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Rule of Law Institutional Strengthening Program (ROLISP)

ANNUAL REPORT

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Rule of Law Institutional Strengthening Program (ROLISP)
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LIST OF ACRONYMS

CSO	Civil Society Organizations
CTS	Center for Telecommunications Services
DJA	Department of Judicial Administration
EU	European Union
ICMS	Integrated Case Management System
IOM	International Organization for Migration
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NGO	Non-governmental Organizations
NIJ	National Institute of Justice
NORLAM	Norwegian Mission of Rule of Law Advisers to Moldova
OSCE	Office for Security and Cooperation in Europe
PPB	Performance-based Budgeting
PMEP	Performance Measurement and Evaluation Plan
ROLISP	Rule of Law Institutional Strengthening Program
RFA	Request for Application
SCM	Superior Council of Magistracy
SJSR	Strategy for Justice Sector Reform
SPSS	Statistical Package for Social Sciences
USAID	United States Agency for International Development

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FY 2012 ANNUAL REPORT ON EXPECTED RESUTS AND ACTIVITIES

The start date for the Program's first year work plan is April 1, 2012 and the end date is March 31, 2013. Accordingly, this annual report will report on the activities for the first two quarters of the work plan year.

The ROLISP work plan activities are organized by the Program's three objectives which are:

- Objective 1: Enhance the Effectiveness, Transparency and Accountability of the Moldovan Judiciary through Strengthening the Capacity of the SCM and the DJA
- Objective 2: Strengthen the Institutional and Operational Capacity of the NIJ
- Objective 3: Increase the Capacity of Civil Society Organizations to Monitor and Advocate for Justice Sector Reforms and Improve Public Legal Awareness Thus Increasing Access to Justice in Moldova

The tasks and activities in the Program Overview Section of this Annual Report will follow the same method of organizing activities by the Program's objectives.

Under each Objective are the expected results with the tasks and the activities for achieving the expected results.

EXECUTIVE SUMMARY

Objective 1: Enhance the Effectiveness, Transparency and Accountability of the Moldovan Judiciary through Strengthening the Capacity of the SCM and the DJA

Court Visits: During the 2nd quarter of the work plan year, substantial effort was devoted to court visits to all 50 Moldovan courts to assess and report on the following areas:

- Building infrastructure
- Archive conditions
- Use of and problems with ICMS,
- Audio recording and websites
- Financial management, budgeting and procurement
- Court staffing
- Court's activity
- Services for the public

A checklist prepared in consultation with an international consultant was developed for use by teams visiting the courts and collecting the information. After the teams had visited all 50 Moldovan courts, Component 1 staff analyzed the information in the checklists and prepared a court profile for each court. The court profiles were then analyzed and a comparative summary prepared with recommendations. The comparative summary and the 50 court profiles were assembled in the "Assessment Report of Courts of Law in the Republic of Moldova." The Report will be publicly presented on October 18, 2012 at a meeting of all court presidents.

ICMS: The Integrated Cased Management System (ICMS) was developed and installed by a previous USAID –funded project. As with all automated case management systems, the courts have been slow to completely adopt ICMS. Complaints generally related to maintenance, a lack of technical support and inadequately trained staff.

During the summer 2012, a Lithuanian Assessment Team assessed the ICMS. The Team found that ICMS was sound and capable of meeting the needs of the Moldovan courts, but recommended some upgrades and adjustments to bring ICMS to a state-of-the-art automated case management system. To efficiently implement the recommendations by the Lithuanian Assessment Team, the MOJ organized a MOJ/ICMS Working Group. Component 1 staff members are included in the MOJ/ICMS Working Group. The Working Group asked Moldova's e-Government Center to audit ICMS and report back on its findings. The audit by a staff member of the e-Government Center confirmed the findings and the recommendations of the Lithuanian Assessment Team and additionally confirmed that ICMS had all the necessary requirements for transfer to the GOM's planned M-cloud computing system. The e-Government Center audit also confirmed that ICMS had all the requirements for full interconnectablitiy with other systems being developed by GOM. The e-Government Center

recommended two changes to the ICMS. The recommended changes were amending the database architecture and the search engine.

The MOJ/ICMS Working Group has primary responsibility for overseeing the ICMS system and any upgrades and improvements. ROLISP will work with the Working Group in carrying out its plans for upgrading ICMS and adding functions. Accordingly, some ROLISP activities may be either canceled or changed or may move more slowly than planned.

