system with greater efficiency, agility and flexibility in order to solve the delay in the resolution of litigation processes).

In EL, HR, LV and SI, on the other hand, justice is mentioned more broadly as an area that needs to be improved, but there are no identified ‘needs’ in the same sense as those described in section 7.1. Nevertheless, thematically these broader needs are in line with the categories of needs presented in the section above:

- **Improving internal processes, including:**
  - **Standardisation of procedures and rationalisation of court network** (BG, EL, HR, SI);
  - **Length of court proceedings** (ES, HR, LV);
- **Training & Raising awareness** (BG, HR, LV, PL);
- **Digitalisation & ICT** (BG, EL, ES, HR);
- **Activities related to ADR/ODR** (BG, LV, SI);
- **Improving the transparency of justice systems** (BG, SI).

### 7.2.2 Extent to which justice was included in Operational Programmes

Figure 11 illustrates the number of OPs supporting justice, relating to either the ESF, ERDF or both funds, per Member State.

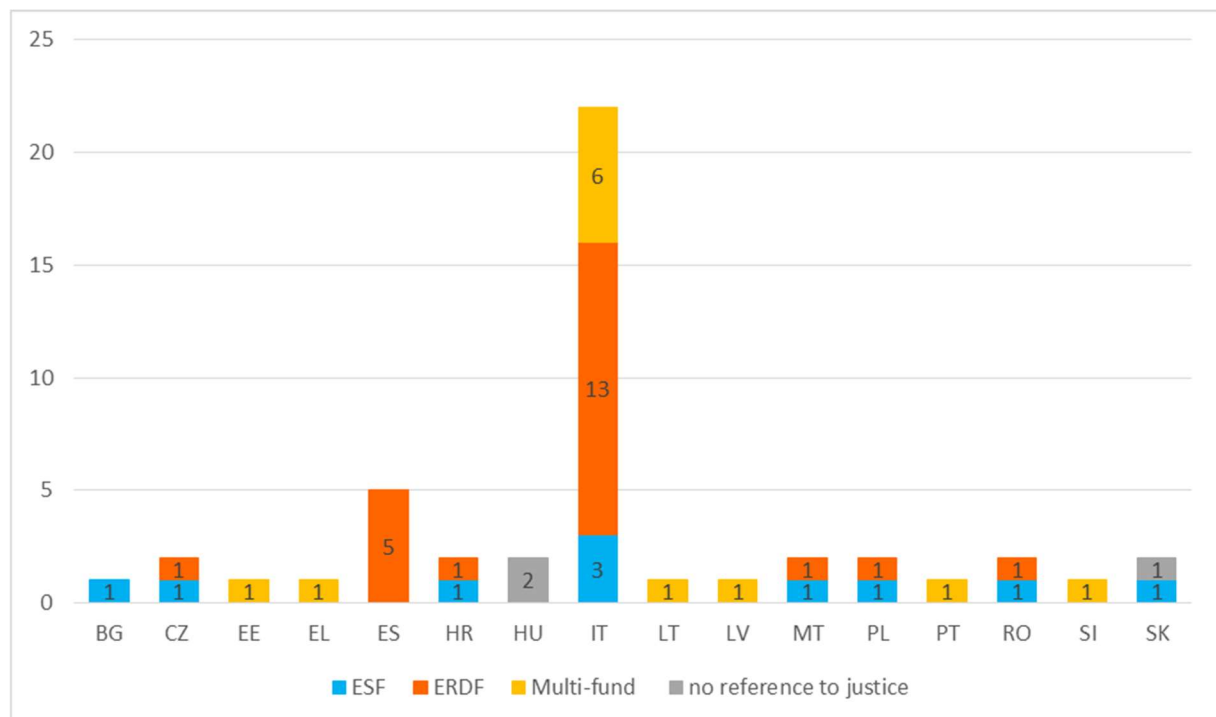
In total, **45 OPs mentioned support to justice systems**: 10 ESF OPs (in eight Member States – BG, CZ, HR, IT, MT, PL, RO, SK), 23 ERDF OPs (in seven Member States – CZ, ES, HR, IT, MT, PL, RO) and 12 multi-fund OPs (in seven Member States – EE, EL, IT, LT, LV, PT, SI). **Three OPs** (in two Member States – marked in grey in Figure 11), **did not explicitly plan to support justice**: OP Public Administration and Civil Service Development – ESF and OP Competitive Central Hungary

– ERDF (HU) and OP Integrated Infrastructure – ERDF (SK). During the current programming period only ES (three ERDF OPs) and IT (three ESF, 13 ERDF and three multi-fund OPs) have regional OPs which have programmed justice support. No explicit link between national and regional support was identified in the programming documents.

In addition, in SK, the OP Integrated Infrastructure – ERDF aims to increase the quality, standard and accessibility of e-government services for entrepreneurs and citizens, without explicitly mentioning justice support. Based on the project review, it is already clear that relevant projects are being funded under this OP and therefore it is also included in this analysis.

HU is the only Member State where none of the OPs make any provisions for justice system support. Despite including high-level priorities in the PA, in 2014 the Hungarian government decided that the further development of the justice system will be financed through national sources, as revealed by interviews with government officials. As a result, support to the justice system does not appear directly or indirectly in any OPs in the 2014–2020 programming period, and none of the institutions of the justice system are mentioned as a target group in any OP. Despite this decision, a large-scale project is currently being funded jointly by OP Public Administration and Civil Service Development – ESF and OP Competitive Central Hungary – ERDF. Therefore, these OPs are included in the analysis.

**Figure 11: Number of OPs supporting justice in the programming period 2014–2020, per fund**



### OP objectives

Ten out of the 16 Member States have set specific objectives referring explicitly to justice, as summarised in Table 33. The main categories of objectives across Member States are:

- **Training & Raising awareness (also includes HR management)** (BG, HR, LV, PL, RO, SI)
- **Increase the efficiency of justice systems (does not correspond to activity categories)** (BG, MT, PL, SI, SK)
- **Improving the transparency of justice systems (does not correspond to activity categories)** (BG, IT, RO, SK)
- **Digitalisation & ICT** (BG)
- **Improving internal processes** (BG)

**Table 33: Specific objectives referring to justice by Member State<sup>49</sup>**

Member State	OP	CCI	Fund	Priority Axis	Specific objective	Thematic objective (refers to the whole priority axis)
BG	OP Good Governance	2014BG05SFOP001	ESF	PA1 'Administrative service delivery and e-governance'	SO 1 Reduction of administrative and regulatory burden on citizens and business and introduction of services based on 'life events' and 'business events'; SO 2 Increase of e-services available to citizens and businesses.	11
				PA3 'Transparent and efficient judiciary'	SO 1 Increase of transparency and acceleration of judicial proceedings through structural, procedural and organisational reforms in the judiciary; SO 2 Improve the accessibility and the accountability of the judiciary through the introduction of e-justice; SO 3 Extension of the scope and improvement of the quality of training in the judicial system.	11
HR	OP Efficient Human Resources	2014HR05M9OP001	ESF	PA 4 'Good governance'	SO 11.2 Enhancing capacity and performance of the judiciary through improving management.	11
IT	ROP Marche	2014IT05SFOP008	ESF	PA 4 – Institutional and Administrative capacity	SO 11.4 – Enhancing the efficiency and the quality of the judicial system	11
	ROP Campania	2014IT05SFOP020	ESF	PA 4 – Institutional and Administrative capacity	SO 11.4 – Enhancing the efficiency and the quality of the judicial system	11
	ROP Sicilia	2014IT05SFOP014	ESF	PA 4 – Institutional and Administrative capacity	SO 11.4 – Enhancing the efficiency and the quality of the judicial system	11
	NOP Governance and Institutional Capacity	2014IT05M2OP002	ERDF, ESF	PA 1 'Development of the administrative and institutional capacity for the modernisation of public administration'	SO 1.4 Reinforcing the judicial system; SO 1.5 Reinforcing the fight against corruption and to increase the rule of law (legalità).	11

<sup>49</sup> Specific objectives were not compulsory during the 2007–2013 programming period and therefore they are only presented for the current period.

Member State	OP	CCI	Fund	Priority Axis	Specific objective	Thematic objective (refers to the whole priority axis)
LV	OP Growth and Employment	2014LV16MAOP001	ERDF, ESF	PA 2 'Competitiveness of small and medium-sized enterprises'	SO 3.4.1. Improving the competence of the staff of courts and law enforcement authorities to promote improvement of business environment.	11
MT	OPII Investing in human capital to create more opportunities and promote the wellbeing of society	2014MT05SFOP001	ESF	PA 4 'Building the Institutional Administrative Capacity'	SO 2 Improving the efficiency of the judicial system.	11
PL	OP Knowledge Education Growth	2014PL05M9OP001	ESF	PA 2 'Effective public policies for the labour market, economy and education'	SO 1 Improving management and communication processes in the judiciary and the public prosecutor's office; SO 2 Improving the quality of judgments and increasing the effectiveness of their enforcement.	11
RO	OP Administrative Capacity	2014RO05SFOP001	ESF	PA 1 'Effective public administration and judicial system'	SO 1.3 Developing and implementing standard systems and efficient and modern management tools of the institutions within the judiciary	11
				PA 2 'Accessible and transparent public administration and judiciary'	SO 2.3 Ensuring transparency and increased integrity in the judicial system to improve access and quality of services provided to its level.	11
SI	OP for the Implementation of the EU Cohesion Policy in the period 2014–2020	2014SI16MAOP001	ERDF, ESF	PA 11 'Rule of law, enhancing institutional capacity, efficient public administration and capacity building of social partners and NGOs (funded from ESF)'	SO 1 Improve the quality of judicial proceedings by optimising them and improve the competences of justice system staff.	11
SK	OP Effective Public Administration	2014SK05SFOP001	ESF	PA 2 'Efficient Judicial System and Increased Law Enforceability'	SO 2.1 Improved efficiency of the judicial system; SO 2.2 Increased quality and enhanced independence of the judicial system.	11



### OP planned activities

Table 34 gives an overview of the types of planned activities to support the justice system included in the OPs per Member State, under each fund.<sup>50</sup>

As can be seen in the table, the ESF supports a wider range of activities, in more countries, than the ERDF. The activities most frequently programmed are training of judicial staff, as well as digitalisation of court services. Overall, the **most commonly planned activities in support of justice systems are training of court staff, digitalisation of court services and activities related to ADR.**

**Table 34: Planning stage – types of activities set out in the OPs, by fund**

Type of activity proposed	ESF (EE, EL, ES, HU, LV, LT, PT and SI have no OP funded solely under ESF that refers to justice)	ERDF (BG, EE, EL, HU, LV, LT, PT, SI and SK have no OP funded solely under ERDF that refers to justice)	Multi-fund (BG, CZ, ES, HR, HU, MT, PL, RO and SK have no multi-fund OPs)
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	BG, HR, IT, MT, PL, RO, SK	IT	EE, EL, IT, LV, LT, PT, SI
Digitalisation of court services	BG, CZ, HR, IT, PL, RO, SK	CZ, ES, HR, IT, MT, PL, RO	EE, EL, IT, LV, PT, SI
Purchase of ICT systems	IT	ES, IT, MT	N/A
Developing/ upgrading business processes at courts	BG, CZ, HR, RO	ES	LT, SI
Activities related to ADR/ODR	BG, CZ, HR, PL, RO, SK	N/A	LT, SI
Developing/upgrading HR management processes within the judiciary	BG, PL, RO, SK	N/A	N/A
Development and circulation of best practices	N/A	N/A	N/A
Evaluations and studies	BG, CZ, PL, RO, SK	N/A	LV
Introduction of case management	BG, PL	N/A	EL

<sup>50</sup> With the exception of HU, for which no OP mentioning justice was identified.

Type of activity proposed	ESF (EE, EL, ES, HU, LV, LT, PT and SI have no OP funded solely under ESF that refers to justice)	ERDF (BG, EE, EL, HU, LV, LT, PT, SI and SK have no OP funded solely under ERDF that refers to justice)	Multi-fund (BG, CZ, ES, HR, HU, MT, PL, RO and SK have no multi-fund OPs)
systems			
Putting in place/ upgrading cooperation and communication within the judiciaries of the MS	BG, RO, SK	N/A	SI
Support to reform initiatives	BG, HR	N/A	N/A
Upgrading physical infrastructure	N/A	ES	SI
Other types of activities	BG, PL, RO, SK	ES	EL

ERDF activities labelled as 'other types of activities' in Table 34 include the development of online services for citizens (ES). ESF activities labelled as 'other types of activities' in the table include:

- Reforming the **penalty and penitentiary policy** to limit criminal repression through administrative penalties (BG);
- Developing mechanisms and tools for **citizen feedback** on the use of services provided by the judicial bodies (BG);
- Activities involving NGOs:
  - Activities to improve the **interaction with non-governmental and judicial professional organisations** for more active inclusion in the process of development, monitoring and evaluation of the reform strategies and of the proposals for judiciary improvement (BG).
  - Monitoring involvement of the non-governmental sector, specialist and professional organisations in the process of monitoring and assessment of the functioning of the judicial system, as well as in the legislative process (SK).
- Budget-related activities:
  - Introduction of a **financial management model** of prosecutors' organisational units based on budgeting processes and results (PL);
  - Introduction and support for budgetary planning to carry out the administration of courts and other organisations of the judicial system in a uniform environment (SK).
- Creation and development of **Customer Service Offices** in the courts (PL);
- Raising awareness about **legal rights** (RO);
- **Quality management**: the introduction of quality management in the judicial system organisation without affecting the independence of the judiciary (SK);
- Activities aimed at improving the provision of **legal aid** and increasing its accessibility in connection to socially and financially excluded groups (SK);

- **Strategic planning:** preparation of methodologies and building and enhancing analytical capacities in the field of strategic planning (SK);
- A **streamlined and transparent system of law:** activities aimed at building a streamlined and transparent system of law and better transposition of acquis communautaire (SK).

Activities funded under multi-fund OPs labelled as 'other activities' in Table 34 include:

- Initiatives for the codification of legislation and the reduction of complexity and malpractice (EL).

### OP proposed beneficiaries

Table 35 gives an overview of the types of proposed beneficiaries relevant to the justice system that are foreseen in the reviewed OPs and which explicitly mention justice support, by Member State and by fund.<sup>51</sup> All ESF OPs mentioning justice also included proposed beneficiaries relevant to the justice system. With regard to the ERDF OPs, the OPs for three Member States (ES, RO, SK) did not include any information on the proposed beneficiaries. For the multi-fund OPs, the OPs for four Member States (LV, LT, PT, SI) did not include any specific information on the proposed beneficiaries.

Overall, it can be noted that ERDF OPs include fewer types of proposed beneficiaries, compared to ESF OPs. Furthermore, registry offices are not specifically targeted by any OP.

**Table 35: Planning stage – types of beneficiaries proposed in the OPs, by fund**

OP Beneficiaries	ESF (EE, EL, ES, HU, LV, LT, PT and SI have no OP funded solely under ESF that refers to justice)	ERDF (BG, EE, EL, LV, LT, PT, SI and SK have no OP funded solely under ERDF that refers to justice)	Multi-fund (BG, CZ, ES, HR, MT, PL, RO and SK have no multi-fund OPs)
Relevant ministries	BG, HR, IT, PL, SK	IT	EL
Courts and tribunals	BG, HR, MT, PL, RO, SK	MT, PL	EE, EL,
National prosecution offices	CZ, PL, RO, SK	PL	EE
Professional associations of magistrates and bar associations	BG	N/A	N/A
Registry offices	N/A	N/A	N/A
Specialised governance bodies of judiciary (e.g. Council for the Judiciary)	BG, PL	N/A	N/A

<sup>51</sup> With the exception of HU, for which no OP mentioning justice was identified.

Specialised training or research institutions	HR, RO	N/A	EL
Other	BG, IT, MT, PL, RO, SK	HR, CZ, PL IT	EE, EL, IT

In terms of 'other' types of proposed beneficiaries, the ESF OPs included the following:

- Legal practitioners (BG);
- Judicial offices in the various regions (IT);
- Regional and local administration (IT) inasmuch as they coordinate the sharing of best practices in the judicial system and help increase the knowledge of the use of the justice system;
- Office of competition (PL);
- Members of professional associations in the field of justice (i.e. notaries, executors (bailiffs), mediators, and other stakeholders (SK)).

'Other' types of proposed beneficiaries mentioned in the ERDF OPs included:

- Judicial officers and advisers (HR);
- Publicly co-funded organisations established by State organisational units, which also cover justice institutions, e.g. Justice Academy, or the Probation and Mediation Service (CZ);
- Entities subordinated to, or supervised by, governmental entities – these can be any agency or governmental entity supervised by a Ministry, e.g. National School of Judges and Prosecutors (PL);
- Regional administration (IT) inasmuch as they coordinate the sharing of best practices in the judicial system and help increase the knowledge of the use of the justice system.

In addition, in the multi-fund OPs, 'other' types of proposed beneficiaries mentioned were:

- Constitutional institutions in general (EE);
- National School of Civil Clerks (EL);
- Regions where development is low and illegality high; prefectures (i.e. regional representative of the Ministry of Interior); local authorities inasmuch as they coordinate the sharing of best practices in the judicial system and help increase the knowledge of the use of the justice system (IT).

### **OP proposed target groups**

Only in a few countries did the OPs specify justice-related target groups (see Table 36). Similar to the previous programming period, in several OPs the target groups of the planned interventions supporting justice were not specified, or they were included in more general target groups, such as – under the ESF OPs – legal practitioners, citizens, business (BG); organisational units of the State (CZ); judicial offices in the various regions (IT); local government (MT); employees and members of non-governmental and professional associations (SK).

Similarly, the ERDF OPs also included more general target groups, such as judicial officers, advisers and civil servants in the judiciary (HR); citizens or entrepreneurs (CZ); regional governments (ES); judicial offices in the various regions (IT); entrepreneurs and citizens benefiting directly or indirectly from implemented or upgraded public e-services or entities performing public tasks (PL).

General target groups mentioned in multi-fund OPs included civil society or individuals that might be in danger of joining organised crime because of their vulnerability (IT); representatives of liberal legal professions, arbitrators, mediators and professionals of other fields of law (insolvency administrators) (LV), administration and public services and their workers (PT), public administration or public sector employees (EL).

It should be noted that BG, CZ, EL, PL and RO list citizens and entrepreneurs among the target groups, which are outside of the scope of this study and are therefore not included in the tables.

**Table 36: Planning stage – target groups proposed in the OPs, by fund**

OP Target groups	ESF (EE, EL, ES, HU, LV, LT, PT and SI have no OP funded solely under ESF that refers to justice)	ERDF (BG, EE, EL, LV, LT, PT, SI and SK have no OP funded solely under ERDF that refers to justice)	Multi-fund (BG, CZ, ES, HR, MT, PL, RO and SK have no multi-fund OPs)
Relevant ministries	BG, HR, SK	N/A	SI
Courts and tribunals	BG, HR, MT, PL	CZ, MT	IT, LV, SI
National prosecution offices	PL	N/A	LV
Professional associations of magistrates and bar associations	N/A	N/A	N/A
Registry offices	N/A	N/A	N/A
Specialised governance bodies of judiciary (e.g. Council for the Judiciary)	BG, MT	N/A	N/A
Specialised training or research institutions	N/A	N/A	N/A

## 7.3 Summary of OP implementation documents (Implementation stage)

### 7.3.1 Annual Work Programmes and Action Plans

Similarly to the previous programming period, the various implementation documents used by Managing Authorities provide very limited information about justice support.

Only four Member States (BG, PL, RO, SK) published **Annual Work Programmes or Action Plans at OP level** that all include the same type of information: planned activities/operations to be funded in line with the proposed activities in the OPs.

**Monitoring Committee Documents** that explicitly referred to justice were only identified for three Member States (BG, LV, SK). In all three cases the documents refer to the approval of Action Plans or funding procedures, but do not provide any details about justice support.

As of 30 June 2017<sup>52</sup> project implementation had not started in IT, LT and MT. Projects in RO are still in tendering process. Only three projects have been completed (one in EE and two in SK). All projects are summarised in section 8, while a more detailed description is included in individual MS Chapters and tables. Only ES, MT and SI have so far reported justice-related information in their AIRs. However, in all three cases, the reports refer only to the approval of funding operations, which have not started yet.

### 7.3.2 General project selection criteria

**None of the reviewed general selection criteria across all 16 Member States include any reference to justice.** Furthermore, they are very similar to those used during the previous programming period, but include some more details. They are presented in the individual MS chapters, but the main requirements can be summarised as follows:

- Rationale and objective of the project and its link to the wider objectives of the OP, or ESIF more generally, and the how it will address specific problems/issues;
- The quality of the project proposal based on clear and measurable goals and quantifiable outputs and results;
- Requirements towards the beneficiary (financial and administrative capacity to implement activities);
- Clearly defined target groups and their needs;
- Project management, risk analysis;
- Sustainability and wider application of results;
- Budget and financial viability and sustainability of the activities, cost-effectiveness;
- Compliance with horizontal criteria (transparency, non-discrimination, environmental, social).

Individual calls for proposals, even if they are specifically targeted at justice institutions and not public administration as a whole, do not include any more specific project selection criteria, including any criteria directly related to justice.<sup>53</sup>

#### **Output and result indicators**

Output and results indicators relevant to the justice system at OP level are reported for 11 Member States (BG, HR, EL, IT, LV, LT, MT, PL, RO, SI, SK). No Member States have included impact indicators.

The types and number of indicators used during the current programming period are significantly greater than those during the previous period. Furthermore, the same activity may be measured in

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<sup>52</sup> The cut-off date for the data collection phase of the study.

<sup>53</sup> Selection criteria for each project are listed in the MS tables.

different ways. For example, an activity ‘introducing case management system’ can be measured as:

- Number of projects supporting the development of a new case management systems;
- Number of case management systems introduced;
- Number of courts using a new case management system;
- Number of users of a new case management system.

Therefore, in order to allow for a comparison between Member States, Table 37 presents indicators in relation to the type of activity they are measuring. The types of activities are the same as those used in section 5.3. Whenever the predefined categories do not correspond to the indicator, a new category is added at the end of the table.<sup>54</sup> As during the current period there is a much higher number of relevant indicators, these will not be presented individually like they were presented for the previous period in Table 27.

The most common indicators, both for outputs and results, during the current programming period monitor activities related to training, ADR, introduction of case management systems, reducing the length of court proceedings and digitalising court services. It should be noted that in most Member States, each type of activity is attached to more than one indicator. For example, there may be an indicator for each type of proceeding which the OP aims to reduce the length of (e.g. disposition time in litigious civil and commercial cases (1st instance) and disposition time in bankruptcy cases). As with the previous programming period, no Member States have set up impact indicators related to justice support.

**Table 37: Output and result indicators by type of activity reported**

	<b>Output indicators (BG, EL, HR, IT, LT, LV, MT, PL, RO, SI, SK)</b>	<b>Result indicators (BG, HR, LT, MT, PL, RO, SK)</b>
Training of judges, prosecutors, court staff, bailiffs, public notaries, etc.	HR, LV, MT, PL, RO, SK	BG, HR, MT, RO, SK
Digitalisation of court services	PL, RO	BG, RO
Activities related to ADR/ODR	BG, HR, SK	HR, LT, SK
Developing/upgrading HR management processes within the judiciary	RO, SK	N/A
Evaluations and studies	BG	N/A
Introduction of case management systems	HR, PL, RO	BG, RO
Putting in place/upgrading cooperation and communication within the judiciaries of the MS	BG, RO	SI
Other indicators		
Codification of institutional and legislative framework	EL	N/A
Reduced length of court proceedings	IT, RO, SK	HR, PL
Reduced backlog of cases	IT	N/A
Improved efficiency of court systems	LT	LT
Transparency of the justice system	N/A	RO

<sup>54</sup> A detailed list of indicators is included in all Member State chapters.

## 8. Programming period 2014-2020: Overview of projects supporting justice

This section gives an overview of how the ERDF and ESF fund support to the justice system in 16 EU Member States during the 2014–2020 programming period, by summarising the information on project beneficiaries, activities and final recipients of ongoing, finalised and cancelled projects, as well as those in the tendering process, that support the justice system.

### 8.1 General overview

The following section gives an overview of the identified projects being implemented which are supporting justice for the 2014–2020 programming period, divided by fund.

In the 2014–2020 programming period, a **total of 74 projects** supporting justice were identified. These include three closed, 58 ongoing and 13 projects in tendering process (in EL (one), HR (one), PL (five) and RO (six)). No projects were identified in IT, LT and MT for this programming period at the time of the research.

Table 38 gives an overview of the number of projects identified supporting the justice system (cut-off date of the research was June 2017), and the related budget allocated and spent (where applicable). The table **does not include cancelled projects**.

The tables and figures in this section presenting the **budget allocated** include budget data for all ongoing and closed projects (but excluding cancelled projects), with the exception of one project in ES for which no data on budget allocated was available. The tables and figures presenting **budget spent** include the budget spent of all ongoing and closed projects, but exclude information on those projects that were cancelled, unless explicitly mentioned. In addition, budget spent data was not available for 28 projects in BG, CZ, EE, EL, ES, PL, RO and the operation in SI, all of which are either still ongoing or in tendering process. The tables and figures presenting **EU contribution** include the budget spent of all ongoing projects as well as some in the tendering process. However, EU contribution data was not available for 40 projects, most of which are ongoing and a few of which are in the tendering process.

