

ACTIVITY FINAL REPORT

Activity implemented through Norwegian Financial Mechanism 2014-2021 / Fund for Bilateral Relations

Grant Agreement number:							
Activity / Project title:	Reinforcing the system of court-annexed mediation						
Applicant:							
Activity / Project leader (name and contact):	Arijana Kozlevčar, Team leader						
Activity / Project Partner and contact person:	Norwegian Courts Administration, Nieke van de Berg, Project Coordinator Judicial Academy of the Republic of Croatia, Anita Lazarin						
Eligible amount:							
Start / End date of the Project/ Activity	MM	DD	YYYY		MM	DD	YYYY
	6	15	2020	to	4	30	2024
	(as stated in the Grant Agreement / Addendum)						
Reporting to:	Programme Operator						

Contents

1. MAIN RESULTS ACHIEVED.....	3
2. MEDIA AND COMMUNICATION ACTIVITIES	4
3. FINANCE REPORT	10
4. HORIZONTAL ISSUES	20
5. FINAL REMARKS.....	20
ENDORSEMENTS.....	23

1. MAIN RESULTS ACHIEVED

INDICATORS			
Indicator (Expected Outcomes and Outputs) ¹	Target value	Achievement/s to date	Progress to date towards achieving indicator
Analysis of the existing mediation system in comparison with other European states carried out	YES	YES	The analysis of the mediation system in Croatia by branches of law, the analysis of the mediation system of the Republic of Croatia in comparison with the mediation systems of certain jurisdictions and the recommendations resulting from the analysis were made.
Socio-legal examination of the reasons behind the underutilisation of mediation carried out	YES	YES	The analysis of the reasons behind the underutilisation of mediation in Croatia was made.
Manual on court mediation developed	YES	YES	The manual on court mediation was developed and distributed to all judges and court advisors of municipal, commercial, and administrative courts.
Number of professional staff trained (disaggregated by gender)	500	543	97 representatives of the Ministry of Justice and Public Administration and other civil servants, 183 judges, 67 court advisors, 63 representatives of educational system, 31 representatives of academic community, 7 representatives of State Attorney, 54 lawyer representative, 4 representatives of Croatian Association of the Insolvency Practitioners and 22 representatives from insurance area and 15 representatives of other areas were trained (79 men and 464 female).
Number of awareness raising campaigns carried out	1	1	<p>Round tables were held.</p> <p>A comic book for upper elementary school students was created and distributed to all the Croatian elementary schools.</p> <p>A successful advertising campaign on television and radio was carried out.</p> <p>A successful advertising campaign on Internet was carried out.</p> <p>The web page was created and regularly updated.</p>

¹ List the indicators (both outcome and output) as indicated in the Activity Application Form annexed to the Contract.

Number of people reached by awareness raising campaign	1500000	3600109	<p>17 persons participated on the round table "Mediation in Criminal Proceedings".</p> <p>29 persons participated on the round table "Mediation in Insolvency Proceedings".</p> <p>14 persons participated on the round table "Mediation in consumer disputes"</p> <p>18 persons participated on the round table „Mediation in Non-litigation Proceedings“.</p> <p>31 persons participated on the round table „The future of judicial mediation in Croatia“.</p> <p>3600000 people were reached by radio and TV promotion campaign.</p>
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2. MEDIA AND COMMUNICATION ACTIVITIES

INFORMATION AND PUBLICITY MEASURES (carried out DURING THIS REPORTING PERIOD)							
Type of Media	Description	Eligible Value ² (VAT excluded)	Visual ID ³ used (Y / N)	Quantity (designed)	Frequency of appearance / distribution ⁴ (use whole numbers only, e.g. 5)	Period of appearance / distribution	
						From	To
Print Media							
	Description	Eligible Value (excluding VAT)	Visual ID used (Y / N)	Quantity (produced)	Frequency of airing (use whole numbers only, e.g. 5)	Period of airing	
						From	To
Audio-Visual Mass Media	Radio advertising campaign – Laganini FM Zagreb - radio stations Laganini FM Zagreb, Laganini FM Rijeka, Laganini FM Osijek, Laganini FM Požega)	25.782,53	YES	1	24 times a day	November 2, 2023	November 24, 2023

² Eligible value comprises of Grants share + National co-financing share (if applicable).