Audio Recording: Audio recording equipment has been installed in all of the courts by a previous US Government-funded project. However, not all courts have enough equipment for their courtrooms. None of the courts record the many hearings held in judges' chambers due to the lack of equipment. ROLISP plans to install audio recording equipment in the courts that do not have sufficient equipment and will investigate procedures for recording hearings in judges' chambers. ROLISP will also organize a working group to advise SCM on procedures for increasing recording of court hearings, maximizing the use of the audio recording equipment and preparing an audio recording manual.

Budgeting and financial management: Component 1 staff met with the MOJ, MOF, SCM, and DJA and discussed the need for improved budget and financial management with a focus on performance based budgeting. With support from these ministries and agencies, Component 1 began working on programs to develop improved budget and financial management procedures for the courts. A first step in developing improved budget and financial management procedures is to develop support in the judiciary for performance-based budgeting. ROLISP will accomplish this by organizing a roundtable on performance-based budgeting with presentations by budget experts from the US and Romania. This will be followed by developing a manual for drafting and presenting performance-based budgets. ROLISP will work with the NIJ to conduct trainings for judges and court staff on the techniques of performance-based budgeting.

Equipment: During the court visits discussed above, the court-visit teams collected information on the quality and quantity of the equipment and verified additional equipment that the courts needed. This information was given to the MOJ/ICMS Working Group to review. ROLISP will work with the Working Group to acquire equipment that the Working Group indicates is necessary. Component 1 members of the Working Group made it clear that any support by ROLISP would be in line with the requirements and resources capabilities of ROLISP.

At a meeting with the President of the Supreme Court, he stressed that ICMS was not meeting court's needs and that the staff was having difficulty in using ICMS. ROLISP staff, the SCJ's IT staff and CTS examined the SCJ's ICMS and concluded that the server and some of the court's equipment did not have sufficient memory to sustain a smooth functioning of the ICMS. The SCJ requested additional computers, scanners and printers in addition to the memory upgrades. The SCJ also requested monitors at the entrances to the Court's two building. ROLISP is in the process of acquiring the memory upgrades, the IT equipment and monitors for the SCJ.

The SCM requested the video and audio equipment for recording SCM Council meetings. The meetings will be streamed on-line to the SCM's web page. Since ROLISP is working to improve transparency in judicial institutions and provide the public with information about judicial institutions, ROLISP agreed to supply the video and audio equipment and the purchase is in process.

MOUs and Functional Analysis: ROLISP planned, in the first half of the work plan year, to enter into MOUs with the SCM, the MOJ and the CTS and begin a functional analysis of the SCM and DJA. On September 5, 2012, ROLISP and the SCM signed a MOU describing the activities planned by ROLISP and the parties' responsibilities in carrying out the described activities.

The MOU with the MOJ has been drafted and sent to the MOJ for its comments. ROLISP is in discussion with the MOJ to refine the planned activities and responsibilities.

After an unsatisfactory first meeting with the CTS, ROLISP concluded that a detailed and very specific MOU was needed to assign responsibility for the maintenance and upgrade of ICMS. However, with the organization of the MOJ/ICMS Working Group of which ROLISP and CTS are members, the major responsibility for the maintenance and support of ICMS has moved to the Working Group. Consequently, ROLISP decided that a MOU with CTS was not necessary.

A functional analysis was one of the activities specified in the MOU with the SCM and with the DJA, a department in the MOJ. However, ROLISP has learned that the GOM is planning to transfer the DJA to the SCM in early 2013. Consequently, a functional analysis of DJA would be unnecessary. Such a transfer would also necessitate substantial reorganization of the SCM and the related staff responsibilities for implementing the functions of the SCM and the DJA. ROLISP has therefore decided to delay the functional analysis until after the transfer.

Performance Indicators: Developing performance indicators for inclusion in ICMS is planned for the last half of the work plan year. In addition to providing tools for better court administration, the performance indicators will be a major tool for preparing and presenting performance-based budgets for the courts. A working group will be organized in the 3rd quarter of the work plan year to develop the performance indicators. Testing the performance indicators, developing a Performance Users Guide and developing a web report are planned for work plan year 2. Activities 1.7, 1.8, 1.9 and 1.10, which relate to implementing and testing performance indicators will also be implemented in work plan year 2. Assisting SCM, DJA and the courts to implement the performance indicators will also take place in work plan year 2 after the performance indicators have been developed and tested.

Court Administrators: Included in the work plan activities is developing a curriculum and training court administrators. The law creating the position of court administrators in the courts entered into force on August 31, 2012. The positions have not been filled yet and will

not be filled until after the start of calendar year 2013. Therefore, ROLISP's activities for training court administrators will not start until the positions have been filled.