**Table 38: Summary overview of projects identified which support justice for 16 MS (2014–2020) excluding cancelled projects**

Project Name	Number of projects supporting justice	Budget allocated in thousand EUR (n=73)	Budget spent in thousand EUR (n=46)	Actual EU contribution in thousand EUR (n=24)
<b>ESF</b>	50	163,451	11,096	34,995
<b>ERDF</b>	24	193,330	18,240	13,679
<b>TOTAL</b>	<b>74</b>	<b>356,781</b>	<b>29,336</b>	<b>48,673</b>

The majority of projects supporting justice identified by June 2017 were funded under the ESF (68%), and no projects were financed under both funds. However, although only 32% of the projects were funded through the ERDF, these projects account for the majority of the budget allocated (54%) and spent (62%).

Figure 12 outlines the starting year of the 74 projects identified. The start date was unknown for seven projects. Given that the research was undertaken at a very early stage in the current programming period, it can be expected that the total number of projects supporting justice will be significantly higher.



**Figure 12: Overview of number of projects (n=63) that started each year in the 2014–2020 period, divided by fund**

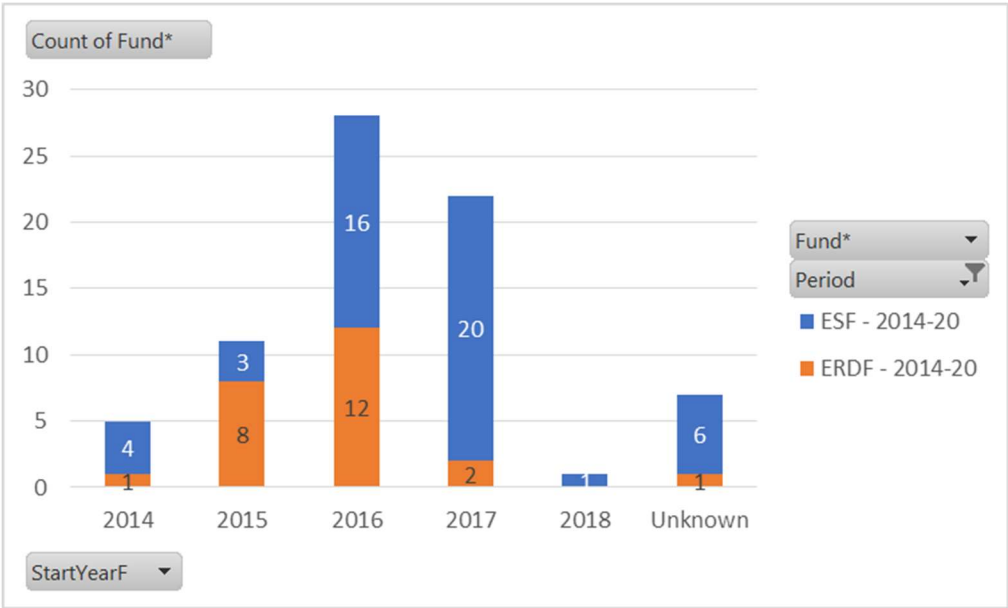


Table 39 gives an overview of the number of projects identified which support justice, broken down by country and by fund (ESF, ERDF). Fifty-five per cent of all projects identified were funded in just three Member States, namely in BG (11 – ESF), EE (3 – ESF; 7 – ERDF), and PL, which accounted for over a quarter of projects by itself (17 – ESF; 3 – ERDF).

**Table 39: Overview of number of projects identified which support justice, by country (2014–2020)**

State	ESF				ERDF				Total
	Closed	Ongoing	In tendering process	Total ESF	Closed	Ongoing	In tendering process	Total ERDF	
<b>BG</b>		11		<b>11</b>				<b>0</b>	<b>11</b>
<b>CZ</b>		1		<b>1</b>		5		<b>5</b>	<b>6</b>
<b>EE</b>		3		<b>3</b>	1	6		<b>7</b>	<b>10</b>
<b>EL</b>		3		<b>3</b>		1	1	<b>2</b>	<b>5</b>
<b>ES</b>				<b>0</b>		5		<b>5</b>	<b>5</b>
<b>HR</b>			1	<b>1</b>				<b>0</b>	<b>1</b>
<b>HU</b>		3		<b>3</b>				<b>0</b>	<b>3</b>
<b>IT</b>				<b>0</b>				<b>0</b>	<b>0</b>
<b>LT</b>				<b>0</b>				<b>0</b>	<b>0</b>
<b>LV</b>		1		<b>1</b>				<b>0</b>	<b>1</b>
<b>MT</b>				<b>0</b>				<b>0</b>	<b>0</b>
<b>PL</b>		12	5	<b>17</b>		3		<b>3</b>	<b>20</b>
<b>PT</b>				<b>0</b>				<b>1</b>	<b>0</b>
<b>RO</b>			6	<b>6</b>				<b>0</b>	<b>6</b>
<b>SI</b>		1		<b>1</b>				<b>0</b>	<b>1</b>
<b>SK</b>		3		<b>3</b>	2			<b>2</b>	<b>5</b>
<b>TOTAL</b>	<b>0</b>	<b>38</b>	<b>12</b>	<b>50</b>	<b>3</b>	<b>20</b>	<b>1</b>	<b>24</b>	<b>74</b>

### Allocated budget per project

Figure 13 provides an overview of the **budget allocated** for ongoing projects and those in the tendering process, broken down by country. The budget information for the cancelled project in PT is not included. The ERDF budget allocated to ES represents only four out of five projects, as no information could be gained about the allocated budget for one ERDF project.

**Figure 13: Overview of budget allocated of projects (n=69) supporting justice (2014–2020 period), in thousand EUR, by country**

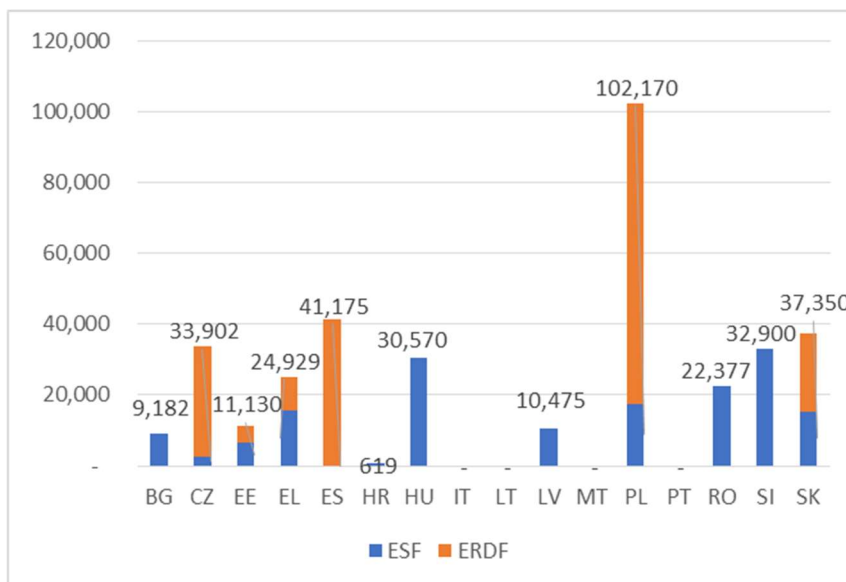


Figure 13 shows that the majority of the ESF-budget was allocated to one justice-related Operation in SI (20%), followed by projects supporting justice in HU (19%), RO (14%) and PL (11%). The majority of the ERDF budget was allocated to PL (44%), followed by ES (21%), CZ (16%) and SK (11%).

Table 40 further breaks down the budget allocated by country and fund for the programming period 2014–20.

**Table 40: Overview of budget allocated of projects (n=69) supporting justice, by country – in thousand EUR (2014–2020)**

State	ESF				ERDF				Total
	Closed	Ongoing	In tendering process	Total	Closed	Ongoing	In tendering process	Total	
BG		9,182		<b>9,182</b>				<b>0</b>	<b>9,182</b>
CZ		2,453		<b>2,453</b>		31,449		<b>31,449</b>	<b>33,902</b>
EE		6,398		<b>6,398</b>	43 <sup>55</sup>	4,689		<b>4,732</b>	<b>11,130</b>
EL		15,535		<b>15,535</b>		5,650	3,744	<b>9,394</b>	<b>24,929</b>
ES				<b>0</b>		41,175		<b>41,175</b>	<b>41,175</b>
HR			619	<b>619</b>				<b>0</b>	<b>619</b>
HU		30,570		<b>30,570</b>				<b>0</b>	<b>30,570</b>
IT				<b>0</b>				<b>0</b>	<b>0</b>
LT				<b>0</b>				<b>0</b>	<b>0</b>
LV		10,475		<b>10,475</b>				<b>0</b>	<b>10,475</b>
MT				<b>0</b>				<b>0</b>	<b>0</b>
PL		11,055	6,457	<b>17,512</b>		84,658		<b>84,658</b>	<b>102,170</b>
PT				<b>0</b>				<b>0</b>	<b>0</b>
RO			22,377	<b>22,377</b>				<b>0</b>	<b>22,377</b>
SI		32,900		<b>32,900</b>				<b>0</b>	<b>32,900</b>
SK		15,429		<b>15,429</b>	21,921 <sup>56</sup>			<b>21,921</b>	<b>37,350</b>
<b>TOTAL</b>	<b>0</b>	<b>133,998</b>	<b>29,453</b>	<b>163,451</b>	<b>21,963</b>	<b>167,622</b>	<b>3,744</b>	<b>193,330</b>	<b>356,781</b>

<sup>55</sup> For comparative reasons, Figure 13 shows the budget 'allocated' for the one EE project that has been closed. However, the budget 'spent' for this project is the same amount, EUR42,500 (rounded up in Table 40).

<sup>56</sup> For comparative reasons, this figure shows the budget 'allocated' for the two SK projects that have been closed. The budget 'spent' for these two projects is EUR14,250,245.

### Cancelled projects

In addition to the 74 projects supporting justice described above, one cancelled project was identified in PT funded by the ERDF. The following table provides an overview of the **budget allocated** for the cancelled project.

**Table 41: Overview of cancelled projects supporting justice, in thousand EUR (2014–2020)**

	ERDF		
Member State	Number of projects cancelled	Budget <u>allocated</u> for cancelled projects	Budget <u>spent</u> of cancelled projects
PT	1	500	0

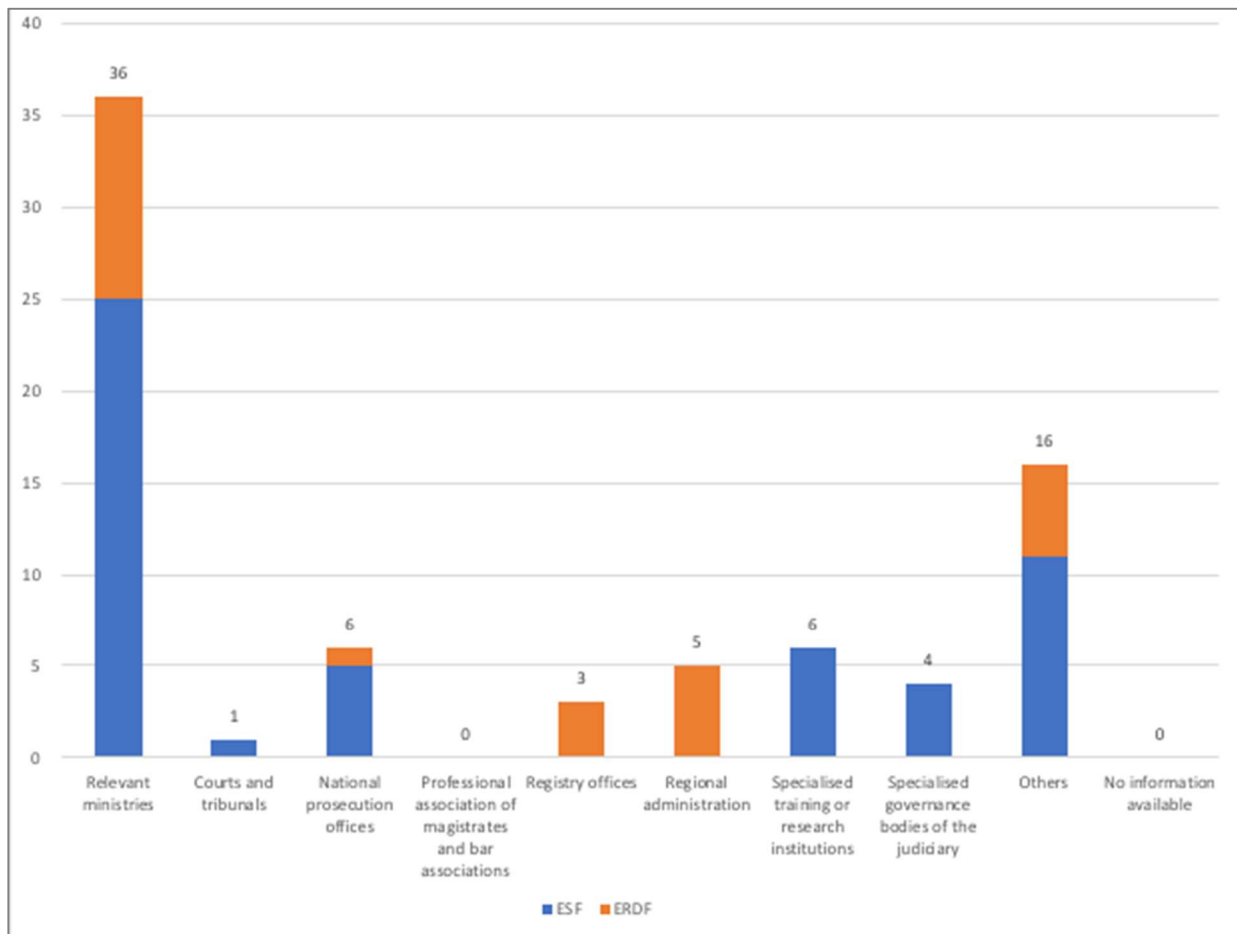
## 8.2 Overview of main project beneficiaries

Project beneficiaries can be described under eight main categories or 'beneficiary types' as described in the tables below, as well as a variety of institutions classified as 'Other'.

Although the vast majority of identified projects supporting justice have a single beneficiary, three projects (from HU, SI and SK) have multiple beneficiaries. Therefore, the total number of projects presented in Table 42 is higher than the total number of projects funded. It should also be noted that for those projects with multiple beneficiaries, in some cases, the project beneficiary(ies) fall within the same 'beneficiary type' (e.g. two different courts would both fall under the category 'Courts and tribunals'), but are accounted for as '1' in Table 42 (i.e. one project which includes beneficiaries falling under the beneficiary type).

During the current programming period (2014–2020), there are roughly twice the total number of beneficiaries in ESF projects (52) than ERDF projects (25), which also reflects the number of projects under each fund. 'Relevant ministries' make up a large number of the beneficiaries of all projects (49%) under both the ESF and the ERDF. For the large majority of projects (30 out of 36) whose beneficiaries fall under this category, and including nine Member States, the beneficiary is the Ministry of Justice. Other Ministry beneficiaries include the Ministry of Interior (CZ), the Ministry of Finance (EE), and the Ministry of Economic Affairs and Communication (EE). 'Specialised training or research institutions' and 'National prosecution offices' were also beneficiaries in a relatively large number of projects (six each). Beneficiaries falling in the category 'Other' were found in 16 projects, as described in more detail below.

**Figure 14: Summary overview (number) of projects supporting justice, by beneficiary type, for 16 MS (2014–20)**



### ESF

Under the ESF, 'Relevant ministries' appear a total of 25 times as beneficiaries and predominantly in BG (six projects) and PL (five projects). Specialised training or research institutions appear six times (including twice in EL and PL); 'National prosecution offices' – five times (including twice in PL and RO); specialised governance bodies of the judiciary – four times (thrice in BG projects and once in HU); and Courts and tribunals – once (SI). The category 'Other' was identified 11 times as beneficiaries for ESF projects (predominantly in PL – on eight occasions), and includes:

- PL – A variety of schools, universities and business academies
- RO (once) – the National Agency for the Recovery of Frozen Assets
- HU (twice) – National Infocommunication Services.

### ERDF

Under the ERDF, the most common beneficiaries are 'Relevant ministries' which appear 11 times, most commonly in CZ (thrice) but also in EE, EL, PL and SK. 'Regional administration' occurs five times and all in ES, 'Registry offices' appear three times (all in EE) and, 'National prosecution offices' once (in PL). The category 'Other' was identified five times as beneficiaries for ERDF projects (twice in CZ and EE, and once in SK), and included:

- CZ – National Security Authority and Office of the Ombudsman
- EE – Chamber of Notaries
- SK – The National Agency for Network and Electronic Services.

**Table 42: Summary overview (numbers) of main entities that were beneficiaries of a project supporting justice, for 16 MS (2014–2020)**

Fund	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	25	1	5	0	0	0	6	4	11	0	<b>52</b>
<b>ERDF</b>	11	0	1	0	3	5	0	0	5	0	<b>25</b>
<b>TOTAL</b>	<b>36</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>16</b>	<b>0</b>	<b>77</b>

The tables below provide an overview of the main entities that were beneficiaries of projects supporting justice, by country and fund for the previous programming period. Table 43 shows the numbers of the main entities that were beneficiaries of a project supporting justice, whereas Table 44 shows the number of projects by Member State and beneficiary, includes the category 'Multiple' beneficiaries, referencing projects that had more than one beneficiary.

**Table 43: Overview (numbers) of main entities that were beneficiaries of a project supporting justice, by country (by fund) (2014–2020)**

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>											
<b>BG</b>	6	0	1	0	0	0	1	3	0	0	<b>11</b>
<b>CZ</b>	1	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>EE</b>	3	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>EL</b>	1	0	0	0	0	0	2	0	0	0	<b>3</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	1	0	0	0	<b>1</b>
<b>HU</b>	1	0	0	0	0	0	0	1	2	0	<b>4</b>



	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	1	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	5	0	2	0	0	0	2	0	8	0	<b>17</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	3	0	2	0	0	0	0	0	1	0	<b>6</b>
<b>SI</b>	1	1	0	0	0	0	0	0	0	0	<b>2</b>
<b>SK</b>	3	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>ERDF</b>											
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	3	0	0	0	0	0	0	0	2	0	<b>5</b>
<b>EE</b>	2	0	0	0	3	0	0	0	2	0	<b>7</b>
<b>EL</b>	2	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>ES</b>	0	0	0	0	0	5	0	0	0	0	<b>5</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	2	0	1	0	0	0	0	0	0	0	<b>3</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>SK</b>	2	0	0	0	0	0	0	0	1	0	<b>3</b>

**Table 44: Number of projects by Member State and beneficiary, including 'Multiples' (2014–20)**

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>ESF</b>												
<b>BG</b>	6	0	1	0	0	0	1	3	0	0	0	<b>11</b>
<b>CZ</b>	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>EE</b>	3	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>EL</b>	1	0	0	0	0	0	2	0	0	0	0	<b>3</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	1	0	0	0	0	<b>1</b>
<b>HU</b>	0	0	0	0	0	0	0	1	1	1	0	<b>3</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	5	0	2	0	0	0	2	0	0	8	0	<b>17</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	3	0	2	0	0	0	0	0	0	1	0	<b>6</b>

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>SI</b>	0	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>SK</b>	3	0	0	0	0	0	0	0	0	0	0	<b>3</b>
<b>Total</b>	<b>23</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>50</b>
<b>ERDF</b>												
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	3	0	0	0	0	0	0	0	0	2	0	<b>5</b>
<b>EE</b>	2	0	0	0	3	0	0	0	0	2	0	<b>7</b>
<b>EL</b>	2	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>ES</b>	0	0	0	0	0	5	0	0	0	0	0	<b>5</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	2	0	1	0	0	0	0	0	0	0	0	<b>3</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	1	0	0	0	0	0	0	0	1	0	0	<b>2</b>
<b>Total</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>24</b>

### 8.3 Overview of type of project activities planned and undertaken

A wide range of activities supporting justice systems were undertaken as part of projects funded by the ESF and ERDF in the current programming period. These have been grouped in 14 categories presented in Figure 15 and the tables below.

The taxonomy used to categorise the types of activities undertaken as part of the projects identified was developed as part of this study. The taxonomy and its limitations are described further in section 11 (see Appendix 1).

With regard to the tables and figures in this section, it is important to note the following:

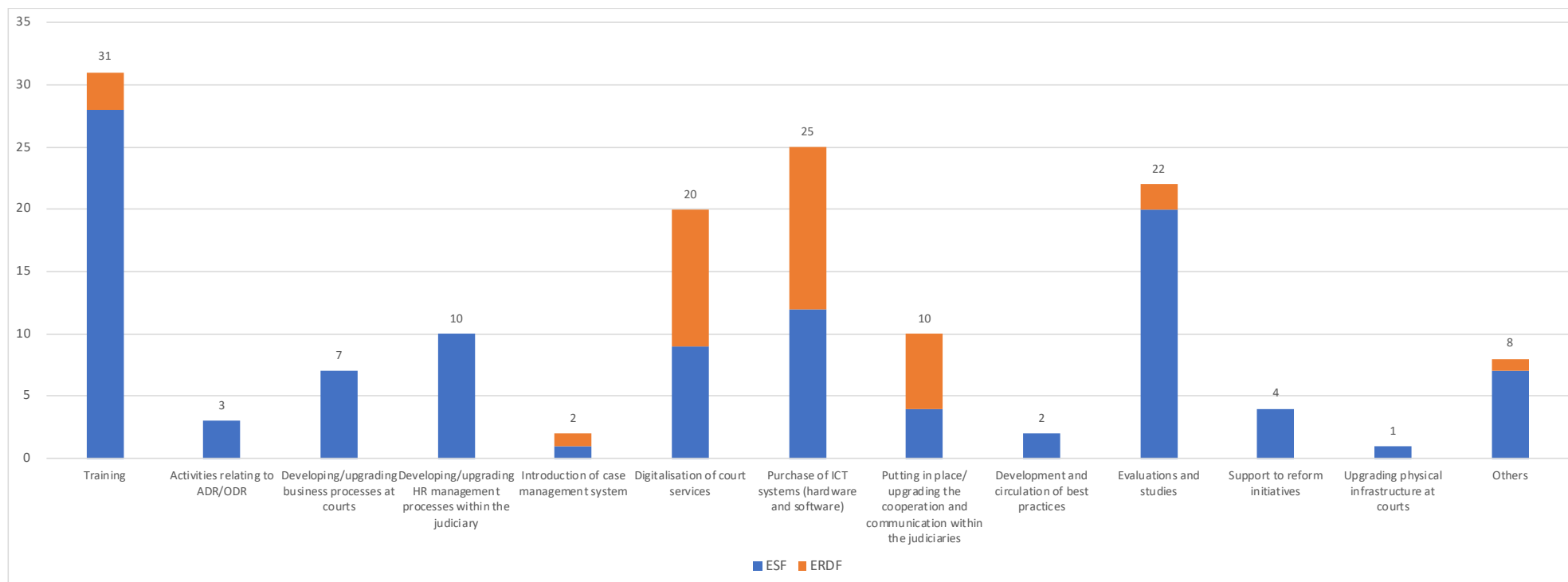
1) The data presented refers to the number of projects as part of which activities were undertaken falling under a certain 'Activity Type' or category, rather than the actual number of times the activity was undertaken (e.g the actual number of trainings undertaken).

2) As for over half of the justice projects funded in the current programming period more than one type of activity was identified, the total number of projects presented in the figure and tables below, is higher than the total number of projects funded. In this regard it should be noted that most of these projects are related, although the activities are different, and they constitute different steps towards achieving a certain aim, such as a project aiming to digitalise court services by putting in place a new ICT system, and subsequently providing training for employees on the new ICT system. Another example is a project aiming to optimise the functioning of courts by evaluating the organisational structure of courts, and subsequently putting new HR and business process in place.

As shown in Figure 15, **'Training'** is the most common type of activity planned/undertaken as part of the justice projects identified (i.e. in 31 projects, accounting for 42% of all projects identified – 28 ESF projects and three ERDF projects). Other frequent types of activities include the **'Purchase of ICT systems (hardware and software)'** (34% of all projects identified), **'Evaluation and studies'** (30% of all projects identified) and **'Digitalisation of court services'** (27% of all projects identified). Activities falling into the category 'Other' have been found in eight projects and are described in more detail below.

Activities which were least frequently funded under either fund were 'Support to reform initiatives' (four projects), 'Introduction of case management systems' (two projects), 'Activities relating to ADR/ODR' (three projects), 'Development and circulation of best practices' (two projects) and 'Upgrading of the physical infrastructures of courts' (one project).