³ Visual ID means the logo of the EEA/Norway Grants, the flag of Croatia and the co-financing statement.

⁴ The number of times the publicity measure appeared on the chosen medium.

	Radio advertising campaign – Hrvatska radiotelevizija – radio stations HR Mreža, HR1, HR2, Radio Sljeme, Radio Rijeka, Radio Split	58.468,12	YES	1	1116 times daily from 6:00 a.m. to 5:00 p.m	November 2, 2023	November 30, 2023
	TV advertising campaign – Mreža TV	25.750,80	YES	1	276 times in prime time	November 2, 2023	November 24, 2023
	TV advertising campaign – Hrvatska radiotelevizija, HTV1, HTV2	233.863,46	YES	1	243 times	November 2, 2023	November 30, 2023
	Description	Eligible Value (excluding VAT)	Visual ID used (Y / N)	Quantity (produced)	Total distributed (use whole numbers only, e.g. 5)	Period of distribution	
						From	To
Promotional Material (e.g. CDs, DVDs, bags, pencils, mugs, etc)	Cloth bags	1.194,58	YES	1000	1000	April 2023	June 2023
	Pens	584,02	YES	1000	1000	April 2023	June 2023
	Water bottles	4.645,60	YES	1000	1000	April 2023	June 2023
	Notebooks	2.800,64	YES	1000	1000	April 2023	June 2023
	USB sticks	4.313,78	YES	1000	1000	April 2023	June 2023
	Description	Eligible Value (excluding VAT)	Visual ID used (Y / N)	Quantity (set up)	Total hits / likes / subscribers (use whole numbers only, e.g. 5)	Period of presence	
						From	To
Online Presence	Dedicated activity webpage <i>(Compulsory for activities with value over €50,000)</i>	19.530,00	YES	1590	930.000	March 2024	April 2024
	Dedicated activity website						
	Page / Group on Social Network						
	Description	Eligible Value (excluding VAT)	Visual ID used (Y / N)	Quantity (designed)	Total number of locations (use whole numbers only, e.g. 5)	Period of appearance	
						From	To
Signage	Billboard			0			
	Plaque			0			
	Stickers			0			
	Poster	265,46	YES	200	200	June 2023	June 2023
	Roll up	238,92	YES	3	3	December 2022	December 2022
	leaflets	1.057,47	YES	7000	7000	January 2023	June 2023

	Name of Event	Eligible Value (excluding VAT)	Visual ID used (Y / N)	Number of attendees	Brief description of event	Date of event	
						(From)	(To)
Information Activities	Round table "Mediation in Criminal Proceedings"	0,00	YES	17	A round table was held online. The topic was an open discussion on the current practice of courts regarding mediation in criminal proceedings, on the existing legislative regulation of mediation in criminal matters. The round table was attended by representatives of courts, academia, the Croatian Bar Association, the Croatian Mediation Association and the Ministry of Justice and Public Administration.	22 February 2021	22 February 2021
	Round table "Mediation in Insolvency Proceedings"	0,00	YES	29	A round table was held online. The topics was an open discussion on the current practice of courts regarding mediation in insolvency proceedings, on the existing legislative regulation of mediation in insolvency proceedings. The round table was well	29 June 2021	29 June 2021

					attended by experts such as lawyers, judges, and insolvency practitioners.		
	Round table "Mediation in Consumer disputes"	0,00	YES	14	A round table was held online. The topic of the round table was the discussion on the types of consumer disputes most suitable for mediation, the state of mediation in consumer disputes, shortcomings and what needs to be strengthened to resolve these types of disputes more often through mediation. The round table was attended by experts such as lawyers, judges, mediators, and legal experts in the field of consumer law.	30 November 2021	30 November 2021
	Round table "Mediation in Non-litigation Proceedings"	1.600,00	YES	18	A round table was held live. It was attended by the Minister of Justice and Public Administration, the Norway Ambassador, the Chief State Attorney of the Republic of Croatia, a representative of the Croatian Bar Association,	21 October 2022	21 October 2022