Court Infrastructure: The current ROLISP work plan covers a number of activities related to infrastructure. As indicated above, during the court visits, ROLISP gathered information on building and IT infrastructure. Appointing an Oversight Committee and prioritizing needs are first steps in improving court and IT infrastructure. Since the Court Assessment Report contains important details that will be useful for the Oversight Committee in prioritizing infrastructure needs, ROLISP activities related to building and IT infrastructure will start late in the work plan 3rd quarter and continue through much of the next work plan year.

Training: Training on the ICMS, audio recording and performance-based budgets are major activities if the Tasks and activities laid out in the work plan are to be achieved. Training on these activities will be provided by the NIJ, but Component 1 will work closely with Component 2 to develop the necessary curriculums and training plans for judges and staff. ROLISP is also closely cooperating with the SCM and DJA on conducting trainings for the staff of these entities on financial management and budgeting, which will take place outside the NIJ.

Objective 2: Strengthen the Institutional and Operational Capacity of the NIJ

During the first six months of program activity ROLISP has met frequently with the NIJ director and staff to discuss implementing the activities in the ROLISP work plan in a manner satisfactory to both ROLISP and NIJ.

Both the SJSR and its action plan and the ROLISP work plan have activities designed to improve NIJ management and update its curriculum for in-service and initial training, improve training skills for NIJ trainers and improved evaluation techniques for determining the skills and knowledge that judges and prosecutors believe they need. However, the procedures for achieving the activities require detailed planning by NIJ and ROLISP.

MOU: ROLISP forwarded to the NIJ a USAID-approved MOU detailing the planned activities with the NIJ. Although not opposed to many of the activities, the NIJ director was concerned about the precise language. Several meetings have resolved most of the issues and ROLISP expects to finalize a MOU acceptable to the NIJ that can be forwarded to USAID for its final review and approval.

Improved Management Practices: Both the ROLISP work plan and the SRJS and its Action Plan emphasize the need for improved management practices at the NIJ. ROLISP's Component 2 has been working with the NIJ to develop plans for engaging in activities that contribute to improved management.

NIJ believed that Component 2's proposal to develop a strategic plan was a duplication of strategic planning already done by NIJ. Component 2 reviewed the NIJ Strategy and Action Plan and recommended some changes that were accepted and included in the Strategy and Action Plan that went to the NIJ Council for its approval.

Component 2 then proposed doing an organizational assessment. Although opposed to an organizational assessment for the reason that previous assessments had not been followed-up by the assessing donor, NIJ agreed to a focused functional analysis that would analyze staffing needs, organizational structure, operating procedures, the decision-making process and recruitment procedures.

ROLISP is in the process of selecting an expert to carry out the functional analysis. Since the Moldovan Labor Codes is complicated, ROLISP will also select a Moldovan expert in labor law to advise on compliance with the Moldovan Labor Code during the analysis of staff needs and recruitment procedures.

Assessing Training Needs: If training is to meet the needs of trainees, the quality of training must be evaluated by the trainees. NIJ has been attempting to determine training needs of judges and prosecutors but its staff lacks the necessary skills to efficiently and effectively assess needs and analyze the results of the needs assessment. ROLISP has agreed to train NIJ staff to use the Statistical Package for Social Sciences (SPSC) so that the staff can statistically analyze the results of the training needs assessments. ROLISP also intends to revise the current system of assessing the training needs for in-service training and it will request proposals from local experts to develop a model for assessing the training needs of the sitting judges. Afterwards NIJ will expand the model to other justice sector professionals trained at the NIJ.

Databases and Distance Learning: Although planned for the work plan 4th quarter, ROLISP has been working with the NIJ to develop distance learning and improve its databases.

NIJ contracted with a local software company, Deeplace, to develop a database that records the courses attended by judges and the training hours per course. NIJ is of the opinion that Deeplace has not fulfilled all terms of the contract and has been discussing with the company the items that have not been completed.

The database does not provide the total training hours accumulated per judge and does not allow information to be copied or transfer to other programs. NIJ has requested ROLISP support for adding the necessary modules for these functions to the database. ROLISP cannot assess the database program to determine what needs to be done to add the modules and the cost until NIJ and the developer are in agreement that the contract has been fulfilled.

IRZ, a German organization working with NIJ, has installed a server that allows web based distance learning. However, the necessary software has not been installed and NIJ does not have the staff that can develop distance learning skills. ROLISP is reviewing the costs of

installing the necessary software and making the server operational. ROLISP is also working with the NIJ to develop distance learning teaching skills and manuals for using distance learning technology.