**Figure 15: Number of projects per activity type, by fund, for 16 MS (2014–2020)**



**Table 45: Number of projects by activity type, by fund, for 16 MS (2014–2020)**

Fund	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	Total
<b>ESF</b>	28	3	7	10	1	9	12	4	2	20	4	1	7	<b>108</b>
<b>ERDF</b>	3	0	0	0	1	11	13	6	0	2	0	0	1	<b>37</b>
<b>Both</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>TOTAL</b>	<b>31</b>	<b>3</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>20</b>	<b>25</b>	<b>10</b>	<b>2</b>	<b>22</b>	<b>4</b>	<b>1</b>	<b>8</b>	<b>145</b>

**Table 46: Number of projects by activity type, by fund, by country (2014–2020)**

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	Total
<b>ESF</b>														
<b>BG</b>	5	0	3	2	0	3	4	0	0	9	1	0	1	<b>28</b>
<b>CZ</b>	1	0	0	1	0	0	0	0	0	0	0	0	1	<b>3</b>
<b>EE</b>	1	0	0	0	0	0	0	0	0	2	0	0	1	<b>4</b>
<b>EL</b>	2	0	1	0	0	0	1	0	0	0	1	0	0	<b>5</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes with in the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	Total
<b>HR</b>	1	0	0	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>HU</b>	0	0	0	0	0	1	2	1	0	0	0	0	0	<b>4</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	1	0	0	1	0	0	0	1	1	1	1	0	0	<b>6</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	14	2	2	1	0	3	1	1	0	6	0	0	2	<b>32</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	2	0	0	3	0	0	3	0	0	0	0	1	2	<b>11</b>
<b>SI</b>	1	1	1	1	1	1	1	1	1	1	1	0	0	<b>11</b>
<b>SK</b>	0	0	0	1	0	1	0	0	0	1	0	0	0	<b>3</b>
<b>ERDF</b>														
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	0	0	0	0	0	2	3	1	0	0	0	0	0	<b>6</b>
<b>EE</b>	0	0	0	0	0	0	6	0	0	2	0	0	0	<b>8</b>
<b>EL</b>	0	0	0	0	1	2	0	0	0	0	0	0	0	<b>3</b>
<b>ES</b>	1	0	0	0	0	5	1	5	0	0	0	0	0	<b>12</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>

State	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	Total
<b>PL</b>	2	0	0	0	0	2	1	0	0	0	0	0	1	<b>6</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	0	0	0	0	0	0	2	0	0	0	0	0	0	<b>2</b>



## ESF

The majority of ESF justice projects in the current programming period include the type of activity '**Training**' (28 projects in nine Member States out of the possible 11 which had allocated ESF funds), with the majority of these training projects funded in PL (14 projects) and BG (five projects). The second most frequently funded type of activities through the ESF is '**Evaluations and studies**' (20 projects of which nine projects were in BG and six projects in PL).

Activities categorised as '**Other**' (seven projects) include:

- BG (one project) – Developing a new Criminal Policy Concept;
- CZ (one project) – Develop a 'Restorative Programme' intended to prepare prisoners for their release and a 'Victim Impact Training' programme; carry out pilot trials of these programmes
- EE (one project) – Improvement of legislation
- PL (two projects) – Digitalisation of prosecutors' offices and standardisation of customer services in prosecutors' offices.
- RO (two projects) – Review of prison facilities and developing/upgrading HR management processes within a special agency.

## ERDF

The most frequently funded activity types through the ERDF are '**Purchase of ICT systems**' (13 ERDF projects of which six are in EE) and '**Digitalisation of court services**' (11 projects of which five are in ES). The category 'other' is being implemented just once to date (in PL) and relates to the 'digitalisation of prosecutors' offices.

## 8.4 Overview of budget allocated by type of project (project focus/aim)

As outlined above, project-level data does not provide a detailed breakdown of budgets by type of activity undertaken. Therefore, project activities have been categorised by higher-level 'project focus categories', as set out in the table below, and further described in section 3.4 (methodological challenges).

Figure 16 presents the budget allocated to the identified justice projects in the 16 Member States, by project focus category. It should also be noted that this section refers to the overall budget allocated including allocated EU contribution through the ESF and ERDF, as well as the Member States' own allocated contribution.

As stated in section 8.1, the ESF is funding about twice as many justice-related projects as the ERDF in the current programming period (50 ESF projects vs 24 ERDF projects). However, when looking at the actual value of the funding allocated, the ERDF projects account for 54% of the total budget allocated for justice-related projects (approximately EUR 356.8 million).

As highlighted in Figure 16, projects with a key focus on '**Digitalisation & ICT**' are to receive the greatest amount of funding, accounting for 71% of the total budget allocated under both funds. Other types of projects with a relatively high proportion of the budget allocated include projects with a focus on '**Training & Raising awareness**' (9% of total funds allocated) and '**Improving internal processes**' (15% of total funds allocated). In addition, it should be noted that some of the projects categorised as 'Digitalisation & ICT' include research, training and evaluation elements.

As no projects have been financed under both funds, no activities exist, so this part has been excluded from the summary overview tables in this section.

**Figure 16: Summary overview (value) of budget allocated, in thousand EUR, per project focus category, by fund, for 16 MS (2014–20)**

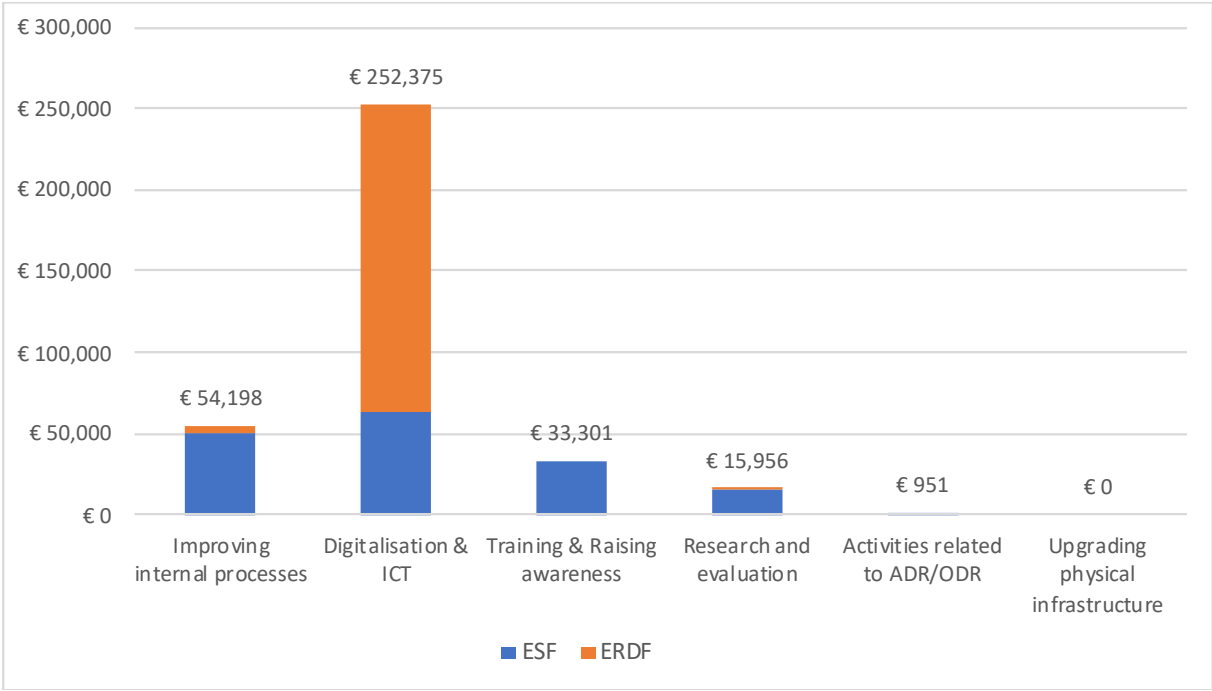
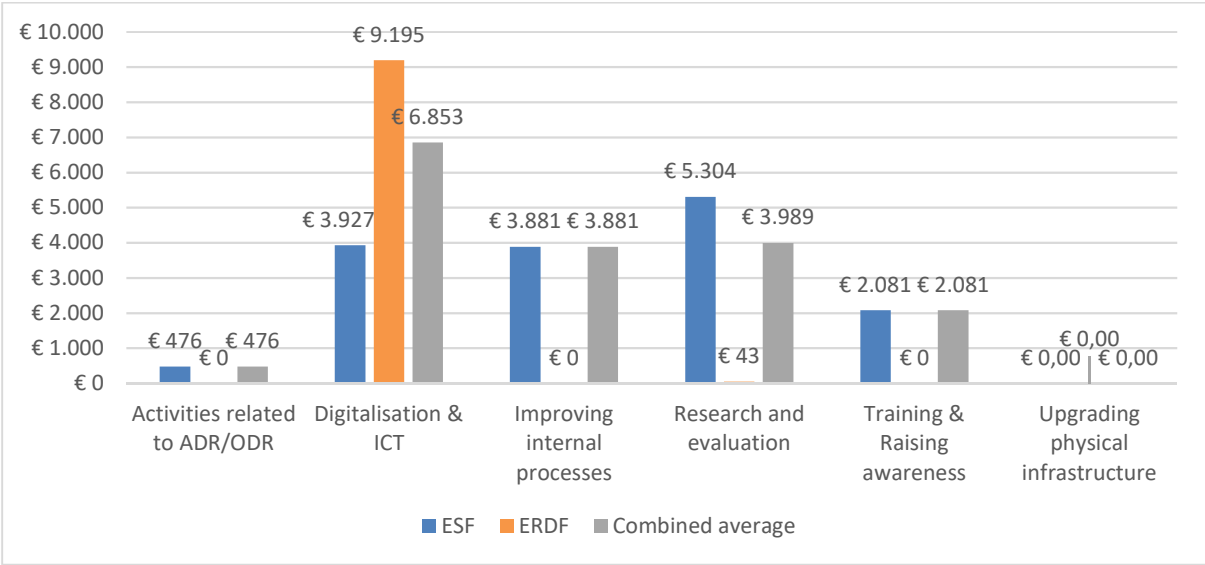


Figure 17 presents the average budget allocated of the identified justice projects in the 16 Member States, by project focus category. As can be seen, the category with the highest average budget spent across both funds is the project focus category 'Digitalisation & ICT' (average budget spent of approximately EUR 452,000).

**Figure 17: Overview of average project budget allocated, in thousand EUR, per project focus category, by fund, for 16 MS (2014-2020)**



The tables below present the number of ESF and ERDF projects identified in the 16 Member States and their budget allocated by project focus category, by fund and by Member State.

**Table 47: Summary overview of number of projects (n=) and budget allocated (value in thousand EUR), by project focus category and by fund (2014–2020)**

Fund	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR
<b>ESF</b>	13	50,454	16	62,832	16	33,301	3	15,913	2	951	-	0	<b>50</b>	<b>163,451</b>
<b>ERDF</b>	1	3,744	22	189,543	-	0	1	43	-	0	-	0	<b>24</b>	<b>193,330</b>
<b>TOTAL</b>	<b>14</b>	<b>54,198</b>	<b>38</b>	<b>252,375</b>	<b>16</b>	<b>33,301</b>	<b>4</b>	<b>15,956</b>	<b>2</b>	<b>951</b>	<b>-</b>	<b>0</b>	<b>74</b>	<b>356,781</b>

**Table 48: Overview of number of projects (n=) and budget allocated (value in in thousand EUR), by project focus category, by fund and by Member State (2014–2020)**

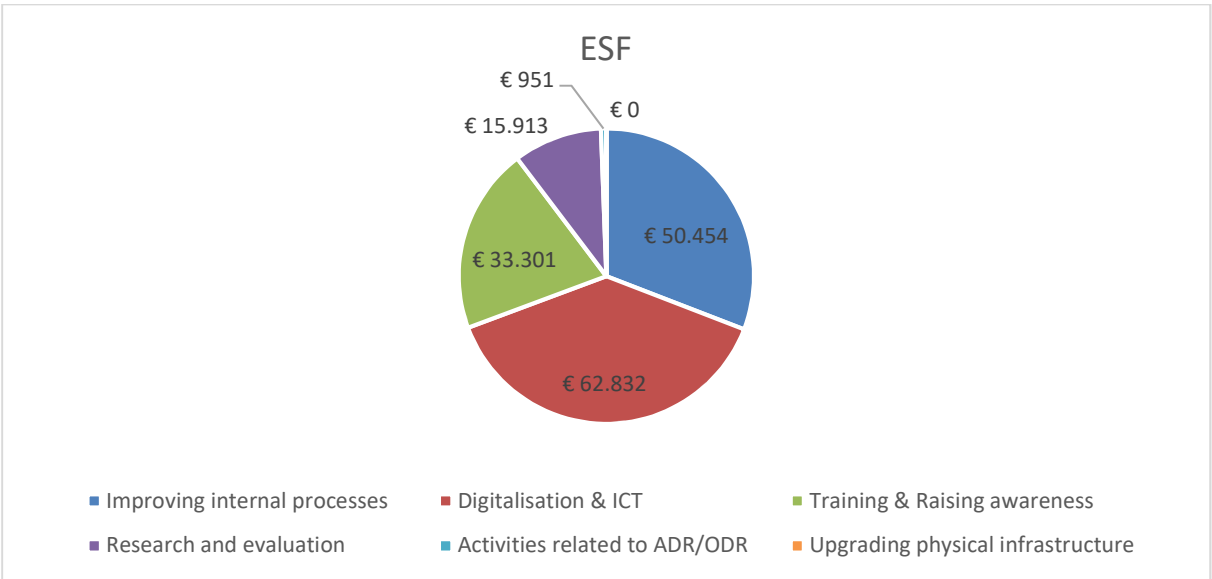
Member State	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR
<b>ESF</b>														
<b>BG</b>	2	520	6	6,854	2	1,605	1	203					<b>11</b>	<b>9,182</b>
<b>CZ</b>					1	2,453							<b>1</b>	<b>2,453</b>
<b>EE</b>	1	1,573			1	370	1	4,455					<b>3</b>	<b>6,398</b>
<b>EL</b>			1	746	2	14,789							<b>3</b>	<b>15,535</b>
<b>ES</b>													<b>-</b>	<b>0</b>
<b>HR</b>					1	619							<b>1</b>	<b>619</b>
<b>HU</b>			3	30,570									<b>3</b>	<b>30,570</b>
<b>IT</b>													<b>-</b>	<b>0</b>
<b>LT</b>													<b>-</b>	<b>0</b>
<b>LV</b>					1	10,475							<b>1</b>	<b>10,475</b>
<b>MT</b>													<b>-</b>	<b>0</b>
<b>PL</b>	4	5,408	3	8,163	8	2,990			2	951			<b>17</b>	<b>17,512</b>

Member State	Improving internal processes		Digitalisation & ICT		Training & Raising awareness		Research and evaluation		Activities related to ADR/ODR		Upgrading physical infrastructure		Total	
	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR	n=	000 EUR
<b>PT</b>													-	<b>0</b>
<b>RO</b>	4	7,079	2	15,298									<b>6</b>	<b>22,377</b>
<b>SI</b>	1	32,900											<b>1</b>	<b>32,900</b>
<b>SK</b>	1	2,974	1	1,200			1	11,255					<b>3</b>	<b>15,429</b>
<b>ERDF</b>														
<b>BG</b>														<b>0</b>
<b>CZ</b>			5	31,449									<b>5</b>	<b>31,449</b>
<b>EE</b>			6	4,689			1	43					<b>7</b>	<b>4,732</b>
<b>EL</b>	1	€ 3,744	1	5,650									<b>2</b>	<b>9,394</b>
<b>ES</b>			5	41,175									<b>5</b>	<b>41,175</b>
<b>HR</b>														<b>0</b>
<b>HU</b>														<b>0</b>
<b>IT</b>														<b>0</b>
<b>LT</b>														<b>0</b>
<b>LV</b>														<b>0</b>
<b>MT</b>														<b>0</b>
<b>PL</b>			3	84,658									<b>3</b>	<b>84,658</b>
<b>PT</b>														<b>0</b>
<b>RO</b>														<b>0</b>
<b>SI</b>														<b>0</b>
<b>SK</b>			2	21,921									<b>2</b>	<b>21,921</b>

**ESF**

When looking at the ESF funding only (see Figure 18), the type of justice-specific projects that are to receive the most funding are those categorised as ‘**Digitalisation & ICT**’ accounting for 38% of the total budget allocated to ESF projects. Of the EUR62.8 million allocated to this type of project, 49% was allocated to three projects in HU, 24% to two projects in RO, 13% to three projects in PL and 11% two six projects in BG. Other Member States that are funding projects falling under this category are EL and SK. Most projects involve (or are planning to involve) the development of a new ICT systems, such as a new ICT system for the Public Ministry (RO), a system to manage the workload of courts (BG, EL), a system to allow for electronic surveillance of offenders (BG), and a system to allow for a paperless work process of the Prosecutor Office (BG). The projects in HU relate to the introduction of an integrated platform which allows for video communication (HU), the introduction of an electronic data transmission system, and setting up an e-service which makes court decisions electronically accessible. Finally, a few projects are or will be focusing on modernising existing registers or setting up new online registers (BG and PL).

**Figure 18: Budget allocated to ESF justice projects, in thousand EUR, by project focus category, for 16 MS (2014–2020)**



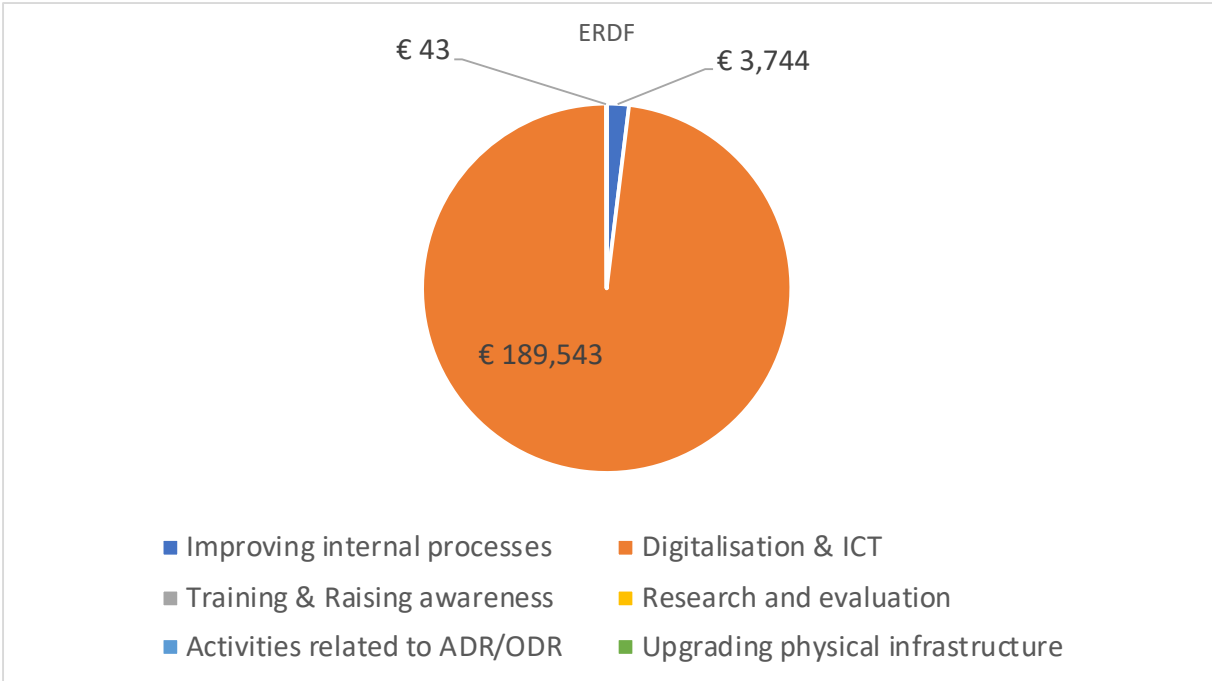
The type of project focus activity which has the second highest budget allocated is ‘**Improving internal processes**’, accounting for 31% of the total budget allocated to ESF justice projects identified to date. Of the EUR 50.5 million allocated to these types of projects, 65% of the budget was allocated to one operation in SI.

The type of project focus activity which has the third highest budget allocated is ‘**Training & Raising awareness**’, which accounts for 20% of the budget allocated of the ESF identified justice projects. This includes projects involving training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, as well as organising study trips. Of the EUR 33.3 million allocated to ‘Training & Raising awareness’-type projects, 44% has been allocated to projects in EL and 31% has been allocated to projects in LV.

**ERDF**

Figure 19 gives a breakdown of the allocated budget to ERDF projects by their focus type.

**Figure 19: Budget allocated of ERDF justice projects, in thousand EUR, by project focus category, for 16 MS (2014–2020)**



As can be seen in Figure 19, '**Digitalisation & ICT**' accounts for approximately 98% of the total allocated budget on the ERDF projects identified supporting the justice system. Of the EUR189.5 million allocated to this type of project, 45% was allocated on three projects in PL, 22% on five projects in ES, 17% on five projects in CZ and 12% on two projects in SK. Other Member States that allocated ERDF funding to this type of project are EE (six projects) and EL (one project). Similar to the ESF projects, most projects falling under this category involve the development of new ICT systems, such the Cyber Security Detection System in CZ, an ICT system allowing for audio/visual recording of court proceedings as well as storage of the recordings and transcriptions (ES, EL and PL) and video-conferencing (PL), or an ICT system underpinning the operation of the Electronic Judicial Record (ES). In addition, a few of the '**Digitalisation & ICT**'-type projects relate to the digitalisation of registers (EE, CZ and SK).

Most of the rest of the allocated ERDF funding is allocated to projects with the focus category '**Improving internal processes**' (EUR3.7 million allocated to one project in EL). The least amount of ERDF funds are allocated to projects focusing on 'Research and evaluation' (0.02% of the total allocated budget on the ERDF justice projects identified, relating to one project in EE).



## 8.5 Overview of the main final recipients

As many of the projects funded were not specific to one institution and had more than one final recipient, the total number of recipients exceeds that of the projects. In Table 49, projects with more than one final recipients have been categorised as 'Multiple', and it can be seen that these account for 42% of projects across both funds, with all Member States (of those with identified projects) having at least one project with multiple final recipients. 'Courts and tribunals' appear as the most common sole category of final recipient in projects (22% of projects), followed by 'Relevant ministries' (9%) and 'National prosecution offices' (8%).

**Table 49: Number of projects by Member State and final recipient, including 'Multiples' (2014–2020)**

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>ESF</b>											
<b>BG</b>	0	1	0	0	0	0	0	3	0	7	<b>11</b>
<b>CZ</b>	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>EE</b>	1	0	0	0	0	0	0	2	0	0	<b>3</b>
<b>EL</b>	0	3	0	0	0	0	0	0	0	0	<b>3</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>HU</b>	0	2	0	0	0	0	0	1	0	0	<b>3</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	2	6	2	0	0	0	0	6	1	0	<b>17</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	2	0	2	0	0	0	0	2	0	0	<b>6</b>
<b>SI</b>	0	0	0	0	0	0	0	1	0	0	<b>1</b>
<b>SK</b>	1	0	0	0	0	0	0	2	0	0	<b>3</b>
<b>Total</b>	<b>6</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>1</b>	<b>7</b>	<b>50</b>
<b>ERDF</b>											
<b>BG</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	0	1	0	0	0	0	0	3	1	0	<b>5</b>
<b>EE</b>	0	0	1	0	3	0	0	1	2	0	<b>7</b>
<b>EL</b>	0	1	0	0	0	0	0	1	0	0	<b>2</b>
<b>ES</b>	0	0	0	0	0	0	0	5	0	0	<b>5</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>

State	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised governance bodies of the judiciary	Multiple	Others	No information available	Total
<b>IT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	0	2	1	0	0	0	0	0	0	0	<b>3</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	1	0	0	0	0	0	0	1	0	0	<b>2</b>
<b>Total</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>3</b>	<b>0</b>	<b>24</b>

When these multiple recipients are separated out in Table 40, the overview of the final recipients in all 16 MSs points to provision of balanced support: 'Courts and tribunals' are the most common institutions (appearing in 39 projects – over 50% of all projects), followed by 'Relevant ministries' (23 projects) and 'National prosecution offices' (18 projects). Institutions were categorised as 'Other' under 18 projects and those listed appear more rarely or are specific to individual countries, as outlined below. In terms of source of funding, apart from the fact that the ESF is supporting a greater number of recipients, there are no significant outliers to suggest that any specific final recipient was given priority by either of the funds.

**Table 50: Summary overview (numbers) of main entities that were final recipients of a project, for 16 MS (2014–2020)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>	28	17	0	1	15	0	2	10	7	<b>80</b>
<b>ERDF</b>	11	6	3	6	3	0	0	8	0	<b>37</b>
<b>TOTAL</b>	<b>39</b>	<b>23</b>	<b>3</b>	<b>7</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>18</b>	<b>7</b>	<b>117</b>

## ESF

Under the ESF, most projects (28) had at least one final recipient falling under the category 'Courts and tribunals', occurring most commonly in PL (12 projects), followed by BG (four projects) and EL (three projects). Other final recipients that occur frequently include 'Relevant ministries' (17 times) and 'National prosecution offices' (15 times). The category 'Others' appeared 10 times and occurred most commonly in PL (thrice) and EE (twice), with examples including press officers, mediators and the Office of Competition and Consumer Protection (PL), and the Chamber of Notaries (EE).

The category of final recipient that featured in projects funded by the ESF in the most Member States was 'Courts and tribunals' (10 Member States), and the categories that featured in the least were 'Registry offices' and 'Professional associations of magistrates and bar associations' and (both 0).

## ERDF

As with the ESF projects, the category of final recipients which featured most prominently in ERDF projects related to justice was 'Courts and tribunals', which featured in 11 of these projects (most commonly in ES – five times). This was followed again by 'Relevant ministries', which featured in six projects (thrice in CZ, twice in SK and once in EE). Final recipients falling under the 'Regional administration' category were found more frequently in projects financed under the ERDF (six projects) than the ESF, and this was predominantly in ES (five projects). The category 'Others' was found in eight projects, most commonly in CZ (four projects, including e.g. legal professionals) and EE (three projects, including e.g. Chamber of notaries). Though EE had the greatest number of projects financed under the ERDF in the 2014–20 period, it was actually ES which had the greatest number of final recipients (10).

The category of final recipient that featured in projects funded by the ERDF in the most Member States was again 'Courts and tribunals' (five Member States), and the categories that featured in the least were 'Professional associations of magistrates and bar associations' and 'Specialised governance bodies of the judiciary' (both 0).

Table 51 shows the overall breakdown of final recipient by Member State and by fund.