					the Croatian Chamber of Notaries, the Croatian Chamber of Crafts, the Croatian Association of Mediation, Faculty of Law in Zagreb, and representatives of courts. The topic of the round table was discussion how to encourage the use of mediation in non-litigation proceedings and the future of mediation in general.		
	Round table "The future of judicial mediation in Croatia"	3.270,25	YES	31	The round table was held at Plitvice Lakes, as part of the Norwegian delegation's visit to Croatia. A round table was attended by the representatives of the Ministry of Justice and Public Administration, representative of the Croatian Bar Association, the Croatian Chamber of Notaries, the Croatian Chamber of Crafts, the Croatian Association of Mediation, and representatives of courts. The topic of	5 September 2023	5 September 2023

					the round table was discussion about the future of court mediation in the Republic of Croatia.		
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3. FINANCE REPORT

FINANCIAL PROGRESS				
Planned / Actual Expenditure	Planned		Actual	
	Total	%	Total	%
Eligible expenditure	1.500.000,00	100	1.262.464,88	84,16
Non-eligible expenditure	0,00	0	0,00	0
Total Expenditure	1.500.000,00	100%	1.262.464,88	84,16

Planned / Actual Expenditure by Component [Add a separate table for each component]				
COMPONENT 1: Analysis of the existing mediation system in comparison with other European states	Planned		Actual	
	Total	%	Total	%
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)				
Analysis of the mediation system in Croatia including Comparative analyses: Interview with relevant stakeholders and	Eligible expenditure	34.554,02	30.740,98	88,96
	Non-eligible expenditure			

ACTIVITY FINAL REPORT

analyses of legal and institutional framework (civil procedure, insolvency, criminal, family, enforcement, financial, other)	Eligible expenditure	5.003,62	5.003,62	100,00
	Non-eligible expenditure			
Written analysis of the Norwegian mediation system (to be included in the Comparative analysis)	Eligible expenditure	0,00	0,00	
	Non-eligible expenditure			
Costs of one Norwegian expert visiting Croatia 2 times	Eligible expenditure	42.257,90	42.257,90	100,00
	Non-eligible expenditure			
(One) Study visit of MoJA/PIU representatives to Norway (NCA part 10 WDs : 3 WDs for hosting and 7 WDs for preparation)	Eligible expenditure	17.105,45	17.105,45	100,00
	Non-eligible expenditure			
Study visit of MoJA representatives to Portugal	Eligible expenditure	3.055,49	3.055,49	100,00
	Non-eligible expenditure			
Participation of NOR expert to study visit to Portugal	Eligible expenditure	14.771,95	14.771,95	
	Non-eligible expenditure			
Study visit of MoJA representatives the Netherlands	Eligible expenditure	9.581,52	9.581,52	100,00
	Non-eligible expenditure			
Participation of NOR expert to study visit to Neederlands	Eligible expenditure	17.021,01	17.021,01	100,00
	Non-eligible expenditure			

ACTIVITY FINAL REPORT

	Non-eligible expenditure				
Study visit of MoJA representatives to other EU country					
Participation of NOR expert to study visit to other EU country		6.950,26		6.950,26	100,00
Contingent expenses		0,00		0,00	
TOTAL EXPENDITURE		150.301,22		146.488,18	97,46
COMPONENT 2: Sociological-legal examination					
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)	Planned		Actual		
	Total	%	Total	%	
Analysis of the reasons for not using the mediation institute in Croatia: interview with relevant stakeholders and analysis of laws and documents	3.742,27		3.742,27		100,00
Non-eligible expenditure					
Eligible expenditure	1.766,27		1.766,27		100,00
Non-eligible expenditure					
Eligible expenditure	0,00		0,00		
Non-eligible expenditure					
Eligible expenditure	0,00		0,00		
Non-eligible expenditure					
Eligible expenditure					