Future Activities: Many of the ROLISP activities planned for the NIJ are dependent on the organizational assessment and other assessments planned but not yet completed. As a result in work plan 3rd and 4th quarters and later, ROLISP will engage in the following activities.

- Modernize CLE Training Content
- Develop guidelines for interpreting the ICMS statistical data
- Assess training needs and priorities for initial training
- Develop training staff
- Develop modern curriculum
- Improve training evaluation

Donor Coordination: ROLISP and NIJ have started organizing a donor coordination committee to advise on avoiding training conflicts and monitor training for its effectiveness. Donors have been invited to an organizational meeting to be held in the work plan 3rd quarter.

Court Staff Training: During the work plan 3rd quarter 156 court secretaries were trained on ICMS Version 2. Version 3 of ICMS has been recently installed in all courts and training on Version 3 for court secretaries is planned for the work plan 3rd quarter.

One of the reasons frequently given for the limited use of audio recording of court hearings is that court secretaries do not know how to use the equipment. Recognizing the need to train court secretaries on using the audio recording equipment, ROLISP trained 40 court secretaries on the Femida audio recording equipment. ROLISP plans to continue audio recording training in the work plan 3rd and 4th quarters. In order to deliver quality training on audio recording training, ROLISP will purchase audio recording equipment for NIJ so that the training includes hands-on practical training for using the audio recording equipment.

Anti-trafficking curriculum: ROLISP recognizes that on-going training for judges and prosecutors is necessary if trafficking-in-persons are to be reduced. ROLISP is aware that NIJ with support from OSCE has been providing anti-trafficking training for judges and prosecutors. Building on that training, ROLISP will work with NIJ to integrate anti-trafficking training as a part of the NIJ continuous legal education program for judges. As a first step in integrating the training, ROLISP is collaborating with OSCE to develop a curriculum for institutionalizing anti-trafficking training.

Continuing to work to reduce trafficking-in-persons and to develop judges commitment to enforce existing laws on anti-trafficking, ROLISP, in collaboration with OSCE, NORLAM and IOM, is planning to organize an anti-trafficking conference in December.

Study Trips: ROLISP has contacted training institutions in the Czech Republic, Poland and Bulgaria asking if they would host a study trip for the NIJ. Favorable replies have been received and ROLISP is finalizing plans for a study trip for 9 NIJ staff members.

In July Luciana Iabangi, Component 2 Leader, traveled to the Albanian School of Magistracy to meet with the Albanian School's director and staff. So that she could better advise the NIJ, she discussed training and staffing procedures and compared them with the training and staffing procedures at the NIJ. She delivered a detailed report to the NIJ.

Objective 3: Increase the Capacity of Civil Society Organizations to Monitor and Advocate for Justice Sector Reforms and Improve Public Legal Awareness Thus Increasing Access to Justice in Moldova

Grants: During the work plan 2nd quarter swift passage of the law under which judges could issues opinions without supporting reasons emphasized the importance of a strong civil society capable of legal advocacy and monitoring and ROLISP's grants program.

During the work plan 2nd quarter, the ROLISP's Request for Applications was approved by USAID and ROLISP published notice that it was receiving applications for grants by organizations interested in legal advocacy, judicial monitoring, developing programs promoting public awareness and trafficking in persons Twenty eligible grant applications were received for grants for legal advocacy, monitoring and public awareness and four for trafficking-in-persons. A Grant Selection Committee reviewed the legal advocacy, monitoring and legal awareness grant applications and selected six applications for further negotiation to finalize the proposed activities and budgets. A selection committee was also appointed to review the trafficking-in-persons application. It selected one grant application for further negotiation to finalize the proposed activities and budget. ROLISP expects to sign the grant agreements in the work plan 3rd quarter.

Capacity Building: Component 3 will work closely with the grantees to assess their organizational strength and will work with them to build their advocacy capacity and their management capacity in such areas as technical expertise, financial management, human resources, and networking skills.

With ROLISP guidance, the grantees will build their capacity in the following areas

- Build or increase their capacity to monitor the JSRS and action plan implementation
- Assist them to develop procedures for advocating for and monitoring judicial reform
- Survey public awareness on judicial reform
- Develop procedures for monitoring and communicating with decision makers

Component 3 will survey the grantees, and using information collected through in-depth organizational assessments, will provide an evaluation of the grantees' strengths and weaknesses. This data will be used by ROLISP to plan and provide targeted training to its NGO partners.