**Table 51: Overview (numbers) of main entities that were final recipients of a project, by country (by fund) (2014–2020)**

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>ESF</b>										
<b>BG</b>	4	1	0	0	2	0	0	0	7	<b>14</b>
<b>CZ</b>	0	0	0	1	0	0	0	1	0	<b>2</b>
<b>EE</b>	1	2	0	0	0	0	0	2	0	<b>5</b>
<b>EL</b>	3	0	0	0	0	0	0	0	0	<b>3</b>
<b>ES</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HR</b>	1	1	0	0	1	0	0	1	0	<b>4</b>
<b>HU</b>	2	1	0	0	0	0	1	0	0	<b>4</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	1	1	0	0	1	0	0	1	0	<b>4</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	12	3	0	0	7	0	0	3	0	<b>25</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	1	4	0	0	3	0	1	1	0	<b>10</b>
<b>SI</b>	1	1	0	0	1	0	0	1	0	<b>4</b>
<b>SK</b>	2	3	0	0	0	0	0	0	0	<b>5</b>
<b>ERDF</b>										
<b>BG</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>CZ</b>	1	3	0	0	0	0	0	4	0	<b>8</b>
<b>EE</b>	0	1	3	0	1	0	0	3	0	<b>8</b>
<b>EL</b>	2	0	0	1	1	0	0	0	0	<b>4</b>
<b>ES</b>	5	0	0	5	0	0	0	0	0	<b>10</b>
<b>HR</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>HU</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>IT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Total
<b>LT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>LV</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>MT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PL</b>	2	0	0	0	1	0	0	0	0	<b>3</b>
<b>PT</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>RO</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SI</b>	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SK</b>	1	2	0	0	0	0	0	1	0	<b>4</b>

## 8.6 Overview of main budget allocated by final recipient

As outlined above, project-level data does not provide a detailed breakdown of budgets by type of final recipient undertaken. Therefore, as for the previous programming period, the breakdown of final recipients per beneficiary is presented in terms of categories. Projects with single final recipients are presented in the relevant category of type of recipient, while the budgets of projects with more than one recipient are categorised as 'multiple', even though the recipients are in fact including the same categories as those of projects with a single final recipient. Therefore, the tables below provide a somewhat distorted view of the distribution of funds among final recipients. Furthermore, as with the activities and beneficiaries, this section refers to the **allocated budget**, and not the budget spent, as the projects are still ongoing.

The overall amount of allocated budget by final recipients is divided relatively evenly between the ESF (EUR 163.5 million) and ERDF (EUR 193 million). However, as the 2014–2020 programming period progresses, further funding for digitalisation of court services, and purchase of ICT systems under the ERDF, could change the current balance. To date, projects with 'Courts and tribunals' as the sole final recipients have been allocated the most funding (totalling EUR 104 million), twice as much as projects with final recipients from other categories, including 'National prosecution offices' (EUR 42.5 million). Projects with multiple final recipients have been allocated almost half of the funding during the current period (almost EUR 176 million out of a total of EUR 357 million).

In terms of average budget allocated per project, projects with 'National prosecution offices' as the final recipients had the highest (EUR 7.1 million), followed by 'Courts and tribunals' (EUR 6.6 million), and 'Relevant ministries' (EUR 4.2 million). There was a greater average allocated per project under the ERDF in every category of final recipients when compared with the ESF.

### ESF

Under the ESF, the institutions that benefited as sole final recipients of projects that were collectively allocated the most funding were 'Courts and tribunals' (projects amassing to EUR38 million funding), followed closely by 'National prosecution offices' (EUR 18 million). The final recipient that benefited individually from projects that were allocated the most funding across Member States under the ESF were 'Courts and tribunals' in HU, which received EUR18 million across projects, followed by EL in the same final recipient category (EUR 15.5 million). Beyond this, projects with 'National prosecution offices' as the sole final recipients in RO were allocated EUR 15 million collectively, but 'Relevant ministries' in PL (just under EUR6 million) was the only other institution across Member States to be the sole final recipients of projects which were collectively allocated over EUR 5 million in that country. 'National prosecution offices' (EUR 4.5 million) and 'Courts and tribunals' (EUR 3.1 million) featured as the sole final recipients in projects that averaged the most spent per project, and they were followed by 'Relevant ministries' (EUR 2.3 million).

Projects which had 'Multiple' final recipients have been allocated over half of the total ESF funding (EUR 91 million from EUR 163 million), with projects in SI accounting for over a third of this figure (EUR 33 million). Projects with multiple final recipients averaged EUR 4.5 million per project.

### ERDF

As with the ESF, 'Courts and tribunals' (EUR 66.5 million) were the institutions that benefited from projects that were collectively allocated the most funding with single final recipients. This was over twice as much funding as the next category of final recipients, with 'National prosecution offices' benefiting from projects receiving EUR 25 million and 'Relevant ministries' EUR 16 million. In projects across Member States, 'Courts and tribunals' in PL (EUR 60 million) benefited from projects amassing over twice as much allocated funding as other single final recipients in other countries; the next highest was 'National prosecution offices' in PL (EUR 24 million), followed by 'Relevant ministries' in SK (EUR 16 million). In each of these cases, the funding of these projects accounted for a very high percentage of the total allocated funding for that category of final recipients across all Member States: 'Courts and tribunals' in PL – 91%; 'National prosecution offices' in PL (98%); and 'Relevant ministries' in SK – 100%. 'Courts and tribunals' (EUR 20.3 million) and 'Relevant ministries' (EUR 16 million) featured as the sole final recipients in projects that averaged the most budget allocated per project, and they were followed by 'National prosecution offices' (EUR 12.4 million).

Again, projects which had 'Multiple' final recipients have been allocated the greatest amount (EUR 85 million) of the total ERDF funding with the majority of this coming from projects in ES (EUR41

million) and CZ (EUR31 million). Projects with multiple final recipients averaged EUR9 million per project.



**Table 52: Summary overview (value) of budget allocated, in thousand EUR, by type of final recipient, for 16 MS (2014–2020)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>ESF</b>	37,740	13,596	0	0	17,881	0	0	174	3,227	90,832	<b>163,451</b>
<b>ERDF</b>	66,449	16,027	591	0	24,785	0	0	428	0	85,050	<b>193,330</b>
<b>TOTAL</b>	<b>104,189</b>	<b>29,624</b>	<b>591</b>	<b>0</b>	<b>42,666</b>	<b>0</b>	<b>0</b>	<b>602</b>	<b>3,227</b>	<b>175,882</b>	<b>356,781</b>

**Table 53: Summary overview (value) of average budget allocated project, in thousand EUR, by type of final recipient, for 16 MS (2014-2020)**

Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
<b>ESF</b>	3,145	2,266	0	0	4,470	0	0	0	461	4,542
<b>ERDF</b>	20,266	16,027	197	0	12,392	0	0	301	0	9,034
<b>Combined average</b>	6,569	4,232	197	0	7,111	0	0	301	461	5,936

**Table 54: Overview (value) of budget allocated, in thousand EUR, by type of final recipient, by country (by fund) (2014–2020)**

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>ESF</b>											
<b>BG</b>	102								3,227	5,852	<b>9,182</b>

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>CZ</b>										2,453	<b>2,453</b>
<b>EE</b>		1,573								4,825	<b>6,398</b>
<b>EL</b>	15,535										<b>15,535</b>
<b>ES</b>											<b>0</b>
<b>HR</b>										619	<b>619</b>
<b>HU</b>	18,370									12,200	<b>30,570</b>
<b>IT</b>											<b>0</b>
<b>LT</b>											<b>0</b>
<b>LV</b>										10,475	<b>10,475</b>
<b>MT</b>											<b>0</b>
<b>PL</b>	3,732	5,807			2,583			174		5,215	<b>17,512</b>
<b>PT</b>											<b>0</b>
<b>RO</b>		3,241			15,298					3,837	<b>22,377</b>
<b>SI</b>										32,900	<b>32,900</b>
<b>SK</b>		2,974								12,455	<b>15,429</b>
<b>ERDF</b>											
<b>BG</b>											<b>0</b>
<b>CZ</b>	441							301		30,707	<b>31,449</b>
<b>EE</b>			591		484			128		3,529	<b>4,732</b>
<b>EL</b>	5,650									3,744	<b>9,394</b>
<b>ES</b>										41,175	<b>41,175</b>
<b>HR</b>											<b>0</b>
<b>HU</b>											<b>0</b>
<b>IT</b>											<b>€ 0</b>
<b>LT</b>											<b>0</b>
<b>LV</b>											<b>0</b>
<b>MT</b>											<b>0</b>

State	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>PL</b>	60,358				24,300						<b>84,658</b>
<b>PT</b>											<b>0</b>
<b>RO</b>											<b>0</b>
<b>SI</b>											<b>0</b>
<b>SK</b>		16,027								5,894	<b>21,921</b>

## 8.7 Overview of project indicators

No reported data was available for the indicators for the 2014–2020 period, as these projects are still ongoing. **Therefore no tables are included in this section for the 2014–2020 period.**

## 8.8 Evaluations / follow-up of projects

This section provides an overview of the extent to which the projects supporting the justice system funded by the ESF and ERDF have any evaluations or project follow-ups planned, as highlighted in Table 55.

**Table 55: Overview of projects that have any evaluation or follow-up planned (number) (2014–2020)**

Member State	Overall number of projects funded	Evaluation / Follow-up planned – ESF	Evaluation / Follow-up planned – ERDF	Total
<b>BG</b>	11			<b>0</b>
<b>CZ</b>	6	1	1	<b>2</b>
<b>EE</b>	10			<b>0</b>
<b>EL</b>	5			<b>0</b>
<b>ES</b>	5			<b>0</b>
<b>HR</b>	1			<b>0</b>
<b>HU</b>	3			<b>0</b>
<b>IT</b>	0			<b>0</b>
<b>LT</b>	0			<b>0</b>
<b>LV</b>	1	1		<b>1</b>
<b>MT</b>	0			<b>0</b>
<b>PL</b>	20	5		<b>5</b>
<b>PT</b>	0			<b>0</b>
<b>RO</b>	6			<b>0</b>
<b>SI</b>	1	1		<b>1</b>
<b>SK</b>	5			<b>0</b>
<b>TOTAL</b>	<b>74</b>	<b>8</b>	<b>1</b>	<b>9</b>

As can be seen in Table 55, overall only 12% of all justice-related projects identified are due to be evaluated or followed up. The proportion of projects to be evaluated/followed up is higher among the ESF projects (eight out of 50 ESF projects, with the majority in PL) than among the ERDF projects (one out of 24: 4%).

The planned evaluations / follow-ups include:

- CZ – two evaluations planned out of a total of six projects (one ESF project and five ERDF projects);
- LV – one evaluation is planned for one project identified (assessing the results of the project);
- PL – five evaluations/follow-ups planned out of 20 projects funded overall (mainly evaluations of trainings, which will be undertaken by the training provider);
- SI – one evaluation/follow-up planned for one Operation identified (Evaluation of the impact of ESI for priority axis 11).

## 9. Programming period 2014-2020: Comparison between programming and implementation

As the implementation of justice support in the 2014–2020 programming period is still at an early stage, this section will only provide a comparison between the identified needs and the planned and ongoing activities across the 16 Member States. As only a few projects have been closed, the comparison between planning and implementation is of limited use at this stage because many of the planned activities will likely be implemented towards the end of the programming period, as was the case during the 2007–2013 period.

The comparison is based on the identified needs (as presented in needs assessments and ex-ante evaluations and summarised in section 6.1), planned activities (as presented in the OPs and summarised in section 6.1), and undertaken activities (as presented in project documents and summarised in section 7.3). As outlined at the beginning of section 4.1, for the purpose of consistency and clarity, this section categorises the identified needs using the same names of the “project focus categories” used in section 5.4 of this report. However, while the “project focus categories” were assigned by assessing the overall aim and the undertaken activities, the categorisation of needs, is based on the original content of the source documents.

The types of planned activities (already listed in detail in section 6.2) are grouped using the six “project focus categories” thematically, but do not take into consideration individual project aims, as per the methodology described in section 11.2.3 in Appendix 1. Planned activities categorised as “Other” in section 6.2. are described in detail in that section and therefore are not taken into consideration in table 56.

**The activities ongoing or undertaken are listed in detail as per section 8.3.**

### Identified needs and planned activities

Table 56 presents an overview of all OPs which include justice support during the current programming period, including OP Public Administration and Civil Service Development – ESF and OP Competitive Central Hungary – ERDF for **HU**, and OP Integrated Infrastructure – ERDF for **SK**, which did not specifically mention justice-related activities, but are currently implementing projects. The table compares the identified needs in ex-ante evaluations and studies and the priorities and needs identified in the PAs with the planned activities at the OP level and the ongoing activities to date.

The ‘degree of planning’ categorisation is not included for this period (while it was used for the previous programming period), as all OPs include planned activities, with the exception of the three OPs listed above (two in HU and one in SK). During the current period, justice support was featured more prominently and explicitly in the programming documents and therefore the differentiation between ‘planned justice-related activities’, ‘potential justice beneficiaries’ and ‘high-level justice priorities’ is not necessary when analysing the OPs.

### 9.1 Extent to which the needs identified are reflected in the OP (i.e. planned activities)

Based on Table 56, it is possible to divide the Member States into different groups – depending on the extent to which the identified justice-related needs were reflected in their programming documents and in the ongoing activities to date:

- **Justice-related needs identified in ex-ante evaluations are reflected in the PA and OP:** seven Member States (EL, ES, LV, MT, PL, PT, SI) identified justice-related needs in ex-ante evaluations, presented relevant justice priorities in their PAs and planned specific activities in their OPs. The main identified need is ‘Digitalisation & ICT’ (EL, ES, LV, MT, PL, PT), alongside ‘Improving internal processes’ (EL, ES, LV, PT, SI) and ‘Training & Raising awareness’ (MT, PL, SK). At the time of writing this report, **all Member States listed above, with the exception of MT where no projects are being implemented yet, are supporting activities which are in line with those planned in the OPs.**
- **Justice-related needs and priorities identified in PAs are reflected in the OP (but not in ex-ante evaluations):** five Member States (BG, CZ, HR, IT, SK) only identified

justice-related priorities or needs in their PAs, but not in any ex-ante evaluations. These also cover 'Improving internal processes' (BG, CZ, HR, IT, SK), 'Training & Raising awareness' (BG, CZ, HR, SK) and 'Digitalisation & ICT' (BG, CZ, HR, IT). These priorities are closely reflected in the planned activities. At the time of writing this report, **all Member States listed above, with the exception of Italy where no projects are being implemented yet, are supporting activities which are in line with those planned in the OPs.**

- **Justice-related needs identified in ex-ante evaluations and needs assessments are not reflected in the PA or OP:** three Member States (EE, LT, RO) identified justice-related needs, but did not refer to justice in their PAs, and planned different justice-related activities in their OPs. In EE the needs relate to 'Training & Raising awareness' and 'Improving internal processes', while the planned activities cover 'Training & Raising awareness' and 'Digitalisation & ICT'. **EE is currently funding these activities**, alongside 'Research and evaluation' activities. LT identifies the need for 'Digitalisation & ICT', but the planned activities relate to 'Training & Raising awareness', 'Improving internal processes' and 'Activities related to ADR/ODR'. **No justice-related projects are currently being implemented or are in the tendering process in LT.** In RO, the needs for 'Training & Raising awareness', 'Digitalisation & ICT' and the 'Upgrade physical infrastructure' of courts are largely reflected in the planned activities, which also include 'Research and evaluation', 'Improving internal processes' and 'Activities related to ADR/ODR'. **There are six RO projects, which are likely to begin shortly, and their activities are in line with those planned at OP level.**
- **HU** identified justice-related needs in the PA, related to 'Activities related to ADR/ODR' and 'Improving internal processes'. Nevertheless, **HU is currently funding 'Digitalisation & ICT' activities.**

**Table 56: Overview of needs, planned activities and activities undertaken / ongoing – programming period (2014–2020)**

MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
BG	N/A	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes	OP Good Governance 2014BG05SFOP001	ESF	2;11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes; Research and evaluation	Digitalisation of court services; Support to reform initiatives; Evaluations and studies; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Developing/ upgrading business processes at courts; Developing/ upgrading HR management processes within the judiciary; Purchase of ICT systems; Other	11
HR	N/A	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	OP Efficient Human Resources 2014HR05M9OP001	ESF	11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other	1
			OP Competitiveness and Cohesion 2014HR16M1OP001	ERDF	2	Digitalisation & ICT	N/A	0
CZ	N/A	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	OP Employment 2014CZ05M9OP001	ESF	11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes;	Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Developing/ upgrading HR management processes within the judiciary; Other	1
			Integrated Regional Operational Programme 2014CZ16RFOP004	ERDF	2;11	Digitalisation & ICT	Purchase of ICT systems; Digitalisation of court services; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State	5
EE	Training & Raising awareness; Improving internal processes	N/A	OP for Cohesion Policy Funding 2014EE16M3OP001	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	Evaluations and studies; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Purchase of ICT systems; Other	10

MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
EL	Digitalisation & ICT	Digitalisation & ICT; Improving internal processes	OP Reform of the Public Sector 2014GR05M2OP001	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Developing/ upgrading business processes at courts; Purchase of ICT systems; Digitalisation of court services; Support to reform initiatives; Introduction of case management systems	5
HU	N/A	Activities related to ADR/ODR; Improving internal processes	OP Public Administration and Civil Service Development 2014HU05M3OP001	ESF	11	<i>No reference to justice</i>	Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State; Purchase of ICT systems; Digitalisation of court services	3
			OP Competitive Central Hungary 2014HU16M2OP002	ERDF	2;11	<i>No reference to justice</i>	N/A	0
IT	N/A	Digitalisation & ICT; Improving internal processes	NOP Governance and Institutional Capacity 2014IT05M2OP002	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			NOP on Legality 2014IT16M2OP003	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			NOP on Metropolitan Cities 2014IT16M2OP004	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Abruzzo ERDF 2014IT16RFOP004	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Campania ERDF 2014IT16RFOP007	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Puglia 2014IT16M2OP002	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Piemonte ERDF 2014IT16RFOP014	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Sardegna ERDF	ERDF	2	Training & Raising	N/A	0



MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
			2014IT16RFOP015			awareness; Digitalisation & ICT		
			ROP Basilicata ERDF 2014IT16RFOP022	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Lazio ERDF 2014IT16RFOP010	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Liguria ERDF 2014IT16RFOP011	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP PA Bolzano ERDF 2014IT16RFOP005	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Sicilia ERDF 2014IT16RFOP016	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Valle d'Aosta ERDF 2014IT16RFOP020	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Veneto ERDF 2014IT16RFOP021	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Calabria 2014IT16M2OP006	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Sicilia ESF 2014IT05SFOP014	ESF	11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Campania ESF 2014IT05SFOP020	ESF	11	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Marche ESF 2014IT05SFOP008	ESF	11	Training & Raising awareness; Digitalisation & ICT	N/A	0

MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
			ROP Emilia Romagna ERDF 2014IT16RFOP008	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Marche ERDF 2014IT16RFOP013	ERDF	2	Training & Raising awareness; Digitalisation & ICT	N/A	0
			ROP Molise 2014IT16M2OP001	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
LV	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Improving internal processes; Training & Raising awareness	OP Growth and Employment 2014LV16MAOP001	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT; Research and evaluation	Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State; Evaluations and studies; Developing/upgrading HR management processes within the judiciary; Support to reform initiatives; Development and circulation of best practices	1
LT	Digitalisation & ICT	N/A	OP for EU Structural Funds Investments for 2014-2020 2014LT16MAOP001	ESF, ERDF	2;11	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes	N/A	0
MT	Training & Raising awareness; Digitalisation & ICT	Training & Raising awareness	OPII Investing in human capital to create more opportunities and promote the wellbeing of society 2014MT05SFOP001	ESF	11	Training & Raising awareness	N/A	0
			OPI Fostering a competitive and sustainable economy to meet our challenges 2014MT16M1OP001	ERDF	2	Digitalisation & ICT	N/A	0
PL	Training & Raising	Training & Raising awareness;	OP Knowledge Education Growth	ESF		Activities related to ADR/ODR, Training &	Digitalisation of court services; Putting in place/ upgrading the cooperation and communication	17

MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
	awareness; Digitalisation & ICT	Digitalisation & ICT	2014PL05M9OP001			Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes	within the judiciaries of the Member State; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Developing/ upgrading business processes at courts; Evaluations and studies; Developing/upgrading HR management processes within the judiciary; Activities relating to ADR/ODR; Purchase of ICT systems; Other	
			OP Digital Poland 2014PL16RFOP002	ERDF		Digitalisation & ICT	Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Purchase of ICT systems; Other	3
PT	Digitalisation & ICT	Activities related to ADR/ODR; Improving internal processes	OP Competitiveness and Internationalisation 2014PT16M3OP001	ESF, ERDF	2;11	Training & Raising awareness; Digitalisation & ICT	N/A	0
RO	Training & Raising awareness; Digitalisation & ICT; Upgrading physical infrastructure	N/A	OP Administrative Capacity 2014RO05SFOP001	ESF	11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes	Upgrading physical infrastructure at courts; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Purchase of ICT systems; Developing/upgrading HR management processes within the judiciary; Other	6
			OP Competitiveness 2014RO16RFOP001	ERDF	2	Digitalisation & ICT	N/A	0
SI	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes	Activities related to ADR/ODR; Improving internal processes	OP for the Implementation of the EU Cohesion Policy in the period 2014 – 2020 2014SI16MAOP001	ESF, ERDF	2;11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Upgrading physical infrastructure; Improving internal processes	Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Activities relating to ADR/ODR; Developing/upgrading business processes at courts; Developing/ upgrading HR management processes within the judiciary; Introduction of case management system; Digitalisation of court services; Purchase of ICT systems; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State; Development and circulation of best practices; Evaluations and studies; Support to reform initiatives	1

MS	Needs assessments and Ex-ante evaluations	PA needs/ priorities	OP	Fund	Thematic objective	Planned activities	Activities undertaken/ ongoing	No. of ongoing and closed projects
SK	N/A	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes	OP Effective Public Administration 2014SK05SFOP001	ESF	11	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes	Evaluations and studies; Developing/upgrading HR management processes within the judiciary; Digitalisation of court services	3
			OP Integrated Infrastructure 2014SK16M1OP001	ERDF	2	N/A	Purchase of ICT systems	2
ES	Digitalisation & ICT	Digitalisation & ICT; Improving internal processes	OP Smart Growth 2014ES16RFOP001	ERDF	2	Digitalisation & ICT	N/A	0
			OP Andalusia 2014-2020 2014ES16RFOP003	ERDF	2	Digitalisation & ICT	Digitalisation of court services; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State	3
			OP Cataluña ERDF 2014-2020 2014ES16RFOP012	ERDF	2	Digitalisation & ICT; Upgrading physical infrastructure	Digitalisation of court services; Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State	1
			OP Comunidad Valenciana ERDF 2014-2020 2014ES16RFOP013	ERDF	2	Digitalisation & ICT; Improving internal processes	N/A	0
			OP Galicia ERDF 2014-2020 2014ES16RFOP015	ERDF	2	Digitalisation & ICT	Purchase of ICT systems; Digitalisation of court services; Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State	1

In LV, following a request from the Ministry of Environmental Protection and Regional Development, on 8 August 2017 the Cabinet of Ministers decided to invest EUR5 million in an e-justice system (courts, prosecution office and prison administration) from the ERDF Cultural heritage digitalisation programme, which was not included in the programming documents and not originally programmed for.

## 10. Comparison between programming periods

This section provides a **comparison between the two programming periods** with regard to:

- the extent to which the identified justice-related needs were reflected in the programming documents;
- the OPs that support(ed) justice;
- the budget allocated to the priority axes that are specific to justice;
- the implementation of justice projects identified.

### 10.1 Extent to which the identified justice-related needs were reflected in the programming documents

Table 58 gives an overview of the main needs, priorities and planned activities over the two programming periods in each Member State. For each period, the table shows the identified needs in ex-ante evaluations and needs assessments, the needs presented in the NSRFs and the PAs and the planned activities for all OPs in each country. For both programming periods, the table takes into consideration all OPs identified in the course of the project, regardless of whether they planned to support justice or not.

The study found that during the 2007–2013 programming period, fewer Member States identified justice-specific needs in ex-ante evaluations and needs assessments (five Member States – BG, EE, EL, HU, SI), compared to the current programming period (10 Member States – EE, EL, ES, LT, LV, MT, PL, PT, RO, SI). Similarly, during the 2007–2013 programming period, fewer Member States identified justice-specific needs in their NSRF (five Member States – IT, LV, MT, PL, PT), compared to their PA for the current programming period (13 Member States – BG, HR, CZ, EL, ES, HU, IT, LV, MT, PL, PT, SI, SK). Instead, in the previous programming period the NSRF often covered the justice-related needs in the general public administration needs.

With regard to the 2007–2013 OPs, three main needs and planned activities were identified, namely 'Training & Awareness raising', 'Digitalisation & ICT' and 'Improving internal processes'. During the current period, Member States identified a wider range of justice-specific needs and the OPs set out a broader range of support including activities related to ADR/ODR, improving internal processes, Research and evaluations and upgrading physical infrastructure.