ACTIVITY FINAL REPORT

TOTAL EXPENDITURE		5.508,54	5.508,54	100,00
COMPONENT 3: Developing manual on court mediation				
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)		Planned	Actual	
	Total	%	Total	%
Drafting of court mediation manual text by Project Promoter team	0,00		0,00	
Design of court mediation manual	3.500,00		3.500,00	100,00
Providing advice and best practices in developing court mediation manual	9.000,00		3.000,00	33,33
Printing of court mediation manual hard copies (2000)	6.000,00		5.300,00	88,33
Distribution of court mediation manual hard copies by post	700,00		0,00	0,00
TOTAL EXPENDITURE	19.200,00		11.800,00	61,46
COMPONENT 4: Training and professional development				
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)		Planned	Actual	

ACTIVITY FINAL REPORT

	Total	%	Total	%
Developing programme for education (curriculum) and training of judges and professional staff (max 500)	266.996,07		266.996,07	100,00
Developing programme for advanced training (48 people)	11.200,10		11.200,10	100,00
Providing training of trainers (10 people)	0,00		0,00	
Cost of travel to Zagreb for 10 groups (240 persons)	200,00		143,76	71,88
Cost of travel to Rijeka for 5 groups (120 persons)	161,40		161,40	100,00
Cost of travel to Osijek for 2 groups (48 persons)	360,50		360,50	100,00
Cost of travel to Split for 3 groups (72 persons)	481,93		0,00	0,00
Cost of travel to Dubrovnik for 1 group (24 persons)	0,00		0,00	
Cost of venue and catering - Zagreb for 10 training groups / 50 days	54.900,00		35.306,65	64,31
	8.300,00		7.972,00	96,05

ACTIVITY FINAL REPORT

Cost of venue and catering - Rijeka for 5 training groups /25 days	Non-eligible expenditure					
Cost of venue and catering -Osijek for 4 training groups / 10 days	Eligible expenditure	8.100,00	7.527,74			92,94
Cost of venue and catering -Split for 3 training groups / 15 days	Non-eligible expenditure					
Cost of venue and catering -Dubrovnik for 1 training group/5 days	Eligible expenditure	7.950,00	7.680,00			96,60
Cost of venue and catering -Dubrovnik for 1 training group/5 days	Non-eligible expenditure					
Hotel accomodation - Zagreb (for 48 persons x4 nightsx150 EUR)	Eligible expenditure	0,00	0,00			
Hotel accomodation - Rijeka (120 persons x4 nightsx150 EUR)	Non-eligible expenditure					
Hotel accomodation - Osijek (for 48 persons x4 nightsx150 EUR)	Eligible expenditure	10.000,00	1.999,52			20,00
Hotel accomodation - Split (for 72 persons x4 nightsx150 EUR)	Non-eligible expenditure					
Hotel accomodation - Dubrovnik (for 24 persons x4 nightsx150 EUR)	Eligible expenditure	1.400,00	1.125,36			80,38
	Non-eligible expenditure					
	Eligible expenditure	4.000,00	3.949,18			98,73
	Non-eligible expenditure					
	Eligible expenditure	4.800,00	590,97			12,31
	Non-eligible expenditure					
	Eligible expenditure	0,00	0,00			
	Non-eligible expenditure					
	Eligible expenditure	50.000,00	15.847,46			31,69

