

Supreme Court of Estonia

Mrs. Karin Leichter-Tammisto, Legal Adviser to the Chief Justice

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Subject

Request for Assistance in Organizing a Study Visit for Armenian Judicial Representatives

Dear Mrs. Karin Leichter-Tammisto,

On behalf of ECORYS Nederland B.V., I kindly request your assistance in organizing a study visit to the Estonia's Council for Administration of Courts/Supreme Court, first instance courts and Ministry of Justice for representatives of the Armenian judicial and legal system.

Ecorys is a global research-based consultancy headquartered in Rotterdam, committed to helping our clients make a positive societal impact. We specialize in research and consulting, monitoring and evaluation, program management, and communication services.

Currently, we are implementing a two-year “Support to Justice Sector Reforms in Armenia – Phase II” Technical Assistance Project funded by European Union, aimed at assisting the Armenian Government and justice sector bodies in effectively implementing reforms in the judicial and anti-corruption sectors.

As part of this project, we have conducted numerous capacity-building activities for representatives of the Armenian judicial and legal system, including judges, court presidents, judicial staff, and members of the Judicial Department of Armenia. Notably, in November 2024, we organized a two-day workshop dedicated to the effective court performance management system, including the introduction of the International Framework for Court Excellence (IFCE) standards to three pilot first-instance courts in Armenia. This workshop focused on enhancing court performance management, improving administrative capacities, and advancing human resource and change management systems in these courts.

To ensure the logical progression of these efforts and recognizing the Estonia's exceptional court management practices, particularly advanced digital governance models and tools that are in line with international standards, including elements consistent with the International Framework for Court Excellence (IFCE), the Project team identified Estonia as the ideal destination for the study visit.

The study visit aligns closely with the project's objective of equipping Armenian justice sector representatives with practical insights and proven methodologies to enhance judicial administration and performance in Armenia.

The primary objective is to explore the Estonia's experience with court excellence, modern and advanced court performance management systems, in-court business operations, public communication practices, and the innovative approaches for judicial statistics collection and analysis.

Key Objectives of the Study Visit:

- Gain practical insights into advanced court performance management systems.
- Examine best practices in implementing the court excellence standards and practices.
- Analyse modern approaches to judicial administration and public communication.
- Study innovative methods and tools for collecting and analysing judicial statistical data.

We propose scheduling the visit in February or March 2025, depending on your availability and consent. The Armenian delegation will comprise representatives from the Supreme Judicial Council, Judicial Department, Ministry of Justice, judges from first-instance courts, and project team members.

The visit of 5 representatives from the judicial and legal systems of Armenia is planned for 5 days and will potentially include:

- Visit to the Council for Administration of Courts and Supreme Court of Estonia.
- Visit to Tartu Courthouse to observe local practices in action.
- Visit to the Ministry of Justice of Estonia.
- Visit to Centre of Registers and Information Systems under the Ministry of Justice.
- Visit to Tallinn Courthouse to meet with the representatives of the Estonian judicial system, including judges and court presidents.
- Discussions on innovative approaches to court management and statistical data collection and analysis.

We believe this study visit will play a pivotal role in strengthening the Armenian judicial system by adopting modern, evidence-based practices. Your guidance and collaboration in facilitating this visit would be greatly appreciated.

Should you require further details or additional documentation, please do not hesitate to contact us. We look forward to your positive response and the opportunity to benefit from the expertise of the Estonian judiciary.

Thank you for your attention and support. Looking forward to hearing from you at your earliest convenience.

Your sincerely
ECORYS Nederland B.V.