**Table 57: Overview of identified justice-related needs and priorities across the two programming periods**

MS	2007 – 2013				2014 – 2020		
	Needs assessments and Ex-ante evaluations	NSRF needs	Degree of planning <sup>57</sup>	Type of planned activities	Needs assessments and Ex-ante evaluations	PA needs/ priorities	Type of planned activities
<b>BG</b>	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	General public administration needs	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	N/A	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes; Research and evaluation
<b>HR</b>	N/A	N/A	N/A	N/A	N/A	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Improving internal processes
<b>CZ</b>	N/A	General public administration needs	planned activities	Improving internal processes; Digitalisation & ICT	N/A	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes
<b>EE</b>	Training & Awareness raising; Digitalisation & ICT	N/A	no reference to justice	N/A	Training & Raising awareness; Improving internal processes	N/A	Training & Raising awareness; Digitalisation & ICT
<b>EL</b>	Training & Awareness raising; Other (Codification of Laws)	N/A	planned activities/ no reference to justice	Training & Awareness raising; Digitalisation & ICT	Digitalisation & ICT	Digitalisation & ICT; Improving internal processes	Training & Raising awareness; Digitalisation & ICT; Improving internal processes
<b>HU</b>	Training & Awareness raising; Digitalisation & ICT;	General public administration needs	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal	N/A	Activities related to ADR/ODR; Improving internal processes	N/A

<sup>57</sup> The degree of planning is only relevant for the programming period 2007–2013 as the level of planning regarding support to justice systems varied significantly. During the current period, all relevant OPs explicitly planned justice-specific activities and therefore this categorisation is not necessary.

	Improving internal processes			processes			
<b>IT</b>	N/A	Digitalisation & ICT; Improving internal processes	planned activities/ potential beneficiary/ high-level priority/ no reference to justice	Training & Awareness raising; Improving internal processes	N/A	Digitalisation & ICT; Improving internal processes	Training & Raising awareness; Digitalisation & ICT
<b>LV</b>	N/A	Digitalisation & ICT	potential beneficiary; high-level priority	Improving internal processes; Digitalisation & ICT	Training & Raising awareness; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Improving internal processes; Training & Raising awareness	Training & Raising awareness; Digitalisation & ICT; Research and evaluation
<b>LT</b>	N/A	N/A	potential beneficiary/ no reference to justice	Training & Awareness raising	Digitalisation & ICT	N/A	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes
<b>MT</b>	N/A	General public administration needs	potential beneficiary	Training & Awareness raising	Training & Raising awareness; Digitalisation & ICT	Training & Raising awareness	Training & Raising awareness; Digitalisation & ICT
<b>PL</b>	N/A	Digitalisation & ICT	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Training & Raising awareness; Digitalisation & ICT	Training & Raising awareness; Digitalisation & ICT	Activities related to ADR/ODR, Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes
<b>PT</b>	N/A	Digitalisation & ICT	potential beneficiary	Digitalisation & ICT	Digitalisation & ICT	Activities related to ADR/ODR; Improving internal processes	Training & Raising awareness; Digitalisation & ICT
<b>RO</b>	N/A	N/A	no reference to justice	N/A	Training & Raising awareness; Digitalisation & ICT; Upgrading physical infrastructure	N/A	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes
<b>SI</b>	Other (Absence of analysis of the justice system)	Digitalisation & ICT; Improving internal processes	planned activities	Training & Awareness raising; Digitalisation & ICT; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes	Activities related to ADR/ODR; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Upgrading physical

							infrastructure; Improving internal processes
<b>SK</b>	N/A	N/A	no reference to justice	N/A	N/A	Activities related to ADR/ODR; Training & Raising awareness; Improving internal processes	Activities related to ADR/ODR; Training & Raising awareness; Digitalisation & ICT; Research and evaluation; Improving internal processes
<b>ES</b>	N/A	General public administration needs	planned activities	Digitalisation & ICT	Digitalisation & ICT	Digitalisation & ICT; Improving internal processes	Digitalisation & ICT; Improving internal processes; Upgrading physical infrastructure



## 10.2 Comparison of OPs that supported justice across programming periods

During the previous programming period a total of 62 OPs included references to supporting the justice system (of which 22 OPs explicitly mentioned justice), compared to 48 OPs in the current programming period (of which 45 OPs explicitly mentioned justice).

During the previous programming period, ESF support prevailed in terms of number of OPs that explicitly mentioned justice (13 OPs in total) compared to the ERDF (nine OPs in total). In the current period there are 23 ERDF OPs explicitly mentioning justice (13 of which in IT), 10 ESF OPs explicitly mentioning justice and 12 OPs funded under both funds explicitly mentioning justice. It should be noted that the OPs funded by both funds in EE, LV, LT and SI are the only OPs in those Member States and cover all thematic objectives. Furthermore, while there is a lower absolute number of OPs funding justice during the current period, there are only three OPs that are supporting justice without explicitly planning for it and the remaining 45 OPs provide a much clearer indication of the kinds of activities and institutions that will be supported.

**Table 58: Overview of number of OPs that supported justice across the two periods, per Member State, per fund**

MS	2007–2013				2014–2020				
	ESF	ERDF	no reference to justice	Total	ESF	ERDF	Multi-fund OPs	no reference to justice	Total
BG	1			1	1				1
CZ	1	1		2	1	1			2
EE			2	2			1		1
EL	1		5	6			1		1
HR	N/A	N/A	N/A	N/A	1	1			2
HU	1	1		2				2	2
IT	4	1	25	30	3	13	6		22
LT	1		1	2			1		1
LV	1	1		2			1		1
MT	1			1	1	1			2
PL	1	1		2	1	1			2
PT		1		1			1		1
RO			2	2	1	1			2
SI	1			1			1		1
SK			2	2	1			1	2
ES		3	3	6		5			5
<b>Total</b>	<b>13</b>	<b>9</b>	<b>40</b>	<b>62</b>	<b>10</b>	<b>23</b>	<b>12</b>	<b>3</b>	<b>48</b>

## 10.3 Comparison on budget allocated to justice-specific priority axes

The study found that the data on allocated budgets provided at the planning stage is insufficiently precise to allow for any comparison. **During the previous programming period there were no priority axes solely dedicated to justice support.** Rather, these axes covered broader public administration or digitalisation measures and thus the allocated budget for justice support was not specified.

During the current period, although justice support is significantly more prominent at the planning stage in terms of priorities and planned activities, only **two Member States have priority axes dedicated specifically and solely to justice support**, namely:

- **BG:** OP Good Governance – ESF, PA3 'Transparent and efficient judiciary' – allocated budget EUR 35.5 million.
- **SK:** OP Effective Public Administration – ESF, PA 2 'Efficient Judicial System and Increased Law Enforceability' – allocated budget EUR 40 million.

Additionally, in RO, justice support was highlighted at priority axis level, together with general support for public administration in both OPs:

- **RO:** OP Administrative Capacity – ESF, PA 1 'Effective public administration and judicial system' – allocated budget EUR 388.6 million and PA 2 'Accessible and transparent public administration and judiciary' – allocated budget EUR 223.5 million.

Similar to the previous programming period, the remaining OPs and their priority axes, although with clearly defined planned activities, do not provide budgets earmarked specifically for justice support.

## 10.4 Comparison of justice projects identified across the two programming periods

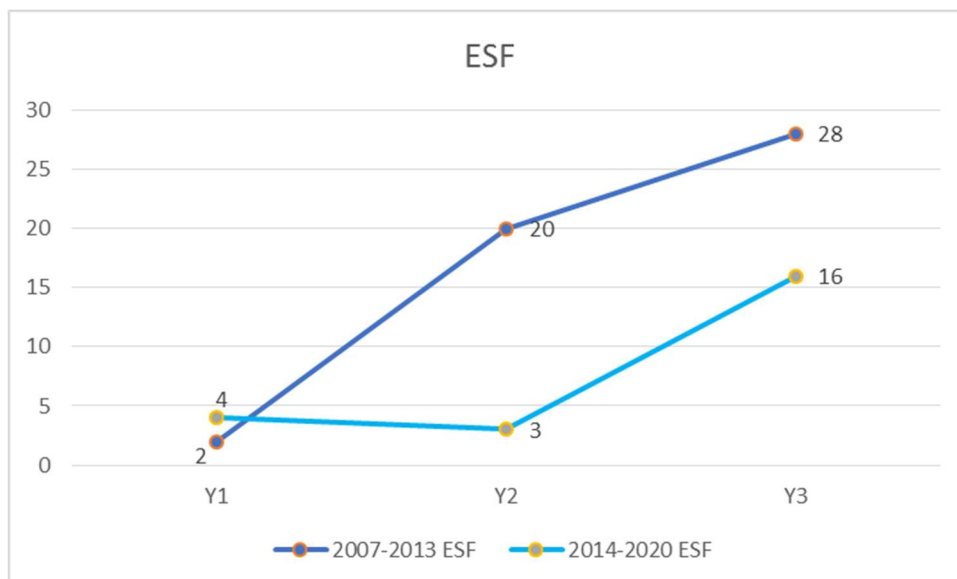
This section provides a comparison of the projects supporting the justice systems across the two programming periods, comparing the number of projects, the project budgets, beneficiaries, type of activities and final recipients, broken down by fund (ESF and ERDF).

### General Overview

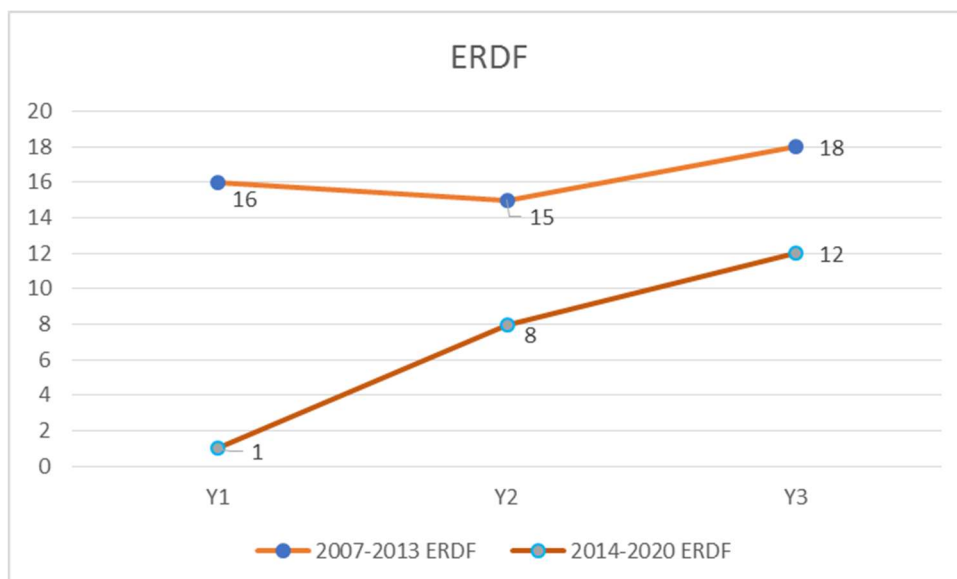
In total, this study identified 440 projects supporting the justice system (excluding cancelled projects): 366 of these were funded under the 2007–2013 programming period (i.e. closed and ongoing projects as well as one project in BG where no information about the status was available). 74 projects (which also include projects still in the tendering process) have been identified to date (cut-off date mid-2017) in the 2014–2020 period.

Given the early stages of the current programming period, a direct comparison between the two programming periods would be misleading. What can be compared at this stage, however, are the number of projects funded per year, for the first three years in the respective periods (2007–2009 and 2014–2016).

**Figure 20: Number of projects supporting justice in Y1–Y3, ESF**



**Figure 21: Number of projects supporting justice in Y1–Y3, ERDF**



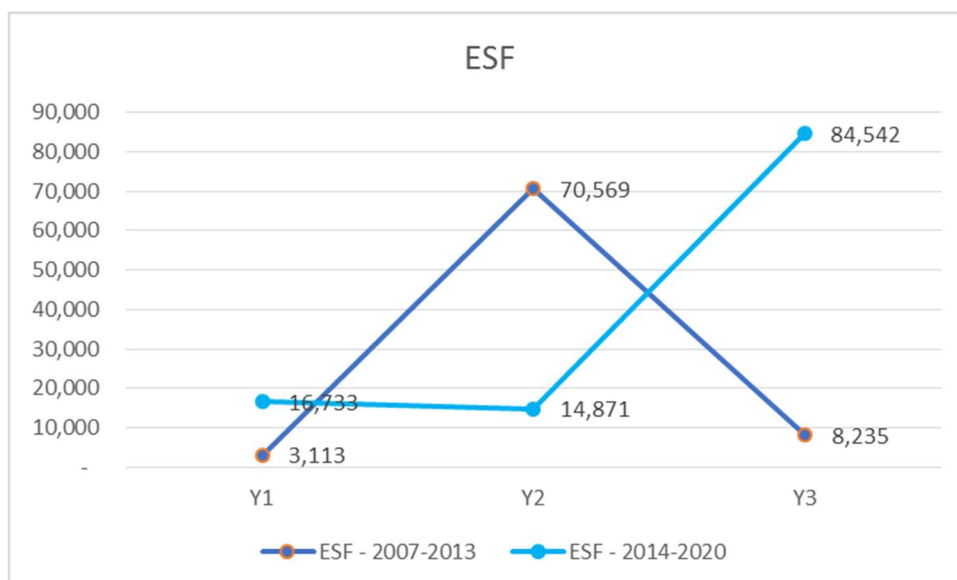
As illustrated by the graphs in Figure 20 and Figure 21, during the first three years in the respective programming periods (2007–2009 and 2014–2016), fewer projects supporting justice have been funded in the current programming period across both funds. In terms of the proportion of projects supporting justice identified by Fund, justice-related ESF projects funded in the first three years of the current period equate to 46% of the projects funded in the first three years of the previous period. Justice-related ERDF projects funded in the first three years of the current period equate to 43% of the projects funded in the first three years of the previous period.

While there are fewer projects related to justice support in the 2014-2020 programming period to date, the budgets of these projects are higher in relative terms. Comparing the budgets of the justice projects identified in the first three years of each programming period shows that the average budget allocated per project is higher in the current programming period than the average budget spent per project in the previous programming period.

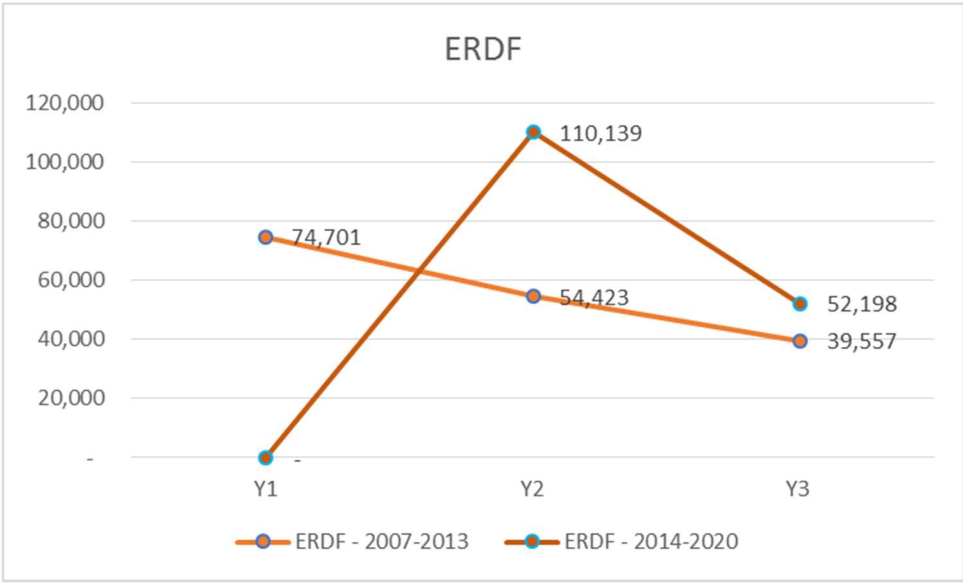
In fact, the total budget allocated to projects related to justice in the current programming period already represents 55% of the budget spent in the entire previous programming period (i.e. EUR 645,611,000 spent in the previous period, compared to EUR 356,781,000 allocated to date in the current period).

The graphs in Figure 22 and Figure 23 show the budget spent/allocated for each fund for the first three years of the respective programming periods.

**Figure 22: Budget spent/allocated, in thousand EUR, on projects supporting justice in Y1–Y3, ESF**



**Figure 23: Budget spent/allocated, in thousand EUR, on projects supporting justice in Y1–Y3, ERDF**



Although less ESF justice projects have been identified in the first three years of the current programming period compared to the previous period, the graph in Figure 22 demonstrates that a higher amount of ESF funding has been allocated to projects supporting justice in the current programming period than the amount of ESF funding spent in the previous period. The total amount of ERDF funding spent in the first three years of the previous programming period is a little higher than the total amount of ERDF budget allocated in the first three years of the current programming period. However, as stated above, the average budget per project is higher in the first three years of the current programming period for both ESF and ERDF funded justice projects.

**Comparison of beneficiaries of justice projects**

**Overall, across both programming periods, the beneficiary type, which has implemented the highest number of identified projects relating to justice is ‘Relevant ministries’.** Implementing 153 projects, they account for 35% of all justice projects across both periods. Following this, the beneficiary type **‘Courts and tribunals’** have implemented 86 projects (although 85 of were undertaken in the previous programming period), which accounts for 20% of all justice projects across both periods. In addition, the beneficiary type **‘National prosecution offices’** implemented 63 projects relating to justice (14% of all projects). Conversely, across both programming periods, only two projects were implemented by the beneficiary type ‘Professional associations of magistrates and bar associations’, as highlighted by Table 59.

**Table 59: Number of projects supporting justice by type of beneficiary, by programming period and by fund (n=440)**

	Fund	Relevant ministries	Courts and tribunals	National prosecution offices	Professional associations of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	No information available
2007-2013	ESF	73	74	47	2	3	1	14	13	20	5
	ERDF	44	11	10	0	10	17	0	2	62	0
	<b>TOTAL</b>	<b>117</b>	<b>85</b>	<b>57</b>	<b>2</b>	<b>13</b>	<b>18</b>	<b>14</b>	<b>15</b>	<b>82</b>	<b>5</b>
2014-2020	ESF	25	1	5	0	0	0	6	4	11	0
	ERDF	11	0	1	0	3	5	0	0	5	0
	<b>TOTAL</b>	<b>36</b>	<b>1</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>16</b>	<b>0</b>
<b>TOTAL</b>		<b>153</b>	<b>86</b>	<b>63</b>	<b>2</b>	<b>16</b>	<b>23</b>	<b>20</b>	<b>19</b>	<b>98</b>	<b>5</b>

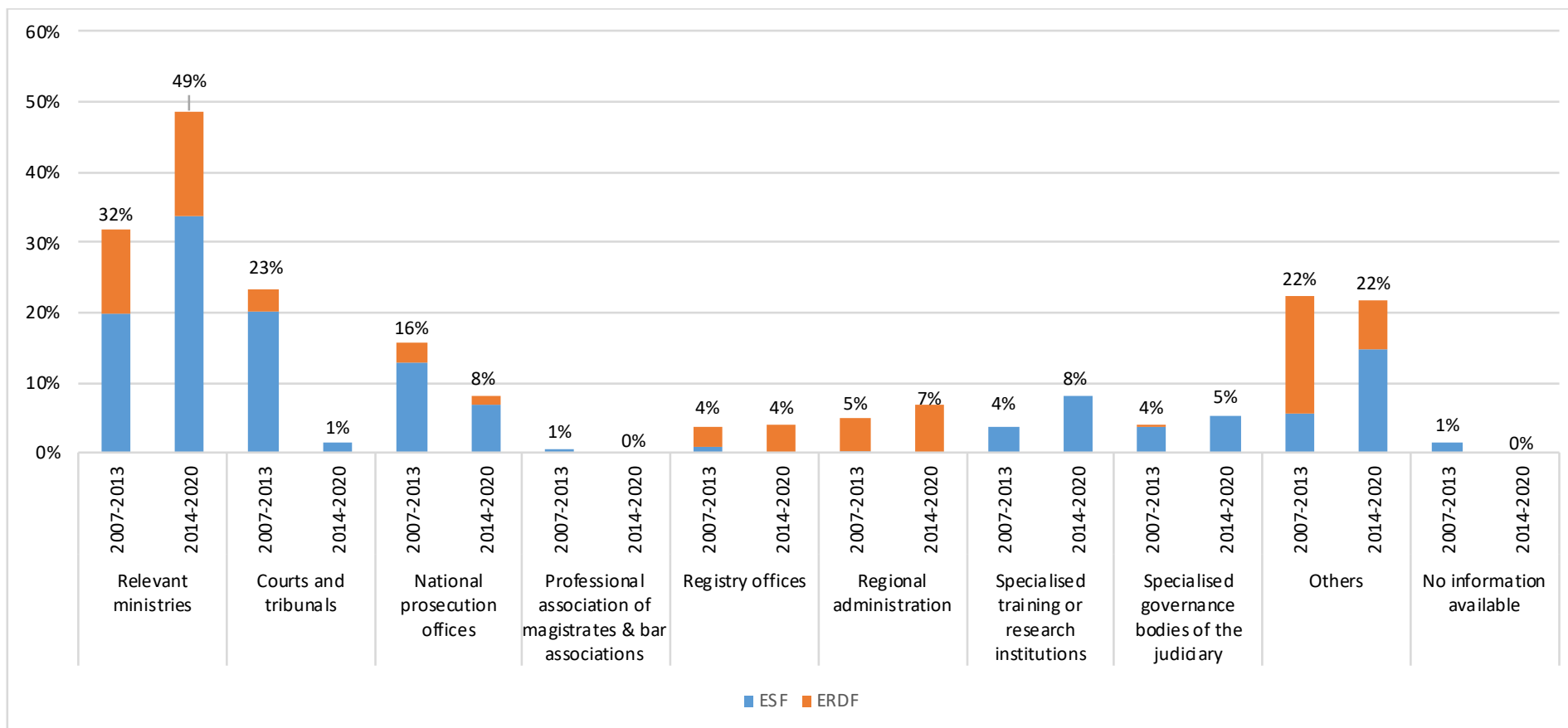
As demonstrated by Table 59, in terms of the distribution of projects, across the two funds across the two programming periods:

- **ESF:** the majority of ESF projects relating to justice were implemented by three types of beneficiaries: 'Relevant ministries'; 'Courts and tribunals' and 'National prosecution offices';
- **ERDF:** the majority of ERDF projects were implemented by 'Relevant ministries', followed by 'Others'.

In addition, the ESF projects relating to justice included several projects implemented by 'Specialised training or research institutions' (20 projects) and 'Specialised governance bodies of the judiciary' (17 projects), whereas the ERDF projects only included these beneficiary types in two projects across both programming periods. Equally, several ERDF projects relating to justice were implemented by 'Registry offices' (13 projects) and 'Regional administration' (22 projects), whereas the ESF projects only included these beneficiary types in a total of four projects across both programming periods.

As well as outlining the proportion of projects implemented by beneficiary type by fund, Figure 24 breaks down the proportion of projects by programming period. It should be noted that although the vast majority of projects have a single beneficiary, some have multiple beneficiaries. For some of these projects with multiple beneficiaries, the project beneficiaries fall within the same 'beneficiary type' and are therefore only counted once.

**Figure 24: Proportion (%) of projects supporting justice by type of beneficiary, by programming period and by fund (n=440<sup>58</sup>)**



As highlighted by Figure 24, in both periods the beneficiary type with largest share of justice projects is '**Relevant ministries**'. However, in the current programming period the proportion of projects with a Ministry as a beneficiary is much higher – 49% compared to 32% in the previous. This was notably due to a 14% increase in the overall proportion of 'Relevant ministries' within ESF projects. Another beneficiary type which received a higher proportion of projects in the current programming period (8%) compared to the previous (4%) is the beneficiary type '**Specialised training or research institutions**'.

<sup>58</sup> N=366 for the 2007-2013 programming period, and N=74 for the 2014-2020 programming period.

Two types of beneficiaries appear less often in projects in the current programming period than in the previous one. In the previous programming period, 23% of the projects included the beneficiary type '**Courts and tribunals**', whereas for the current one they only accounted for 1% of projects. Similarly, the percentage of projects with the beneficiary type '**National prosecution offices**' halved in the current programming period, and this percentage decrease was most apparent in ESF projects.

In both programming periods the beneficiary type 'Others' accounted for about 20% of the identified projects relating to justice. However, in the previous programming period the category mainly included ERDF projects, whereas in the current period these mainly include ESF projects. In both programming periods the beneficiary types '**Registry offices**' and '**Regional administrations**' implemented a low proportion of projects supporting justice.

### Comparison of project activities

As shown in Table 60, **across both programming periods and across both funds** the activity type that features in most projects supporting justice is 'Training' (170 projects), followed by 'Evaluations and studies' (142 projects). Other types of activities that are part of many projects are 'Digitalisation of court services' (113 projects) and 'Purchase of ICT systems' (95 projects). The activity type 'Upgrading the physical infrastructure at courts' only featured in eight projects, as highlighted in Table 60.

In terms of the **distribution of justice projects across the funds** across both programming periods:

- **ESF:** The majority of ESF projects include 'Training'-related types of activities (54% of ESF projects) and 'Evaluation and studies' (50%). Other activity types that are included in roughly a quarter of all ESF projects are 'Developing/upgrading HR management processes within the judiciary' (23%) and 'Development and circulation of best practices' (24%).
- **ERDF:** The majority of ERDF projects include the activity types 'Digitalisation of court services' (51% of ERDF projects) and 'Purchase of ICT systems' (37%). Only 13% of all ERDF projects include the activity type 'Training'.