ACTIVITY FINAL REPORT

Study Visit No.2 of MP representatives (PIU and selected staff) to Norway	Non-eligible expenditure					
Hosting of 3day study Visit No.2 of MP representatives (PIU and selected staff) to Norway	Eligible expenditure	12.092,00			9.301,95	76,93
Purchase of relevant literature	Non-eligible expenditure					
	Eligible expenditure	797,02			797,02	100,00
Intellectual services	Non-eligible expenditure					
	Eligible expenditure	2.200,00			0,00	0,00
Contingent expenses	Non-eligible expenditure					
	Eligible expenditure	949,00			0,00	0,00
	Non-eligible expenditure					
TOTAL EXPENDITURE		444.888,02			370.959,68	83,38
COMPONENT 5: Promotion and awareness raising						
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)		Planned		Actual		
		Total	%	Total	%	
Development of communication strategy	Eligible expenditure	7.699,37		7.699,37		100,00
	Non-eligible expenditure					
Design of a logo	Eligible expenditure	224,48		224,48		100,00
	Non-eligible expenditure					
Production of promotional materials	Eligible expenditure	10.000,00		9.875,57		98,76
	Non-eligible expenditure					
	Eligible expenditure	530.000,00		461.562,56		87,09

ACTIVITY FINAL REPORT

Promotional campaigns on radio, television and the Internet	Non-eligible expenditure					
Recording of a promotional video	Eligible expenditure	13.038,08			13.038,08	100,00
	Non-eligible expenditure					
2 Conferences and closing conference	Eligible expenditure	19.500,00			11.211,45	57,49
	Non-eligible expenditure					
10 Roundtables - cost of venue and catering, lunch and dinner, travel costs, representation costs	Eligible expenditure	10.000,00			8.404,78	84,05
	Non-eligible expenditure					
Participation of 2 NOR experts and 2 NOR representatives to 1 roundtable and 2 NOR experts to closing conference	Eligible expenditure	23.000,00			14.879,50	64,69
	Non-eligible expenditure					
Design of educational picture book for children	Eligible expenditure	10.000,00			9.950,00	99,50
	Non-eligible expenditure					
Print and distribution of the educational picture book	Eligible expenditure	20.000,00			17.100,00	85,50
	Non-eligible expenditure					
Promotion: billboard or city light	Eligible expenditure	0,00			0,00	
	Non-eligible expenditure					
Development and maintenance of webpage	Eligible expenditure	11.000,00			10.530,93	95,74
	Non-eligible expenditure					

ACTIVITY FINAL REPORT

Intellectual services	Eligible expenditure	3.500,00	2.329,35	66,55
	Non-eligible expenditure			
Contingent expenses	Eligible expenditure	2.000,00	0,00	0,00
	Non-eligible expenditure			
TOTAL EXPENDITURE		659.961,93	566.806,07	85,88

COMPONENT 6: Project management

Insert name of call/tender as per Grant Agreement / Addendum (if applicable)		Planned		Actual	
		Total	%	Total	%
Travel expenses for the project coordinator	Eligible expenditure	3.000,00		2.532,62	84,42
	Non-eligible expenditure				
Cost of the Norwegian coordinator	Eligible expenditure	25.000,00		24.225,25	96,90
	Non-eligible expenditure				
Project Management (Project Promoter)	Eligible expenditure	161.424,24		120.957,38	74,93
	Non-eligible expenditure				
Travel expenses of PIU	Eligible expenditure	2.000,00		66,42	3,32
	Non-eligible expenditure				
Intellectual services	Eligible expenditure	2.000,00		0,00	0,00
	Non-eligible expenditure				
Translation (documents, meetings, etc.)	Eligible expenditure	15.000,00		6.596,83	43,98
	Non-eligible expenditure				
Video-conference equipment	Eligible expenditure	5.000,00		0,00	0,00
	Non-eligible expenditure				

ACTIVITY FINAL REPORT

TOTAL EXPENDITURE		213.424,24	154.378,50	72,33
Insert name of call/tender as per Grant Agreement / Addendum (if applicable)	Planned		Actual	
	Eligible expenditure	6.716,05	6.523,91	97,14
NCA staff (project coordinator and experts)	Non-eligible expenditure			
TOTAL EXPENDITURE		6.716,05	6.523,91	97,14

Brief description of actual financial progress versus plan

During the implementation of the project, reallocations of the project budget were made several times, with the need to extend the implementation of the project. The Project Promoter made timely adjustments to the budget to ensure the smooth implementation of the project. The project was realized within the planned budget. The actual budget utilization is approximately 84,16% of the projected budget.