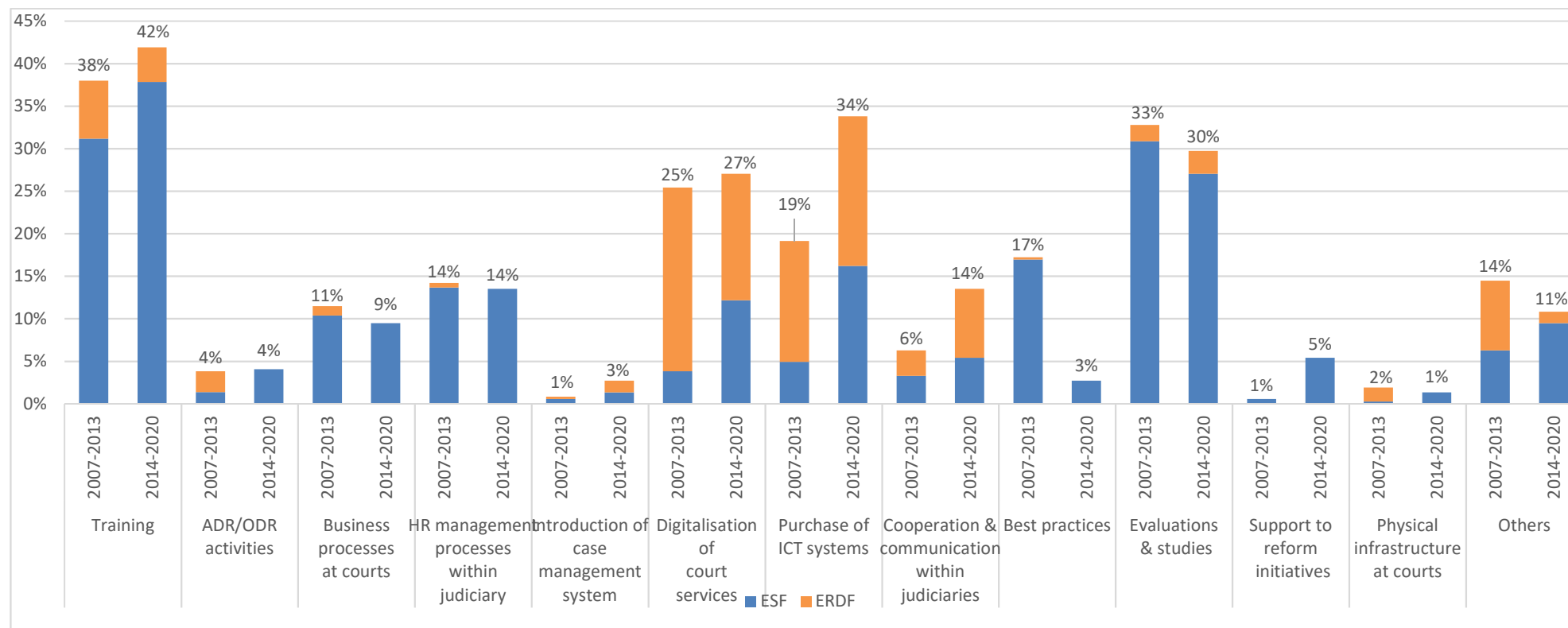
**Table 60: Number of projects, by activity type, by fund and by programming period (n=440)**

	Fund	Training	Activities relating to ADR/ODR	Developing/upgrading business processes at courts	Developing/upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of court services	Purchase of ICT systems (hardware and software)	Putting in place/upgrading the cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Others	No information available
2007-2013	ESF	114	5	38	50	2	14	18	12	62	113	2	1	23	0
	ERDF	25	9	4	2	1	79	52	11	1	7	0	6	30	1
	<b>TOTAL</b>	<b>139</b>	<b>14</b>	<b>42</b>	<b>52</b>	<b>3</b>	<b>93</b>	<b>70</b>	<b>23</b>	<b>63</b>	<b>120</b>	<b>2</b>	<b>7</b>	<b>53</b>	<b>1</b>
2014-2020	ESF	28	3	7	10	1	9	12	4	2	20	4	1	7	0
	ERDF	3	0	0	0	1	11	13	6	0	2	0	0	1	0
	<b>TOTAL</b>	<b>31</b>	<b>3</b>	<b>7</b>	<b>10</b>	<b>2</b>	<b>20</b>	<b>25</b>	<b>10</b>	<b>2</b>	<b>22</b>	<b>4</b>	<b>1</b>	<b>8</b>	<b>0</b>
<b>TOTAL</b>		<b>170</b>	<b>17</b>	<b>49</b>	<b>62</b>	<b>5</b>	<b>113</b>	<b>95</b>	<b>33</b>	<b>65</b>	<b>142</b>	<b>6</b>	<b>8</b>	<b>61</b>	<b>1</b>



Figure 25 presents the proportion of projects (in % over the total number of projects supporting justice identified for each programming period), by type of activity, by programming period and by fund.

**Figure 25: Proportion in %<sup>59</sup> of number of projects supporting justice by type of activity, by programming period and by fund (n=440<sup>60</sup>)**



<sup>59</sup> This refers to the percentage of projects funded, rather than the percentage of the total number of activity types. As some projects had multiple activity types, this may mean that the relevant projects are counted in several categories, therefore the sum of the percentages is not 100%

<sup>60</sup> N=366 for the 2007-2013 programming period, and N=74 for the 2014-2020 programming period.

As can be seen in Figure 25, the types of projects funded in both programming periods, as well as the proportion of each activity type, have been relatively similar across both programming periods.

In both periods, the activity type with the largest proportion of identified justice-related projects is 'Training' (38% of projects for the previous programming period and 42% of projects of the current programming period) and, in both periods, the large majority of these projects are ESF. Similarly, the activity type with the second largest proportion of identified justice-related projects is 'Evaluation and studies' (33% of projects for the previous programming period and 30% of projects for the current programming period), which also include mainly ESF projects.

In both periods, a large proportion of projects included the activity type 'Purchase of ICT systems' (19% of projects in the previous programming period and 34% of projects in the current programming period) and 'Digitalisation of court services' (25% of projects in the previous programming period and 27% of projects in the current programming period), with a relatively higher proportion of ERDF projects. The activity types 'Developing/upgrading business processes at courts' and 'Developing/upgrading HR management processes within the judiciary' were also included in projects in both programming periods at a similarly proportionate level. However, a much greater number of these projects were funded by the ESF, although this is to be expected due to the overall fund/project split. In both programming periods the activity types 'Activities relating to ADR/ODR', 'Introduction of case management system', 'Support to reform initiatives', and 'Upgrading physical infrastructure at courts' were rarely included in projects.<sup>61</sup>

Between the two programming periods, the relative importance of the activity type 'Purchase of ICT systems' increased from 19% in the previous programming period (relating to 70 projects, of which 11 were implemented in BG and 27 projects in ES) to 34% in the current programming period (relating to 25 projects). Other activity types that were more frequently included in projects funded in the current programming period include 'Cooperation and Communication within judiciaries' (from 6 to 14% of ESF and ERDF projects). An activity type included in a smaller proportion of projects in the current programming period is 'Development and circulation of best practices', which decreased from 17% (the majority including projects implemented in BG and IT) to 3% (relating to one project in LV and one operation in SI) of projects related to justice identified.

### Comparison of budgets by project focus category

Table 61 presents the **budget spent** of the ESF and ERDF justice-related projects identified for the 2007–2013 period, and the **budget allocated** of the ESF and ERDF justice projects identified for the 2014–2020 period, by project focus category. It should be noted that the project focus categories combine different types of activities set out in the table and figures above (which refer to activities undertaken as part of justice projects). Further details about which activities were combined in which project focus category can be found in Appendix 1.

**Table 61: Overview of budget spent of the ESF and ERDF justice projects identified for the 2007–2013 period, and the budget allocated of the ESF and ERDF justice projects identified for the 2014–2020 period, by project focus category (in thousand EUR)**

	Fund	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	Total
2007–2013	ESF	91,770	37,085	52,875	2,641	2,418	36	186,825
	ERDF	13,137	414,944	62	0	4,053	26,591	458,787
	<b>TOTAL</b>	104,906	452,029	52,937	2,641	6,471	26,627	645,611
2014–	ESF	50,454	62,832	33,301	15,913	951	0	163,451

<sup>61</sup> However it should be noted that both the project focus category 'Support to reform initiatives' and 'Introduction of case management system' are wide categories which have only been selected if the other focus categories did not apply.

	Fund	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	Total
<b>2020</b>	<b>ERDF</b>	3,744	189,543	0	43	0	0	193,330
	<b>TOTAL</b>	54,198	252,375	33,301	15,956	951	0	356,781
<b>TOTAL</b>		<b>159,105</b>	<b>704,404</b>	<b>86,237</b>	<b>18,597</b>	<b>7,422</b>	<b>26,627</b>	<b>1,002,392</b>

As can be seen in Table 61, the types of projects towards which most ESF and ERDF funding has been allocated/spent across both programming periods are projects with a focus on 'Digitalisation & ICT' (approx. EUR 704.4 million), followed by projects with a focus on 'Improving internal processes' (approximately EUR 159.1 million).

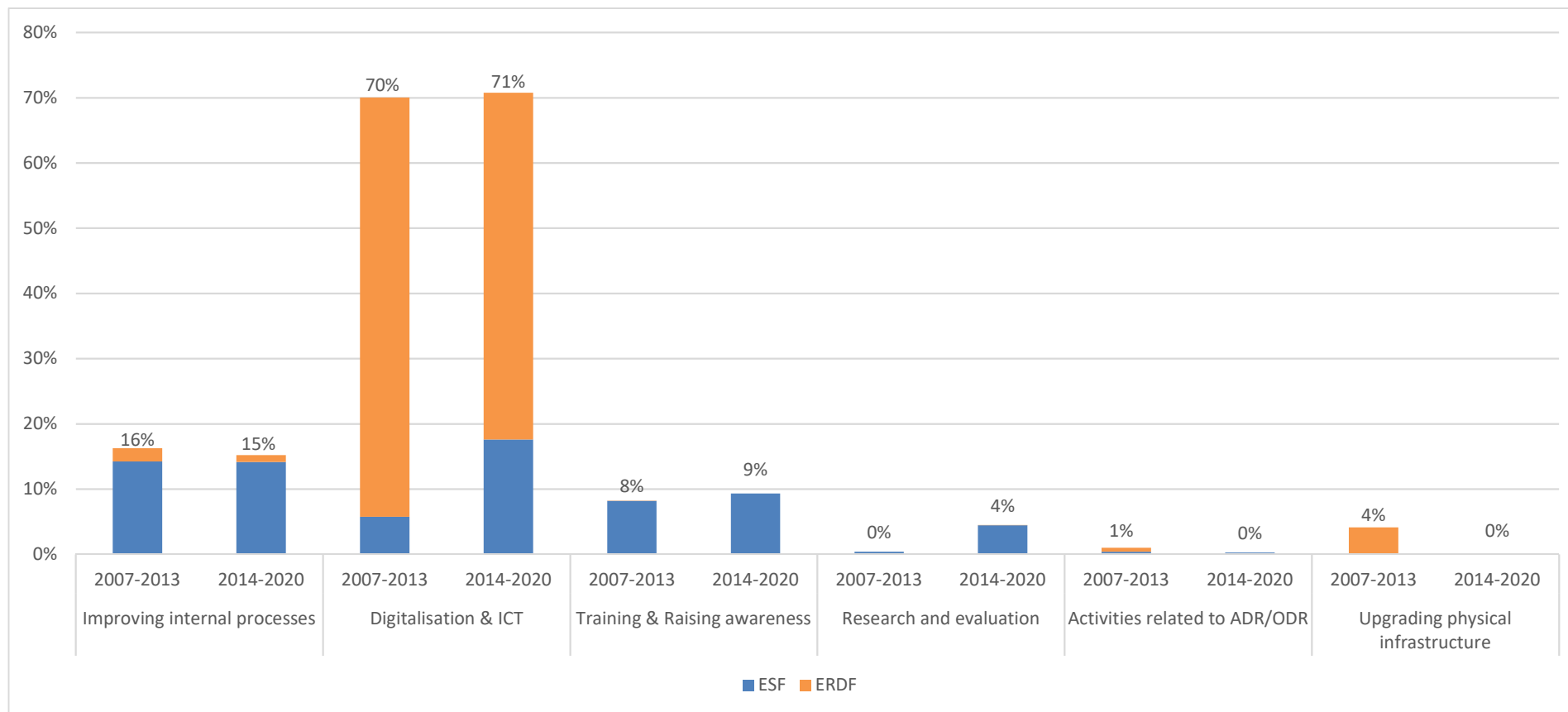
The figure below groups the Member States, by types of projects funded across both programming periods and both Funds. As can be seen, it appears that IT funded the widest range of projects, followed by PL, while HR, MT and PT only funded projects with one focus category. As can be seen, the majority of Member States funded projects on 'Digitalisation & ICT' (14 Member States), 'Improving internal processes' (13 Member States) and 'Training & Raising awareness' (12 Member States), of which 10 Member States funded projects across all 3 project focus categories. Projects focusing on 'Research and evaluation' were funded in 10 Member States. Only two Member States funded activities focusing on alternative dispute resolution (IT and PL), while IT is the only Member State that funded projects focusing on 'Upgrading physical infrastructure'.

**Figure 26: Overview of types of projects funded (project focus) across both the ESF and ERDF, by group of country (2007 – 2013 and 2014-2020 combined)**

Member States	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure
<b>ESF &amp; ERDF</b>						
<b>IT</b>	x	x	x	x	x	x
<b>PL</b>	x	x	x		x	
<b>BG, CZ, EE, EL, HU, SK</b>	x	x	x	x		
<b>LT, LV</b>	x	x	x			
<b>RO, SI, ES</b>	x	x		x		
<b>HR, MT</b>			x			
<b>PT</b>		x				
<b>Number of MS</b>	<b>13</b>	<b>14</b>	<b>12</b>	<b>10</b>	<b>2</b>	<b>1</b>

Figure 27 outlines the proportion of the budget spent for the previous programming period and the budget allocated for the current programming period for projects supporting justice, by type of project focus activity.

**Figure 27: Proportion of the budget spent / allocated of projects supporting justice by type of activity, by programming period and by fund (n=440<sup>62</sup>)**



<sup>62</sup> N=366 for the 2007-2013 programming period, and N=74 for the 2014-2020 programming period.

As can be seen in Figure 27, the types of project with the highest budget allocated/spent, among the justice projects identified across both programming periods, are projects with a focus on 'Digitalisation & ICT' (accounting for 70% of budget spent in the previous programming period and 71% of the budget allocated in the current programming period).

The types of project with the second highest budget allocated/spent, among the justice projects identified across both programming periods, are projects with a focus on 'Improving internal processes' (16% of budget spent in the previous programming period and 15% of the budget allocated in the current programming period). Projects with an activity focus on 'Training & Raising awareness' are the third most funded types of projects in terms of value (8% of budget spent in the previous programming period and 4% of the budget allocated in the current programming period).

Looking at Figure 27, it is also apparent that the proportion of the budget spent/allocated for these top three types of project focus category in terms of their value is similar across the two programming periods.

The project focus category for which the smallest amount of budget was spent in the previous programming period corresponds to the category to which the least amount of budget was allocated in the current programming period (0–4% of the budget), namely 'Research and evaluation'; 'Activities related to ADR/ODR' and 'Upgrading the physical infrastructure of courts'. However in the 2007–2013 period, 4% of the budget was spent on projects focusing on upgrading physical infrastructure of courts, while in the 2014–2020 period a similar proportion has instead been allocated to projects with a focus on 'Research and evaluation'.

### **Comparison of final recipients**

Overall, across both programming periods, **the top three final recipient types in terms of number of projects are the same institutions and bodies as the top three beneficiary types:** the Ministries, Courts and tribunals and Prosecution services. Moreover, the types of final recipients included in justice projects are proportionately fairly similar across the two periods.

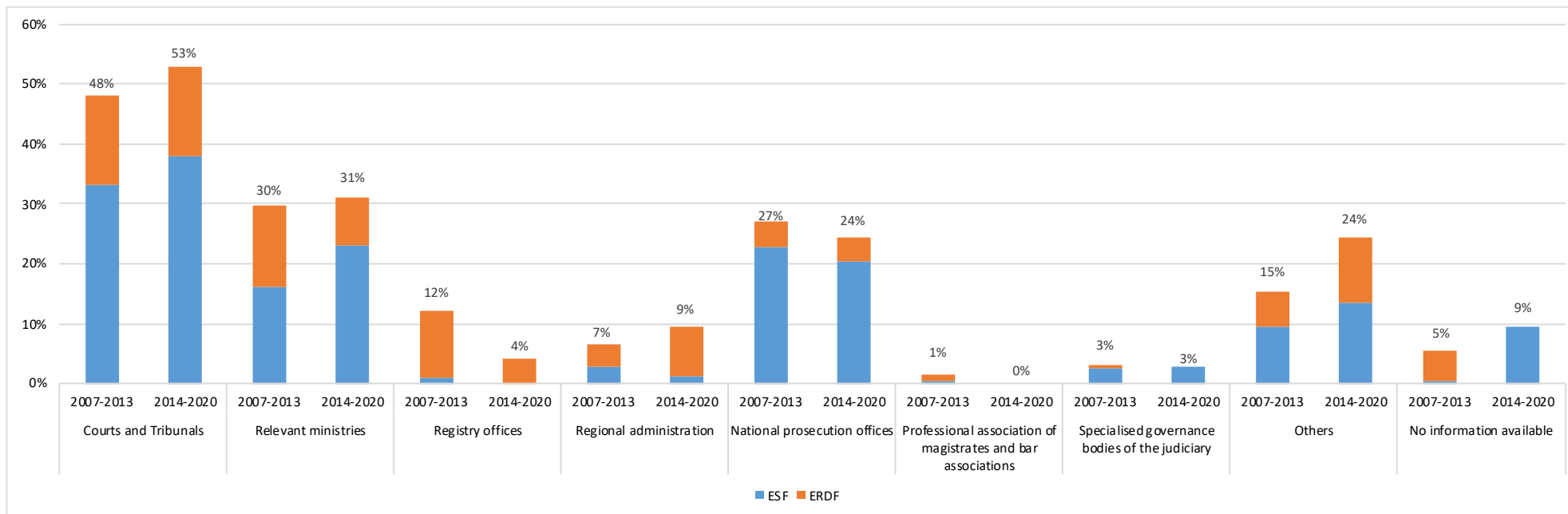
**Table 62: Number of projects supporting justice by type of final recipients, by programming period and by fund (n=440)**

	Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available
2007-2013	ESF	121	59	4	10	83	2	9	35	2
	ERDF	55	50	40	14	16	3	2	21	18
	<b>TOTAL</b>	<b>176</b>	<b>109</b>	<b>44</b>	<b>24</b>	<b>99</b>	<b>5</b>	<b>11</b>	<b>56</b>	<b>20</b>
2014-2020	ESF	28	17	0	1	15	0	2	10	7
	ERDF	11	6	3	6	3	0	0	8	0
	<b>TOTAL</b>	<b>39</b>	<b>23</b>	<b>3</b>	<b>7</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>18</b>	<b>7</b>
<b>TOTAL</b>		<b>215</b>	<b>132</b>	<b>47</b>	<b>31</b>	<b>117</b>	<b>5</b>	<b>13</b>	<b>74</b>	<b>27</b>

Table 62 shows that **the most frequent type of final recipient across both programming periods is 'Courts and tribunals'**. It accounts for 215 projects and 49% of all justice projects identified across both periods. This is followed by 'Relevant ministries', which was a final recipient in 132 projects, and then by the 'National prosecution offices' at 117 projects. Across both programming periods, very few projects (five) included final recipients within the 'Professional associations of magistrates and bar associations'.

Figure 28 outlines the proportion of projects relating to justice by final recipient, as well as breaking down the proportion by programming period and fund. The majority of projects have multiple final recipients. For these projects, in some cases, the project final recipients fall within the same 'final recipient type' and are therefore only counted once.

**Figure 28: Proportion (%)<sup>63</sup> of projects supporting justice by type of final recipient, by programming period and by fund (N=440<sup>64</sup>)**



As shown in Figure 28, the proportion of projects for each of the types of final recipients are fairly similar across the two periods. For example, 30% of projects have included the final recipient type 'Relevant ministries' in the previous programming period, compared to 31% in the current programming period. In both periods, the final recipient type featuring the largest proportion of the identified justice projects is '**Courts and tribunals**'. Final recipient types which represent a decreasing proportion of justice projects from one programming period to the other are 'National prosecution offices' (from 27% to 24%) and 'Professional associations of magistrates and bar associations' (from 1% to 0%).

Table 63 outlines the budget spent (previous programming period) and allocated (current programming period) on projects supporting justice per type of final recipient, with a breakdown by fund. In contrast to the above table, projects with multiple final recipient types have been given their own category ('Multiple'), with the other categories featuring institutions that fall under one final recipient type within projects.

<sup>63</sup> This refers to the percentage of justice projects identified in each programming period, rather than the percentage of final recipients. As some projects had multiple final recipient types, this may mean that the relevant projects are counted in several categories, meaning the sum of the percentages is not 100%

<sup>64</sup> N=366 for the 2007-2013 programming period, and N=74 for the 2014-2020 programming period.

**Table 63: Budget spent on/allocated to projects supporting justice by type final recipient, by programming period and by fund, in thousand EUR (n=440)**

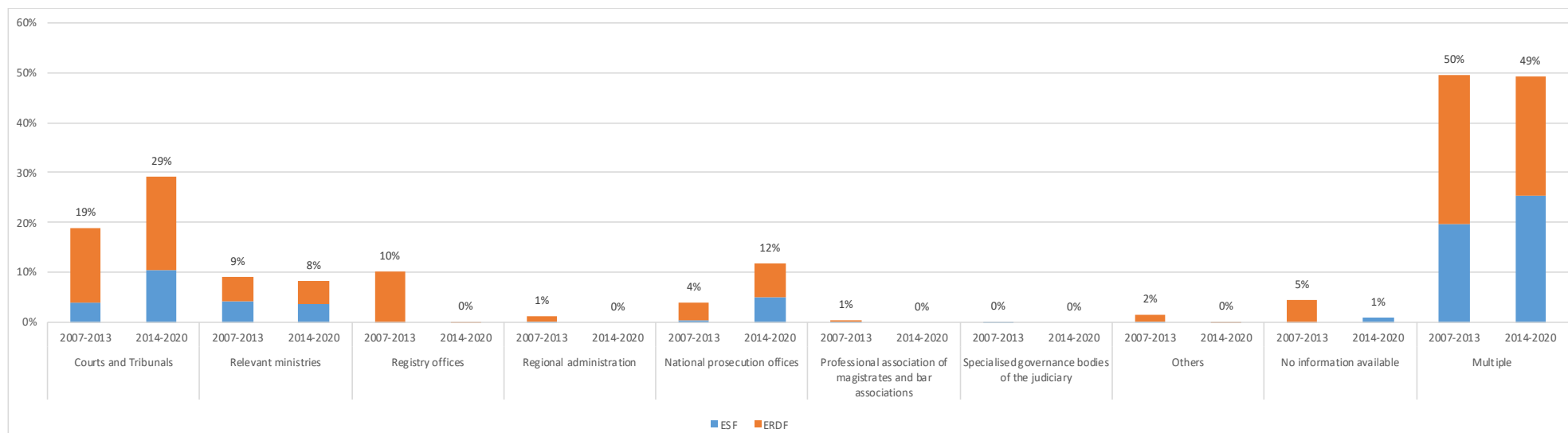
	Fund	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional associations of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple	Total
<b>2007-2013</b>	<b>ESF</b>	26,124	27,467	324	606	2,607	405	931	1,264	50	127,047	<b>186,825</b>
	<b>ERDF</b>	96,360	31,267	66,097	7,581	23,326	3,287	0	8,551	29,135	193,183	<b>458,787</b>
	<b>TOTAL</b>	<b>122,483</b>	<b>58,734</b>	<b>66,421</b>	<b>8,187</b>	<b>25,933</b>	<b>3,692</b>	<b>931</b>	<b>9,816</b>	<b>29,185</b>	<b>320,230</b>	<b>645,611</b>
<b>2014-2020</b>	<b>ESF</b>	37,740	13,596	0	0	17,881	0	0	174	3,227	90,832	<b>163,451</b>
	<b>ERDF</b>	66,449	16,027	591	0	24,785	0	0	428	0	85,050	<b>193,330</b>
	<b>TOTAL</b>	<b>104,189</b>	<b>29,624</b>	<b>591</b>	<b>0</b>	<b>42,666</b>	<b>0</b>	<b>0</b>	<b>602</b>	<b>3,227</b>	<b>175,882</b>	<b>356,781</b>
<b>TOTAL</b>		<b>226,672</b>	<b>88,358</b>	<b>67,012</b>	<b>8,187</b>	<b>68,599</b>	<b>3,692</b>	<b>931</b>	<b>10,418</b>	<b>32,413</b>	<b>496,111</b>	<b>1,002,392</b>

As demonstrated in Table 63, in terms of the budget spent/allocated of the identified projects relating to justice across both periods, although most projects have a single final recipient type, projects with multiple types of final recipients have received the greatest proportion of ESF and ERDF funding (just under half), followed by 'Courts and tribunals'. Figure 29 shows how the proportion of budget spent/budget allocated by final recipient type has changed between the previous and current programming period, by fund.

**Figure 29: Proportion (%) of the budget spent/allocated on projects supporting justice by type of final recipient, by programming period and by fund (n=440<sup>65</sup>)**

<sup>65</sup> N=366 for the 2007-2013 programming period, and N=74 for the 2014-2020 programming period.





Fifty percent of the budget spent in the previous programming period and 49% of the budget allocated in the current programming period went to projects with multiple final recipients' types. This small change in the proportion of funding of the respective spent and allocated budgets between periods was the trend in most final recipient types – never reaching a difference of more than 10% (i.e. for 'Courts and tribunals' and 'Registry offices'). In addition, the proportion of funding decreased from the previous to the current programming period in all but two types of final recipient: 'Courts and tribunals' (19% to 29%) and 'National prosecution offices' (4% to 12%).