4. HORIZONTAL ISSUES

ISSUE	NOT OR INSIGNIFICANTLY PART OF THE ACTIVITY	IMPORTANT PART OF THE ACTIVITY	FUNDAMENTAL TO THE ACTIVITY
Sustainable development - environmental	X		
Sustainable development - economic		X	
Sustainable development - social		X	
Gender equality		X	
Good Governance			X
Bilateral Relations - Iceland	X		
Bilateral Relations - Liechtenstein	X		
Bilateral Relations - Norway			X

5. FINAL REMARKS

Summary

In the Project "Reinforcing the system of court-annexed mediation", all planned activities were successfully implemented.

The aim of the analysis of the existing mediation system of the Republic of Croatia in comparison with the mediation systems of other European countries was to investigate the application of mediation within the legal system of the Republic of Croatia, as well as to investigate comparative mediation systems and create a document that will indicate the possibilities of improving the Croatian mediation system in general, with special emphasis on court mediation. By conducting a comparative analysis and providing recommendations, an effort is made to propose a way to improve the system of court-annexed mediation and achieve more efficient justice. Based on the established needs of judges, lawyers and the parties, the recommendations were drawn up precisely in relation to the aforementioned groups of addressees. Nine recommendations were made, three recommendations each in relation to judges and lawyers, and two recommendations in relation to the parties, with one recommendation presented separately.

The work on the preparation of the document of comparative analysis of the system began with the preparation of a sociological-legal analysis of the reasons for insufficient use of mediation in the Republic of Croatia. The created sociological-legal analysis was used during the preparation of other analyses, within the framework of which an analysis of the mediation system in the Republic of Croatia was carried out by branches of law (civil law, enforceable law, inheritance law, bankruptcy law, administrative law, consumer disputes, disputes from the financial sector, family law disputes, criminal law).

The manual on court mediation was prepared to help judges in their daily work when conducting mediation in courts. The manual was printed and distributed to all judges and court advisors of municipal, commercial, and administrative courts, in approximately 2000 copies.

By conducting training for mediators, namely for 500 persons directly involved in the work of the judiciary or persons who are otherwise relevant for the development and acceptance of mediation in the Republic of Croatia (judges, court advisors, lawyers, state attorneys, civil servants, representatives of the academic community and the educational system), a successful result of the activity was achieved. Basic and additional training for mediators was conducted, and 543 people attended the training, mostly basic training. 45 out of 543 people attended additional training for mediators. The trainings were conducted online and live when the implementation of the training became possible live.

In order to promote mediation during the implementation of the project, a number of activities were carried out. The project logo, communication strategy and promotional materials were developed. Promotional materials were distributed to training participants, study visit participants and hosts in the countries visited, as well as at round tables and at a conference. Posters and leaflets were distributed and are visible in all municipal and county courts in the Republic of Croatia. Three conferences were held, the kickoff conference, the conference during the implementation, and the final conference to present the achieved results. A project website was created and regularly updated with new information. A promotional video was made, which was broadcast on television, radio, and the Internet. A promotional video was made, which was broadcast on television, radio and the Internet. For the purpose of education and gaining positive knowledge about the importance of peaceful dispute resolution from a young age, a comic was created for elementary school students (ages 5th to 8th grade). The comic shows the conflict and how it can be resolved in a peaceful way, which is suitable and understandable for children of the specified age. The comic was produced in 12,000 copies and is distributed in physical and digital form to approximately 1,000 elementary schools in the Republic of Croatia. Round tables were held: Round table entitled "Mediation in criminal proceedings" was held, Round table entitled "Mediation in bankruptcy proceedings", Round table entitled "Mediation in consumer disputes", Round table "Mediation in out-of-court proceedings" and Round table "The Future of Court Mediation in Croatia". As part of the visit of the delegation of the Norwegian Courts Administration on September 5-7, 2023, a number of activities were carried out.