## 11. Appendix 1 – Overview of methodological challenges

### 11.1 Data collection

The documents and data for this study was collected through:

- **Desk research:** the Country Experts undertook targeted (internet) searches for a range of relevant publicly available programming documents and other relevant documents, reviewed government websites publishing data on the projects funded by the ESF and ERDF in the Member State, etc.
- **Consultation of stakeholders:** where data gaps existed after the document review, the Country Experts sent requests for the relevant missing documents or data to the Managing Authorities and/or Intermediate Bodies and/or project beneficiaries.
- **Contacting MAs for data verification:** Relevant MAs were contacted at the end of the data collection phase with a request to verify the data collected and the information presented in the Member State chapters and Summary Tables.

#### 11.1.1 Document review (Task 1)

As part of the document review (Task 1) the following types of documents were collected and reviewed if they mentioned support to justice:

- Country Specific Recommendations
- National Reform Programmes
- Needs assessments
- Partnership Agreements (PA)
- National Strategic Reference Framework (NSRF)
- Operational Programmes (OP)
- Annual Work Programmes (AWP)
- Action Plans
- Implementation reports, including:
  - Annual Implementation Reports (AIR)
  - Annual Progress Reports
  - Other implementation reports
- Evaluations, including:
  - Evaluation plan
  - Ex-ante evaluations
  - Ex-post evaluations
  - Interim evaluations
  - Any other evaluations
- Call for proposals
- Consultation of stakeholders
- Monitoring Committee (MC) – decisions, minutes, reports, etc.
- Any other relevant study previously undertaken.

The data points to be collected (where available) from the programme-level documents to be reviewed:

- Member State the document related to
- Whether the document related to a region, or was a document at national level
- Fund the document related to
- Document type (e.g. Operational Programme, Evaluation, AIR etc.)
- Document title (in English)
- Official document code
- The Operational Programme the document relates to (e.g. in case of an AIR):
  - CCI Code (unique identifier for each programme)
  - OP title (English)
- Geographical code (regions covered by document, if applicable)
- For 2007–2013 programming period: EU priority theme mentioned in document related to justice (Code 13 (Services and applications for the citizen (e-health, e-government, e-learning, e-inclusion, etc.), 81 (Mechanisms for improving good policy and programme design, monitoring and evaluation at national, regional and local level, capacity building in the delivery of policies and programmes), or other)
- For 2014–2020 programming period: EU priority Thematic Objectives mentioned in document related to justice (TO 2 (Enhancing access to, and use and quality of information and communication technologies (ICT), TO 11 (Enhancing institutional capacity of public authorities and stakeholders and efficient public administration), or Other):
- Needs relating to the national justice system (as reported in ex-ante / needs assessments), including:
  - IT modernisation including judiciary;
  - Skills upgrade
  - Improve physical infrastructure judiciary;
  - Organisational / procedural improvement;
  - Improve communication;
  - Other.
- Objective setting / planning stage:
  - National objectives related to supporting the justice system;
  - National priorities related to justice;
  - Priority axis;
  - Sub-priority axis for 2007–2013 programming period
  - IP/Specific objective for 2014–2020 programming period;
  - Activities planned related to justice;
  - Expected outputs related to justice;
  - Expected results related to justice;
  - Expected impacts related to justice;
  - Proposed beneficiaries;
  - Proposed target groups.
- Activities, outputs, results, impacts, beneficiaries and final recipients (as reported in the implementation and evaluation reports):
  - Activities undertaken as reported;
  - Actual outputs as reported;
  - Results as reported;
  - Impacts as reported;
  - Beneficiaries as reported;
  - Final recipients as reported.
- Relevant programme indicators to monitor implementation of support to justice systems
  - Output indicators
  - Result indicators
- Project selection criteria.

In addition a bibliography in the form of a 'Information Sources Sheet (ISS)' was developed in which the following data was collected:

- Programming period the document relates to;
- Year the document relates to (if applicable);
- Document title in original language;
- Document author/organisation;
- Document publishing year.

### 11.1.2 Project-level data collection (Task 2)

For Task 2, the Country Experts collected and combined specific and comprehensive factual information about:

- **Closed projects** supporting the justice system funded by the ESF or ERDF in the programming periods 2007–2013 and 2014–2020.
- **Ongoing projects** supporting the justice system funded by the ESF or ERDF in the programming period 2007–2013 and 2014–2020;
  - Ongoing project = the beneficiary has been selected and the project time has started (independently of whether or not the project activities have started).
  - Closed project = where the project duration is over.
- **Projects in tendering process** supporting the justice system funded by the ESF or ERDF in the programming period 2014–2020;
  - In tendering process = Projects for which the terms of reference have been published or where the project time has not started yet (even if the beneficiary has already been selected). Cut-off date for any new call for proposals to be included is 30 June 2017.
- **Cancelled projects**, which had been approved, but their duration has been terminated before the envisaged end-date.

The project-level data were obtained by reviewing publicly available project-related websites and documents. Where data gaps were identified that needed to be filled, the missing information was collected by contacting the MAs/IBs and/or project beneficiaries.

The data points to be collected for each project consisted of the following data points:

- Member State in which the project was implemented
- Whether the project was implemented in a specific region or was implemented at national level
- Operation Name the project fell under (in English and national language) (if applicable)
- Project Name (in English and national language)
- Project Code (according to the national coding system, if any)
- Fund under which the project was funded
- OP the project relates to, including OP Title and CCI code
- Project status (i.e. whether in tendering process, ongoing or closed)
- Project budget in EUR:
  - Project budget allocated in EUR
  - Project budget spent in EUR
  - EU contribution to project budget spent in EUR
- Project timeframe (including start date and end date)
- Name of the Managing Authority (in English) relevant to the project
- Name of the Intermediate Body (in English) relevant to the project (if applicable)
- Beneficiary (in English and national language)
- EU priority theme mentioned in relation to project for programming period 2007–2013 (i.e. project 13, project 81 or other)
- EU Thematic Objective (TO) mentioned in relation to project for programming period 2014–2020 (TO2, TO11 or other)

- Relevant objective and priority from programming documents that the project relates to\*
  - National / Regional Objective project relates to (NSFR/PA)
  - Priority axis project relates to (OP)
  - Sub-priority axis project relates to (OP) (for 2007–2013 programming period) / Investment Priority (IP) / Specific objective (for 2014–2020 programming period)
- Project selection criteria
- For the 2007–2013 programming period:
  - Description of activities undertaken
  - Output indicator(s) and data reported
  - Outputs as reported (qualitative information reported)
  - Result indicator(s) and data reported
  - Results as reported (qualitative information reported)
  - Impact indicator(s) and data reported
  - Impacts as reported (qualitative information reported)
  - Annex 23 data (cumulative data only, not annual data – ESF projects with priority axis on justice only)
- For the 2014–2020 programming period:
  - Description of activities (For projects in tendering process: activities for projects in tendering process; For ongoing projects: ongoing activities; For closed projects: activities undertaken)
  - Output indicator(s) and data reported
  - Outputs as reported (qualitative information reported)
  - Result indicator(s) and data reported
  - Results as reported (qualitative information reported)
  - Impact indicator(s) and data reported
  - Impacts as reported (qualitative information reported)
- Final recipients:
  - Name of final recipient(s) (in English and in national language)
  - Number of final recipients / participants
- Evaluation / follow-up of projects: whether any evaluations or follow up planned or undertaken. And if yes: when/what/who/where.
- Relationship / complementarity with other projects (if any), including the type of relationship / level of complementarity

Since programming documents are high-level, a few OPs did not explicitly mention justice, even though projects were funded under this OP.<sup>66</sup> However, because of the way the study was designed (i.e. first reviewing relevant documentation to identify the relevant OPs that could have funded support to justice, and then investigating the projects funded under these OPs), a number of programming documents were not summarised, even though under the related OP a justice project was funded. Where project-specific information collected revealed that certain OPs excluded after the document review were relevant for the project-level assessment after all, this discrepancy is highlighted in this Final Report. However, as agreed with the Steering Group, Task 1 has not been updated retrospectively.

## 11.2 Taxonomy and categorisations used as part of this study

In addition to the data points to be collected, categorisations (see Table 64) were developed by the study team in collaboration with the Commission, to group the different types of:

- Needs relating to justice;
- Project focus (the key aim of the project);

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<sup>66</sup> Programming documents are more high-level, to allow for flexibility at the programming stage, especially if programmes are very large and when it is not possible to be fully prescriptive. On the other hand, projects are required to show how they align with higher-level documents, including the OPs. Therefore, it is possible for a project to refer to an OP that does not explicitly mention support for 'justice systems'.

- Activities planned and undertaken as part of projects supporting the justice system;
- Project beneficiaries and final recipients of projects supporting the justice system;
- Output, result and impact indicators of projects supporting the justice system.

It is important to note that assigning these categorisations included a certain level of judgement on the part of the Country Experts and the study team. The selection of these categories had to be made on the basis of available project-level information or based on discussions with the MA/IB and beneficiaries.

### 11.2.1 Categorisation of justice needs and priorities

The overview of justice needs and priorities for both programming periods across Member States revealed that the wording in the source documents varies, but often refers to the same type of need (e.g. some documents refer to 'capacity building', while others refer to 'training'). For the purpose of consistency and clarity, this report uses the same wording of the six 'Project Focus categories' adopted also in the project review (as described in section 11.2.2 below). However, while the 'project focus categories' were assigned by assessing the overall aim and the undertaken activities, the categorisation of needs, is based on the original content of the source documents. Using the same names of the categories for needs and priorities allows them to be compared to the activities, presented in sections 5.9 and 7.9.

In some Member States, the reference to justice needs is very general and could not be assigned to one of the six categories described below. However, these needs fell under one of the following two groups:

- Increase the quality and efficiency of justice systems;
- Improve the independence and transparency of justice systems.

In cases where a need/ priority does not fit the two general categories or the six more specific ones, then they are presented as 'other' and further elaborated.

### 11.2.2 High-level categorisation of projects by their focus /aim

One of the key study findings was that a large number of projects identified funded multiple types of activities (e.g. evaluation, training and digitalisation). Overall, budget information for projects supporting the justice system funded through the ESF and ERDF was generally available. However, project expenditure by project activity was not. Moreover, no universally accepted taxonomy exists for project budget owners to classify budgets according to type of activity.

In order to allow for comparison on how the 16 EU Member States used ESF and ERDF funding in the field of justice, a high-level taxonomy was developed for the purpose of this study. Each project was assigned one category, towards which the entire project budget would count. The categories related to the focus of the projects, including a mixture of the type of activities undertaken as part of the project as well as the overall aim that the project was trying to achieve.

This taxonomy consisted of six '**project focus categories**':

- Improving internal processes
- Digitalisation & ICT
- Training & Raising awareness
- Research & Evaluation
- Activities related to ADR/ODR
- Upgrading physical infrastructure

The project focus taxonomy initially included a 'Multiple' and 'Other' category; however, these were removed from the methodology at the request of the Commission, to allow for better comparison of the project budgets. Where a multitude of individual activities were undertaken in the context of the project, thus meaning that a project could technically fall under two or more project focus categories, or where the project did not fall under any category, the study team selected the category that reflected the overall project aim the most. The categories were assigned to projects

by the study team, in collaboration with the Commission, based on the project information available, including publicly available project information and information provided by MA and beneficiaries for the purpose of this study. **This taxonomy thus carries a level of subjectivity, which should be taken into account when drawing conclusions from the analysis of projects budgets presented in this report and in the Member State chapters.**

A description of each project focus category and examples of types of projects falling under them can be found in Table 64.

**Table 64: High-level categorisation of identified projects supporting the justice system based on their focus/aim**

Project Category	Focus	Description
<b>Improving internal processes</b>		Projects categorised as having a project focus on 'Improving internal processes' include projects which aim to improve business processes or HR management processes within the justice system, and processes to manage court cases as well as the development of new internal strategies (e.g. communication strategy or HR strategy).
<b>Digitalisation &amp; ICT</b>		Projects categorised as having a project focus on 'Digitalisation & ICT' include projects which aimed at increasing the efficiency of the justice system through the digitalisation of the justice system, including introducing or improving online services provided to citizens (such as online registers, cadastral database and case law databases), or digitalisation of internal processes through the introduction of large ICT systems or the improvement or integration of existing ICT systems (e.g., ICT system with case management functions for courts, or integrated system allowing for audio-visual recording of court hearings).
<b>Training &amp; Raising awareness</b>		Projects categorised as having a project focus on 'Training & Raising awareness' include projects which aimed to improve the knowledge and skills within the justice system, including judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other staff. 'Training & Raising awareness' projects could involve providing training to staff, attending conferences and seminars, study visits, as well as awareness raising externally through information campaigns.
<b>Research &amp; Evaluation</b>		Projects categorised as having a project focus on 'Research & Evaluation' included projects which aimed to increase knowledge on a certain topic, or better understand the functioning of a certain law/policy or internal process /ICT system used in the justice system through undertaking research and evaluation. This can include projects involving the development and circulation of best practices, R&D on the potential development and implementation of a new ICT system, as well as any other type of research or analysis.
<b>Activities related to ADR/ODR</b>		Projects categorised as having a project focus on 'Activities related to ADR/ODR' include projects which aim to improve or promote alternative dispute resolution or mediation.
<b>Upgrading physical infrastructure</b>		Projects categorised as having a project focus on 'Upgrading physical infrastructure' include projects which aim to improve the physical infrastructure at courts, for example through the renovation of the court buildings or the purchase of new furniture.

### 11.2.3 Categorisation of activities

In order to compare the types of activities from the programming to the implementation stage, a categorisation of project activities was developed for the purpose of this study, based on the preliminary review of activities, identified during the pilot of the study. This categorisation is presented in Table 65 and was used when categorising planned activities at the OP level, reported activities in AIRs and implemented activities in project-level documents.

**Table 65: Categorisation of activities undertaken as part of projects supporting the justice system**

Activity categories
Activities relating to ADR/ODR
Developing/upgrading business processes at courts
Developing/upgrading HR management processes within the judiciary (e.g. quality systems, HR strategy)
Development and circulation of best practices
Digitalisation of court services (e.g. court-managed land register, company register, cadastral database, case law database)
Evaluations and studies (e.g. relating to the functioning of the justice systems)
Introduction of case management system
Purchase of ICT systems (hardware and software)
Putting in place/ upgrading the cooperation and communication within the judiciaries of the Member State
Support to reform initiatives (e.g. judicial map reform)
Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other
Upgrading physical infrastructure at courts (e.g. renovation of the court buildings such as the purchase of new furniture)
Others – to be identified
No information available

In the comparative sections 6 and 9, which include tables comparing needs, priorities, planned and implemented activities, the planned activities are presented in higher level groups. The activities presented in Table 65 are grouped as follows, using again the six high-level activity categories presented in section 11.2.2, but without considerations regarding project aim. These are rather a thematic grouping, as follows:

#### Improving internal processes

- Developing/upgrading business processes at courts;
- Developing/upgrading HR management processes within the judiciary.
- Introduction of case management systems
- Putting in place/upgrading the cooperation and communication within the judiciaries of the MS

#### Digitalisation & ICT

- Digitalisation of court services
- Purchase and introduction of ICT systems

#### Training & Raising awareness

- Training of judges, prosecutors, court staff, bailiffs, public notaries, insolvency and restructuring administrators, and other staff

#### Research & Evaluation

- Evaluations and studies;
- Development and circulation of best practises

#### Activities related to ADR/ODR

#### Upgrading physical infrastructure

### 11.2.4 Categorisation of project beneficiaries and final recipients

In order to compare the types of beneficiaries and final recipients from the programming to the implementation stage, a categorisation of types of institutions was developed for the purpose of this study, based on the preliminary review of beneficiaries and final recipients identified during the pilot of the study. This categorisation is presented in Table 66 and was used when categorising and comparing proposed beneficiaries and final recipients at the OP level, reported beneficiaries and final recipients in AIRs and actual beneficiaries and final recipients in project-level documents.

**Table 66: Beneficiary and final recipient categorisation used in this study**



Category	Description
<b>Relevant Ministries</b>	This category includes the ministries which are responsible for the courts and tribunals in the Member State, as well as any other ministry that is the beneficiary or final recipient of a project supporting the justice system.
<b>Courts &amp; Tribunals</b>	This category includes all types of courts and tribunals, including lower, higher and supreme courts, as well as ordinary and specialised courts. Constitutional courts have also been included under this category, despite the fact that, by their nature and according to the national constitutions, these types of institutions are usually situated outside of the court system (except in the case of CZ).
<b>Registry offices</b>	This category includes land registries, commercial registries, and any other registry offices. <i>It should be noted that those registries that are part of the court system fall under the 'Courts and tribunals' category, while others, operating under any Ministry without autonomous status, under 'Relevant ministry'.</i>
<b>National prosecution offices</b>	This category includes the national prosecution offices, including the prosecutors.
<b>Professional associations of magistrates and bar associations</b>	This category includes professional associations of magistrates and bar associations, which are mostly voluntary autonomous entities actively involved in the judicial sphere and are therefore displayed in a separate unified category.
<b>Regional administration</b>	This category was introduced specifically to study the role of regional governments and autonomous communities, including their justice departments, for supporting the judiciary (e.g. ES, IT).
<b>Specialised governance bodies of the judiciary</b>	This category includes the judiciary self-governing bodies. Their official names vary across the Member States (e.g. Council for the Judiciary, Supreme Judicial Council, High Council of Magistracy, State Judicial Council, etc.) Such specialised governance bodies exist in the majority of Member States. The exception is CZ, where similar institutions do not exist, as well as MT, where the judicial governance body is part of the Ministry for Justice, Culture and Local Government.
<b>Specialised training or research institutions</b>	This category includes specialised training or research institutions that support the professional development of the members of the judiciary and therefore contribute to improving the professional qualifications, knowledge and skills of the judicial and administrative staff in the justice system. <i>This category has only been used as a beneficiary category.</i>
<b>Other</b>	This category includes any other types of beneficiary or final recipient which does not fit under any of the above categories.
<b>No information available</b>	No information available

The following is relevant to note with regard to the above-mentioned categorisations:

- **Exclusion of citizens, the general public and enterprises as final recipients:** In several Member States (e.g. BG, CZ, EE, EL, SK), official project documents explicitly mentioned citizens, the general public and businesses as final recipients of the funding. These instances were primarily related to projects which involved the development of large-scale ICT tools and systems, intended for both public and internal use of justice institutions, as well as information or awareness raising campaigns. As the scope of this study is focused on justice institutions, **citizens, the general public and enterprises are not included as final recipients**. Moreover, some of the final recipients did not fit within the predefined categories and are therefore categorised as 'other'. The Member State Table lists these final recipients where this data was available.
- **Categorisation of final recipients formally falling under the authority of another organisation:** Final recipients are categorised based on their legal standing within the given Member State. For example, if a public register falls fully under the authority of the Ministry of Justice, then it is categorised under 'Relevant ministries', even though its functions fall within the category of 'Registry offices' (e.g. in LV).

### 11.2.5 Categorisation of project indicators

In all 16 Member States within the scope of this study, planned output and/or results indicators are described in the programme-level documents. However, in the majority of cases in all of the reviewed Member States, the project-level documents do not use the initially planned indicators when the outputs and results are reported. Moreover, sometimes the project-level documents do have standardised indicators for outputs/results that do not correspond to the initially planned indicators at programme level.

To overcome this issue and to allow for the aggregation of reported outputs and results at EU16 level, the study team elaborated and introduced a categorisation of indicators, in collaboration with the European Commission, which allows to group both, the standardised and non-standardised outputs and results as reported in the project-level documents, as outlined in Table 67.

**Table 67: Categorisation of project output and results indicators**

Output Indicator Category	Result Indicator Category
No. of staff participating in training	No. of staff who have improved their professional competence
No. of judges, prosecutors and non-judge court staff participating in training related to quality or efficiency or independence of justice	No. of judges, prosecutors and non-judge court staff trained
No. of computers or licensed software purchased	No. of supported courts where developed/upgraded/adapted case management systems have been implemented
No. of courts receiving support to introduce ICT tools for case management and communication between courts and parties	No. of newly developed/upgraded systems to access case law
No. of courts supported to implement new tools/systems/measures	No. of voluntary alternative dispute resolution mechanisms fully developed and implemented
No. of courts supported to implement tools for monitoring and evaluating court activities	No. of digitalised registers for which partial/full online access is provided
No. of projects supporting the independence of the judicial system	No. of reform initiatives supported
No. of voluntary alternative dispute resolution mechanisms supported for development and implementation	
No. of digitised registers supported for development/improvement	
No. of evaluations undertaken	
No. of court buildings upgraded/built	

## 12. Appendix 2 – Stakeholders contacted

The following stakeholders have been contacted over the course of the study in each of the 16 Member States:

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
<b>Bulgaria (BG)</b>			
'Good governance' Directorate, Council of Ministers	Дирекция „Добро управление“ към Министерския съвет	MA	Head of Unit 'Financial Management', DG 'Good governance', Council of Ministers
'Good governance' Directorate, Council of Ministers	Дирекция „Добро управление“ към Министерския съвет	MA	Head of Unit 'Monitoring and verification', DG 'Good governance', Council of Ministers
Central Coordination Unit	Централно координационно звено в Администрацията на Министерския съвет	Central Coordination Unit in the Administration of the Council of Ministers	
Administrative court Dobrich	Административен съд Добрич	Beneficiary	Not available
Administrative court Haskovo	Административен съд Хасково	Beneficiary	Not available
Administrative court Pleven	Административен съд Плевен	Beneficiary	Not available
Administrative court Sofia city	Административен съд София - град	Beneficiary	Not available
Administrative court Veliko Tarnovo **	Административен съд Велико Търново	Beneficiary	Not available
Administrative court Vidin	Административен съд Видин	Beneficiary	Not available
Administrative court Yambol	Административен съд Ямбол	Beneficiary	Not available
District court Haskovo	Районен съд Хасково	Beneficiary	Not available
District court Pazardzhik	Районен съд Пазарджик	Beneficiary	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Inspectorate of the Supreme Judicial Council	Инспекторат на Висшия съдебен съвет	Beneficiary	Not available
Military court of appeals	Военно-апелативен съд	Beneficiary	Not available
Ministry of Interior	Министерство на вътрешните работи	Beneficiary	Not available
Ministry of Justice	Министерство на правосъдието	Beneficiary	Head of unit, DG 'Execution of Punishments', Ministry of Justice
National Investigation Service	Национална следствена служба	Beneficiary	Not available
National Institute of Justice	Национален институт на правосъдието	Beneficiary	Not available
Prosecutor's Office of the Republic of Bulgaria **	Прокуратура на Р България	Beneficiary	Not available
Registry Agency	Агенция по вписванията	Beneficiary	Not available
Supreme Judicial Council	Висш съдебен съвет	Beneficiary	Not available
Sofia City Court	Софийски градски съд	Beneficiary	Not available
Sofia District Court	Софийски окръжен съд	Beneficiary	Not available
Supreme Administrative court	Върховен административен съд	Beneficiary	Not available
<b>Czech Republic (CZ)</b>			
Ministry of Labour and Social Affairs	Ministerstvo práce a sociálních věcí	MA	Director of the ESF implementation program, Public Administration and Social Innovation
Ministry of Labour and Social Affairs	Ministerstvo práce a sociálních věcí	MA	Director of ESF Management Department
Ministry of Labour and Social Affairs	Ministerstvo práce a sociálních věcí	MA	Economics and European Funds Section
Ministry of Regional Development	Ministerstvo pro místní rozvoj	MA	Director of the Management Department (Operational Programs Department)
Centre for Regional Development	Centrum pro regionální rozvoj	IB	Department of Central Administration of Programs,

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
			Centre for Regional Development
Ministry of Interior	Ministerstvo vnitra	IB	Head of the OP implementation department
Ministry of Interior	Ministerstvo vnitra	IB	Control Department
Ministry of Interior	Ministerstvo vnitra	IB	Director of the Structural Funds Department
Ministry of Interior	Ministerstvo vnitra	IB	New position not known
Ministry of Interior	Ministerstvo vnitra	IB	Department of Publicity and Administrative Finalisation of the Programs
Czech Judicial Academy	Justiční akademie	Beneficiary	Not available
European Institute for Peace, Mediation and Arbitration	Evropský institut pro smír, mediaci a rozhodčí řízení	Beneficiary	Member of the board
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Judicial department
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Department of HR
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Department of Justice organization
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	ITC development department
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Not available
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Department of European programmes
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Department of Realization of European Projects
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Not available
Ministry of Interior	Ministerstvo vnitra	Beneficiary	Head of department of Legal support of projects
Ministry of Interior	Ministerstvo vnitra	Beneficiary	Deputy minister
Ministry of Interior	Ministerstvo vnitra	Beneficiary	Department of legislation and coordination of Ministry's regulations

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Department of European programmes
Ministry of Justice	Ministerstvo spravedlnosti	Beneficiary	Head of department of European programmes
National Security Authority	Národní bezpečností úřad	Beneficiary	Not available
Office of the Ombudsman	Kancelář veřejného ochránce práv	Beneficiary	Department of internal administration
Prison Service of the Czech Republic	Vězeňská služba České republiky	Beneficiary	Not available
Prison Service of the Czech Republic	Vězeňská služba České republiky	Beneficiary	Former director
Probation and Mediation Service	Probační a mediační služba	Beneficiary	Projects' department
Probation and Mediation Service	Probační a mediační služba	Beneficiary	Former director
<b>Estonia (EE)</b>			
Ministry of Finance	Rahandusministeerium	MA/IB	Head of the Foreign Assistance Implementing Department
Enterprise Estonia	Ettevõtluse Arendamise Sihtasutus (EAS)	IB	Sectoral manager of the Reporting and Information of Support Centre
Innove Foundation	SA Innove	IB	Head of the Innove Structural Funds Agency
Information System Authority	Riigi Infosüsteemi Amet	IB	Expert of Structural Funds Department
Ministry of Justice	Justiitsministeerium	Beneficiary	Arendus- ja personalitalitus
Chamber of Notaries	Notaritekada	Beneficiary	Not available
Chancellor of Justice	Õiguskantsler	Beneficiary	Not available
Centre of Registers and Information Systems	Registrite ja Infosüsteemide Keskus	Beneficiary	Project manager, Software Development Department
Estonian Lawyers Union	Eesti Juristide Liit	Beneficiary	Head of Eesti Juristide Liit
Lexline Kinnisvara ja Õigusbüroo OÜ (former name Lexline Õigusabi OÜ)	Lexline Kinnisvara ja Õigusbüroo OÜ (former name Lexline Õigusabi OÜ)	Beneficiary	Head of the company

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Ministry of Economic Affairs and Communication	Majandus- ja Kommunikatsiooniministeerium	Beneficiary	Programme manager
Police and Border Guard Board	Politsei- ja Piirivalveamet	Beneficiary	Not available
Prosecutor's Office	Prokuratuur	Beneficiary	Head of Personnel Division
Supreme Court of Estonia	Riigikohus	Beneficiary	General e-mail and head of the judicial training department
<b>Greece (EL)</b>			
Ministry of Economy and Development, National Coordination Authority	Μονάδα Αξιολόγησης, ΕΚΤ	MA	Evaluation Unit, ESF
Digital Convergence Secretariat (former Ministry of Development)	Τμήμα Ψηφιακής Σύγκλισης( Πρώην Υπουργείο Ανάπτυξης)	MA	Unit leader
Ministry of Digital Policy, Telecommunications & Media		MA	Head of Planning & Monitoring, Executive Unit - ICT Sector
Ministry of Administrative Reform	Υπουργείο Διοικητικής Ανασυγκρότησης	Beneficiary	Head of Unit, Strategic design
Ministry of Justice, Transparency and Human Rights	Υπουργείο Διοίκησης, Διαφάνειας και Ανθρωπίνων Δικαιωμάτων	Beneficiary	Head of Unit and agent responsible for ESIF implementation in the Ministry of Justice, Transparency and Human Rights
Directorate of Administrative & Operational Support, Department of Informatics & Systems Support, Legal Council of the State	Δ/νση Διοικητικών Υπηρεσιών & Λειτουργικής, Υποστήριξης, Τμήμα Πληροφορικής & Υποστήριξης, Συστημάτων, Νομικό Συμβούλιο του Κράτους, Υπουργείο Οικονομίας και Ανάπτυξης, Εθνική Αρχή Συντονισμού	Beneficiary	Deputy Head of Unit
'Isokratis' Legal Information Bank, Athens Bar Association	Τράπεζα Νομικών Πληροφοριών 'Ισοκράτης', Δικηγορικός Σύλλογος Αθηνών	Beneficiary	Unit leader
Programming Engineering & Development Studies	Τομέας Προγραμματισμού Μηχανικών και Ανάπτυξης,	Beneficiary	Head of Unit

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Department, Thessaloniki Bar Association	Δικηγορικός Σύλλογος Θεσσαλονίκης		
Division of the Implementation of Training Programmes, National School of Judges	Τμήμα Υλοποίησης Προγραμμάτων Κατάρτισης, Εθνική Σχολή Δικαστών	Beneficiary	Head of Unit
<b>Spain (ES)</b>			
Ministry of Finance, Directorate General for European Funds, ERDF Subsecretary	Dirección General de Fondos Comunitarios (Subdirección General de Administración del FEDER)	MA	Sub-Director, Management of ERDF
Red.es	Red.es	<a href="#">IB/Beneficiary[1]</a>	Subdirector of Administración and Finance and Community Funds, Directorate of Administration and Finance
Service for EU and Valencian Community Regional Policy, Department of Economy, Valencia Government	Servicio de Política Regional de la Unión Europea y la C. V., Consellería de Hacienda y Modelo Económico, Generalitat Valenciana	IB/Beneficiary	Chief of Service for the Management of ERDF
Directorate General for Economic Promotion and Regulation, Catalonia Government	Direcció General de Promoció Econòmica, Competència i Regulació, Generalitat de Catalunya	IB/Beneficiary	Responsible for the Coordination of Structural Policies
Canary Islands Government	Gobierno de Canarias	IB/Beneficiary	Chief of Service
Galicia Government	Xunta de Galicia	<a href="#">IB/Beneficiary[2]</a>	Deputy Director Genreal, Management ERDF
<b>Croatia (HR)</b>			
Office for the Prevention of Corruption and Organised Crime	Ured za suzbijanje, korupcije i organiziranog kriminala (USKOK)	Possible beneficiary	Prosecutor/Deputy Head
Ministry of Justice	Ministarstvo pravosuđa	Possible beneficiary	Head of Sector, Sector for Projects and Investments



Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Ministry of Labour and Pension System	Ministarstvo rada i mirovinskog sustava	MA (Administrative and responsible body for the use of EU Funds)	Head of Sector, for the use of EU funds
The Ministry of Regional Development and EU Funds	Ministarstvo regionalnoga razvoja i fondova Europske unije	MA (Administrative and responsible body for the use of EU funds)	Head of Sector, for the use of EU funds
Judicial Academy	Pravosudna akademija	Beneficiary	Head of Sector, for the use of EU funds
Central Finance and Contracting Agency	Središnja agencija za financiranje i ugovaranje (SAFU)	Funding authority	PR Specialist, Director's Cabinet
<b>Hungary (HU)</b>			
Managing Authority for Administrative Reform Programmes	Közigazgatási Reform Programok Irányító Hatósága	MA	Former Deputy Head of MA
Prime Minister's Office, Public Administration Programmes Managing Department	Miniszterelnökség Közigazgatási Programok Irányító Hatósága	MA	Head of Unit
Ministry of Justice	Igazságügyi Minisztérium	Beneficiary	Former head of strategic planning unit; Member of the office of the State secretary; Member of the office of the State secretary responsible for data protection
Ministry of Interior	Belügyminisztérium	Beneficiary	Head of department
National Judicial Council	Országos Bírói Tanács	Beneficiary	-
National Office for the Judiciary	Országos Bírósági Hivatal	Beneficiary	Deputy Head of Department
Regional courts	Kerületi bíróságok	Beneficiary	
<b>Italy (IT)</b>			
Ministry of Employment and social policies	Ministero del lavoro e delle politiche sociali	MA	Divisione III – Coordinamento del Fondo sociale europeo
Ministry of the Interior	Ministero del Interno	MA	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Ministry of Public Administration	Ministero della Funzione Pubblica	MA	Not available
Agency for social cohesion	Agenzia per la coesione sociale	MA	Not available
Campania Region	Regione Campania	MA	Not available
Calabria Region	Regione Calabria	MA	Director, Dipartimento Programmazione Nazionale e Comunitaria
Sicily Region	Regione Sicilia	MA	Coordinamento per le politiche di coesione
Apulia Region	Regione Puglia	MA	Not available
Molise Region	Regione Molise	MA	Not available
Abruzzo Region	Regione Abruzzo	MA	Dipartimento della Presidenza e Rapporti con l'Europa
Emilia-Romagna Region	Regione Emilia Romagna	MA	Servizio organismo strumentale per gli interventi europei della regione Emilia-Romagna
Autonomous province of Bolzano – Alto Adige	Provincia Autonoma di Bolzano – Alto Adige	MA	Direttrice di ripartizione reggente
Lazio Region	Regione Lazio	MA	Direzione Regionale per lo Sviluppo Economico e le Attività Produttive
Liguria Region	Regione Liguria	MA	Sviluppo strategico del tessuto produttivo e dell'economia ligure
Marche Region	Regione Marche	MA	AUTORITA' DI GESTIONE E CONTROLLO
Piedmont Region	Regione Piemonte	MA	Competitività del Sistema regionale
Sardinia Region	Regione Sardegna	MA	Not available
Basilicate Region	Regione Basilicata	MA	Not available
Friuli Venezia Giulia Region	Regione Friuli Venezia Giulia	MA	Not available
Lombardy Region	Regione Lombardia	MA	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Tuscany Region	Regione Toscana	MA	Not available
Autonomous region Vall d'Aosta	Regione Autonoma Valle d'Aosta	MA	Not available
Autonomous Province of Trento	Provincia autonoma di Trento - Trentino	MA	Not available
Ministry of Justice	Ministero della Giustizia	IB	Direttore generale reggente – Direzione generale per il coordinamento delle politiche di coesione
Benevento municipality	Comune di Benevento	Beneficiary	Not available
Naples prosecutor's office	Procura di Napoli	Beneficiary	Not available
Trento prosecutor's office	Procura di Trento	Beneficiary	Not available
Prosecutor's office of Genoa	Procura generale di Genova	Beneficiary	Dirigente Amministrativo della Procura Generale di Genova
Appellate court and prosecutor of Ancona	Corte d'Appello e procure generale di Ancona	Beneficiary	Not available
Vibo Valentia tribunal	Tribunal di Vibo Valentia	Beneficiary	Not available
Lombardy region	Regione Lombardia	Beneficiary	Not available
L'Aquila tribunal	Tribunale di l'Aquila	Beneficiary	Not available
Tribunal of Marano di Napoli	Tribunale di Marano di Napoli	Beneficiary	Not available
Calabria region	Regione Calabria	Beneficiary	Not available
Crotone tribunal	Tribunale di Crotone	Beneficiary	Not available
Campania region	Regione Campania	Beneficiary	Not available
L'Aquila tribunal	Tribunale Dell'Aquila	Beneficiary: Tribunale dell'Aquila / Tribunale dell'Aquila / Comune	Not available
Benevento municipality	Comune di Benevento	Beneficiary: LAVORI DI ESPANSIONE DEL PALAZZO DI GIUSTIZIA	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Tribunals in Lombardy	Uffici Giudiziari in Lombardia	Beneficiary: Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari (contratti 4194/09 e 4235/11)	Not available
Antimafia direction	Direzioni Distrettuali Antimafia (DDA)	Beneficiary: Banca Dati Investigative giudiziaria Hypertestuale per l'antimafia avverso il crimine – Big Hawk	Not available
Naples-north tribunal	Tribunale di Napoli nord	Beneficiary: Ristrutturazione Tribunale	Not available
Innova – Puglia	Innova – Puglia	Beneficiary: IRESUD – GIUSTIZIA DIGITALE IN PUGLIA	Not available
Tribunals in Lombardy	Uffici Giudiziari in Lombardia	Beneficiary: Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari (contratto 4299 del 13/6/13)	Not available
Tribunals in Apulia	Uffici Giudiziari in Puglia	Beneficiary: Innovazione digitale degli uffici giudiziari della Puglia	Not available
Calabria region	Regione Calabria	Beneficiary: Progetto tematico settoriale per la reorganizzazione dei processi lavorativi e di ottimizzazione delle risorse della regione calabria	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
BV-Tech	BV-Tech	Beneficiary: Gestione elettronica delle relazioni con il sistema giustizia/ eJRM	Not available
Tribunals in Lombardy	Uffici Giudiziari in Lombardia	Beneficiary: Servizio di riorganizzazione dei processi lavorativi e di ottimizzazione delle risorse degli uffici giudiziari (contratto 4283 del 4.07.2012 – ripetizione)	Not available
Sicily region	Regione Sicilia	Beneficiary: BANDO DI GARA N. 9 'Rafforzamento delle capacità d' azione delle autorità per l'amministrazione della giustizia della Regione Siciliana, Procura Di Palermo, Tribunale Di Catania E Corte D'appello Di Catania'	Not available
	Uffici giudiziari	Beneficiary: Ire-Sud Sardegna Giustizia	Not available
Crotone tribunal	Tribunale di Crotone	Beneficiary: Realizzazione degli interventi di efficienza energetica presso sede Tribunale di Crotone	Not available
Tribunals in Campania	Uffici giudiziaria nella Regione Campania	Beneficiary: Servizio di assistenza organizzativa agli uffici giudiziari (Bando II)	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Tribunal of Vibo Valentia	Tribunale di Vibo Valentia	Beneficiary: Realizzazione di investimenti infrastrutturali con soluzioni sperminetali ambientali energetici finalizzati all'adeguamento del palazzo di giustizia di Vibo Valentia	Not available
Tribunals in the Lombardy region	Uffici giudiziaria nella Regione Lombarida	Beneficiary: Servizi complementati ai servizi di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari (contratto 4283 del 4.07.2012 – ripetizione)	Not available
Innova Puglia	Innova Puglia	Beneficiary: Diffusione delle best practice presso gli uffici giudiziari nella regione puglia	Not available
Tribunals in Emilia Romagna	Uffici giudiziari della regione di Emilia Romagna	Beneficiary: Acquisizione dei RTI tra PwC/Archidata sui servizi di riorganizzazione dei processi lavorativi e di ottimizzazione delle risorse degli uffici giudiziari della regione di Emilia Romagna	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Cagliari court of appeal	corte d'appello di Cagliari	Beneficiary: Astrea 'Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari della regione Sardgena	Not available
Cagliari tribunal	tribunale ordinario di Cagliari	Beneficiary: Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari della regione Sardgena: tribunale ordinario di Cagliari	Not available
Tribunal and public prosecution of Marsala	Tribunale Di Marsala, Procura Della Repubblica Di Marsala	Beneficiary: BANDO DI GARA N. 14/2011 'Rafforzamento delle capacita'. d' azione delle autorita per l'amministrazione della giustizia della Regione Siciliana	Not available
Cubecurve	Cubecurve	Beneficiary: Sistema esperto di supporto alle decisioni per la giustizia	Not available
Tribunals in Campania	Uffici giudiziaria nella Regione Campania	Beneficiary: Assistenza organizzativa agli uffici giudiziari (Bando I)	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Sicily region	Regione Sicilia	MA focusing on projects under the MPG project BANDO DI GARA N. 26 'Rafforzamento delle capacita' d' azione delle autorità per l'amministrazione della giustizia della Regione Siciliana, procura & tribunale di Siracusa,procura di Catania	Not available
Public prosecution of Naples	Procura della Repubblica di Napoli	Beneficiary: Giustizia Procura della Repubblica di Napoli – Lavoro di efficientamento energetico Linea 2.2.	Not available
Prosecutor's office of Genoa	uffici giudiziari di Genova, corte d appello e procura generale	Beneficiary: Riorganizzazione dei processi lavorativi e ottimizzazione delle risorse degli uffici giudiziari di Genova, corte d appello e procura generale	Not available
Appellate court of Genoa	Corte di appello e procura generale di Genova	Beneficiary: Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari di Genova, Corte d appello e procura generale	Not available



Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Ministry of the interior	Ministero dell'interno	Beneficiary: Assistenza Tecnica per l'attuazione degli interventi del programme straordinario per la giustizia in Calabria	Not available
Tribunals in Piedmont	Uffici giudiziari nella Regione Piemont	Beneficiary: Servizi complementati di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari nella regione Piemonte	Not available
Calabria region	Regione Calabria	Resonsibe for the award of the project Progetto RE.SE.GI.TER / rete servizi di giustizia sul terrorio – Front – Office Prororipale	Not available
Potenza tribunal	Tribunale di Potenza	Beneficiary: Diffusione di best practice preso uffici giudiziari italiani 'servizio di riorganizzazione e ottimizzazione dei processi interni di gestione e di innovazione tecnologica presso il tribunale di Potenza'	Not available
Court of appeal of Ancona	Corte d'appello e procura generale di Ancona	Beneficiary: Riorganizzazione dei processi lavorativi e ottimizzazione delle risorse della corte d appello e procura generale di Ancona	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Cagliari tribunal	Tribunale di Cagliari	Beneficiary: Servizio di riorganizzazione dei process lavorativi e di ottimizzazione delle risorse degli uffici giudiziari della regione Sardgena: tribunale ordinario di Cagliari	Not available
Trento public prosecutor	Procura di Trento	Beneficiary: Riorganizzazione dei processi lavorativi e ottimizzazione delle risorse degli uffici giudiziari, procura della repubblica presso il Tribunale di Trento	Not available
Rovereto public prosecution office	Procura di Rovereto	Beneficiary: Progetto intra-regionale e trans-nazionale di diffusione di best practice presso gli uffici giudiziari di tribunale di Rovereto	Not available
Ancona tribunal	Tribunale di Ancona	Beneficiary: Servizio di Riorganizzazione dei processi lavorativi e ottimizzazione delle risorse del Tribunale di Ancona	Not available
Arezzo public prosecution office	Procura di Arezzo	Beneficiary: Tirocini presso il Tribunale, Procura della repubblica, e consiglio dell'albo degli avvocati di Arezzo	Not available

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Rovereto public prosecution office	Procura di Rovereto	Beneficiary: Progetto intra-regionale e trans-nazionale di diffusione di best practice presso gli uffici giudiziari di tribunale di Rovereto	Not available
Trento prosecution office	Procura di Trento	Beneficiary: Riorganizzazione dei processi lavorativi e ottimizzazione delle risorse degli uffici giudiziari della corte d'appello di Trento – Procura Generale	Not available
<b>Lithuania (LT)</b>			
Ministry of Finance, EU Investment Department	Finansų Ministerija	MA	Deputy Director of the EU Investment Department
Ministry of Finance, Monitoring and Analysis Division	Finansų Ministerija	MA	Deputy Head of the Monitoring and Analysis Division and Chief Specialist of the Monitoring and Analysis Division
Ministry of Finance, Evaluation Division	Finansų Ministerija	MA	Chief Specialist of the Evaluation Division and Deputy Head of the Evaluation Division
The Council of the Lithuanian Bar Association	Lietuvos advokatūra	Beneficiary	Not available
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Advisor for Human Resource Division
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Chief Specialist of the Division of Operational Planning
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Not available
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Not available
The National Court Administration	Nacionalinė teismų administracija	Beneficiary	Deputy Head of Strategic Planning Division
The Prison Department under Ministry of Justice	Kalėjimų departamentas prie Teisingumo ministerijos	Beneficiary	Head of Project Management Division

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
The Prison Department under Ministry of Justice	Kalėjimų departamentas prie Teisingumo ministerijos	Beneficiary	Chief Inspector of Project Management Division
The Court Forensic Science Centre	Lietuvos teismo ekspertizės centras	Beneficiary	Not available
The Court of Appeal	Apeliacinis teismas	Beneficiary	Head of Personal and Documents Management Division
The Supreme Administrative Court of Lithuania	Lietuvos vyriausiasis administracinis teismas	Beneficiary	Not available
The Kaunas District Court	Kauno apylinkės teismas	Beneficiary	Not available
The Prosecutor General's Office	Lietuvos Respublikos prokuratūra	Beneficiary	Deputy Head of Asset Management Division
The Prosecutor General's Office	Lietuvos Respublikos prokuratūra	Beneficiary	Head of Information Technology Division
The Centre of Registers	Registru centras	Beneficiary	Not available
<b>Latvia (LV)</b>			
Ministry of Finance	Finanšu ministrija	MA	Senior Expert
Ministry of Justice	Tieslietu ministrija	Beneficiary	Director of Project Department
The Court Administration of Latvia	Tiesu administrācija	Beneficiary	Project Manager
The Latvian Judicial Training Centre	Latvijas Tiesnešu mācību centrs	Beneficiary	The Latvian Judicial Training Center Program manager
Administration of Maintenance Guarantee Fund	Uzturlīdzekļu garantiju fonda administrācija	Beneficiary	Head of Finance division
Prosecutor's Office of the Republic of Latvia	Latvijas Republikas Prokuratūra	Beneficiary	Project Manager
<b>Malta (MT)</b>			
Planning and Priorities Co-ordination Division, Ministry for European Affairs and Equality	Planning and Priorities Co-ordination	MA	Director General and officer

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Department of Justice within Ministry of Justice, Culture and Local Government	Department of Justice within Ministry of Justice, Culture and Local Government	Beneficiary	Project Leader
Department of Justice within Ministry of Justice, Culture and Local Government	Department of Justice within Ministry of Justice, Culture and Local Government	Beneficiary	Project Leader
<b>Poland (PL)</b>			
Ministry of Development, Department of the European Social Fund (ESF)	Ministerstwo Rozwoju	MA	Director of the ESF Department
Ministry of Development, Coordination Policy Cohesion Department, Department of Development Strategy	Ministerstwo Rozwoju	MA	Not available
Ministry of Development, Department of Innovation and Development Support Programs	Ministerstwo Rozwoju	MA	Director
Ministry of Development, Department of Digital Development	Ministerstwo Rozwoju	MA	Director
Ministry of Justice	Ministerstwo Sprawiedliwości	IB, Beneficiary	Head of ESF Unit
Ministry of Justice	Ministerstwo Sprawiedliwości	Beneficiary	Official, responsible for IE OP projects
National School of Judiciary and Prosecutor's Office	Krajowa Szkoła Sądów i Prokuratury	Beneficiary	Deputy Director
National School of Judiciary and Prosecutor's Office	Krajowa Szkoła Sądów i Prokuratury	Beneficiary	Head of Funds Section
National School of Judiciary and Prosecutor's Office	Krajowa Szkoła Sądów i Prokuratury	Beneficiary	Specialist, Archive of KSSiP
National Prosecutor's Office, Department of informatisation and Analysis	Prokuratura Krajowa	Beneficiary	Head of Unit

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
National Prosecutor's Office, Department of informatisation and Analysis	Prokuratura Krajowa	Beneficiary	Not available
Ministry of Development, Department of Improvement of Economic Regulations	Ministerstwo Rozwoju, Departament Doskonalenia Regulacji Gospodarczych	Beneficiary	Director of the department
<b>Portugal (PT)</b>			
COMPETE2020 Management Authority	Autoridade de Gestão do COMPETE2020	MA	Technical Secretary
COMPETE Management Authority	Autoridade de Gestão do COMPETE	MA	Technical Secretary
MA of OP Competitiveness and Internationalisation	Autoridade de Gestão do Programa Operacional Competitividade e Internacionalização	MA	Not available
Directorate-General for Justice Policy	Direção Geral da Administração de Justiça	Beneficiary	Not available
Directorate-General for Justice Policy	Direção Geral da Administração de Justiça	Beneficiary	Not available
Institute for Financial Management and Justice Equipment	Instituto de Gestão Financeira e Equipamentos da Justiça I.P.	Beneficiary	Not available
General Inspection of Justice Services	Inspeção-Geral dos Serviços de Justiça	Beneficiary	Not available
Ombudsman	Provedoria de Justiça	Beneficiary	Not available
<b>Romania (RO)</b>			
General Directorate in the Ministry of Regional Development, Public Administration and EU Funds	Autoritatea de Management POCA	MA	Head of AM POCA
General Directorate in the Ministry of Regional Development, Public	Autoritatea de Management PODCA	MA	Expert in AM POCA (and previously AM PODCA)

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Administration and EU Funds			
Ministry for Information Society , IB for Promoting Information Society,		IB	Not available
Ministry of Justice	Ministerul Justiției	Beneficiary	Director in the Ministry of Justice
<b>Slovenia (SI)</b>			
Government Office for Development and European Cohesion Policy		MA	Director of the Cohesion Policy Office
Ministry of Justice	Ministrstvo za pravosodje	IB (for programming period 2013-2020)	Head of the Office for the Implementation of the Cohesion Policy at the Ministry of Justice
Ministry of Justice	Ministrstvo za pravosodje	Beneficiary (in both programming periods)	Head of the Project Unit Effective Justice at the Ministry of Justice
<b>Slovakia (SK)</b>			
Deputy Prime Minister's Office for Investments and Informatisation of the Slovak Republic	Úrad podpredsedu vlády pre investície a informatizáciu	Central Coordination Office – Deputy Prime Minister's Office for Investments and Informatization of the Slovak Republic	Director of the Department of Information Society Projects

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Department / Position (if known)
Deputy Prime Minister's Office for Investments and Informatisation of the Slovak Republic	Úrad podpredsedu vlády pre investície a informatizáciu	Central Coordination Office-Deputy Prime Minister's Office for Investments and Informatization of the Slovak Republic	Department of Preparation and Monitoring of Projects
Deputy Prime Minister's Office for Investments and Informatisation of the Slovak Republic	Úrad podpredsedu vlády pre investície a informatizáciu	Central Coordination Office-Deputy Prime Minister's Office for Investments and Informatization of the Slovak Republic	Director of the Department of Strategic Monitoring
Ministry of Labour, Social Affairs and Family	Ministerstvo práce, sociálnych vecí a rodiny	IB	Director of the Department of methodology and cross-cutting activities
Ministry of Interior	Ministerstvo vnútra	IB	Director of the Department of monitoring and evaluation
Ministry of Transport and Construction	Ministerstvo dopravy a výstavby	IB	Director of the Department of programming and monitoring of projects
Deputy Prime Minister's Office for Investments and Informatisation of the Slovak Republic	Úrad podpredsedu vlády pre investície a informatizáciu	IB	Department of preparation and monitoring of projects
Ministry of Labour, Social Affairs and Family	Ministerstvo práce, sociálnych vecí a rodiny	IB	Department of methodology and cross-cutting activities
Directorate General of the Prison and Judiciary Guard	Generálne riaditeľstvo Zboru väzenskej a justičnej stráže	Beneficiary	Not available



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