General conditions and post-completion obligations

General conditions and post-completion obligations are listed in Regulation on the implementation of the Norwegian Financial Mechanism 2014-2021 in the articles:

- Article 8.3. Eligible direct expenditures in a project
- Article 8.8. Eligible expenditures under the fund for bilateral relations
- Article 8.14. Durability of projects.

The Project Promoter is obliged to adhere to the stated provisions and the prescriber duration in the post-implementation period.

Lessons learned and recommendations

The project was carried out in the period from June 15, 2020 to April 30, 2024, that is, for more than four years, and the topics of the project were of an intellectual nature with the participation of a large number of participants (judges, state attorneys, lawyers, civil servants, representatives of academic communities, representatives of the education system, other stakeholders important for the mediation system).

The implementation of the project was started by a project team consisting of seven civil servants, most of whom had no experience in project implementation and who, during the implementation, simultaneously worked on their usual duties in the ministry. The composition of the team changed several times during the implementation, both from the position of leader and other members of the project team. In addition to the above, in the early phase of project implementation, the structure of the ministry was changed, considering the merger of the then Ministry of Justice with the Ministry of Administration. At the very beginning of the implementation of the project, the coronavirus pandemic occurred. During the implementation of the activity,

a new legislative framework for mediation was established in the Republic of Croatia. In addition to already pre-set activities and implementation plans that were known, the listed circumstances are specifics that characterized the implementation of the project, which could not be predicted, but which during the implementation were in some way "everyday situation" in the work of the project team members.

Taking into account all of the above, a brief overview of positive and negative experiences during the implementation of the project is presented:

Positive experiences:

- The topic of the project turned out to be well-chosen, by its nature suitable for project work because it included both expert and non-expert public, a large number of people whose goal was to convey information, in addition to the fact that it is an important judicial topic.
- Members of the project team, as people who until then mostly had no experience in working on projects, with the support and cooperation of both the program operator and other organizational units of the ministry that were involved in the work by the nature of their work, successfully carried out all the necessary jobs. Along with responsible work and an interest in acquiring new knowledge, the project was a unique opportunity for project team members to improve their skills in new jobs and expand their experience and knowledge, as well as train them for new jobs. It is certainly about the greatest personal benefits that team members have achieved with new knowledge.
- Cooperation with partners in the project was of the greatest value for work and success. In addition to all the benefits of promoting the idea of mediation within national frameworks (training, events, promotional campaigns, etc.), the project achieved its full meaning precisely through bilateral cooperation and cooperation with experts from other countries. Direct experiences are priceless in terms of their value for further work and motivation. New knowledge encourages the development of new ideas for the national legal system, but also encourages the presentation of new ideas to system structures that create policies and make decisions. The motivation for success and help in the work expressed by the project partners during the work, in a way, is also feedback to the team members during the implementation of the project that their work is well directed, which is certainly positive for the implementation of project activities.
- The concept of the Norwegian mechanism, which opens up space for quality ideas and supports quality work in projects, motivated members of the project team to develop new ideas and act proactively.

Negative experiences:

- The previously mentioned unplanned circumstances at the moment when they occurred to a certain extent caused some concern of the members of the project team. However, with the support of the Program Operator, Project Partners and other services in the Ministry with whom it was cooperated, all open questions and possible problems were either prevented or successfully resolved. The flexibility of the mechanism in the sense that there is a possibility of extending the duration of the project in order to implement the activities certainly contributed to the final positive outcome.
- Administrative issues appeared mainly in the area of public procurement and payment of invoices, however, with the quality cooperation and support of the services in the Ministry and Program Operator, they did not call into question the successful implementation of project activities.

ENDORSEMENTS

Activity Leader

ARIJANA KOZLEVČAR	<i>Arijana Kozlevčar</i>
Name in Block Letters	Signature
	30 JUN 2024
Designation	Date

Responsible person

JURO MARTINOVIĆ, State Secretary		<i>Juro Martinović</i>
Name in Block Letters	Signature	
HEAD OF PROGRAMME OPERATOR		JULY 12, 2024
Designation	Date	