Building Public Awareness: Building citizens' awareness and understanding of judicial reforms will require improving communication between courts, SCM, DJA and citizens. A series of roundtables developed with the assistance of the Moldovan Judges Association will bring together officials from judicial institutions, courts, media and citizens to discuss judicial reforms.

ROLISP will also contract with a local organization to do market research on the issues of primary interest to citizens and their preferred medium for delivering the information. ROLISP will also assist the grantees to develop programs that support incentives to increase public awareness of existing legal tools and remedies available to citizens to claim their rights.

Outreach by judicial institutions and courts: In the work plan 3rd quarter ROLISP will conduct research on citizens' awareness of judicial reforms and on their knowledge of their rights. Using information from the research, Component 3 will work with the courts to develop programs that increase the information flow to citizens. A key tool for increasing the information flow from court to citizens will be the court webpages. Monitoring and improving court web pages, surveying court users to determine their level of satisfaction with court services and developing court skills in using social mediums such as Facebook and Twitter will be major tools for improving courts and judicial institutions outreach capacity.

PUBLIC-PRIVATE PARTNERSHIPS

ROLISP is working with SSG Advisors, a subcontractor for the Program and exploring ways in which in the public sector and private sector can join together to enhance ROLISP objectives so that the Program's activities have a broader impact and increased sustainability.

SSG Advisors performed a Rapid Partnership Appraisal to explore the opportunities for developing public-private partnerships in which key ROLISP activities and private sector interests intersect. The appraisal identified seven possible opportunities. The seven possibilities are:

- Judicial IT Training Partnership
- Pro Bono Legal Education Partnership for the NIJ
- Pro Bono Training Partnership for Legal CSOs
- Media & Public Outreach
- ICMS Enhancement Partnership
- Cisco Connected Justice Partnership
- Mobile Access to Justice

PROJECT OVERVIEW SECTION

OBJECTIVE 1: Enhance the Effectiveness, Transparency and Accountability of the Moldovan Judiciary through Strengthening the Capacity of the SCM and the DJA

The expected results for ROLISP are set forth in the Checchi and Company Consulting, Inc. contract with USAID. The tasks and activities to achieve the expected results are outlined below.

Expected Result 1.1: Judicial operations are rationalized and streamlined based on objective court performance data

The following tasks and activities performed were designed to accomplish Expected Result 1.1.

Task 1.1.1 In partnership with the SCM and the courts, further develop and refine objective court performance indicators which can be used to analyze judges' caseloads, court workloads, clearance rates for various types of cases, pending caseloads and backlogs of cases.

Activities for implementing this Task are:

Activity 1.1 Sign a Memorandum of Understanding with the SCM

The MOU that Component 1 drafted setting out the broad outline of activities with the SCM and the responsibilities of each in successfully implementing the activities was approved by USAID and sent to SCM for comment and approval. While waiting for the MOU to be approved, Fred Yeager, COP, and Cristina Malai, DCOP, met with the SCM Chairperson, Mr. Nichifor Corochii, and presented the activities that ROLISP is planning to implement during the work plan year ending March 31, 2013 and that were included in the proposed MOU with the SCM. Mr. Corochii indicated that he was not opposed to the activities outlined. After approval by USAID, the MOU was sent to the SCM for its review and comments.

The SCM indicated its satisfaction with the MOU, and on September 5, 2012 ROLISP and SCM signed the MOU.

Activity 1.2 Sign a Memorandum of Understanding with the MOJ

Component 1 drafted an MOU for its planned activities with the MOJ. The draft was sent to USAID for approval. It was approved by USAID and forwarded to the MOJ for its comments. The MOJ has provided comments and ROLISP is now reviewing them and deciding on the next step.

Activity 1.3 Refine and develop additional performance indicators

The implementation of this activity is planned for the work plan 3rd and 4th quarters. ROLISP is discussing with SCM an action plan for appointing the members, organizing the first meeting, developing an agenda and deciding on performance indicators. A working group will be appointed and working group activities will begin in the work plan 3rd Quarter.

Activity 1.4 Select pilot courts to test the performance indicators

Activity 1.5 Develop a Performance Indicators User Guide

Activity 1.6 Develop a Web Report Card

The above activities, Activity 1.4, 1.5 and 1.6 are dependent on the implementation of Activity 1.3 Refine and develop additional performance indicators discussed above which is planned for work plan 3rd and 4th quarters. Consequently, implementation of these three activities will begin in work plan year 2.

Task 1.1.2 Develop SCM and DJA capacity to collect and analyze court performance data, to better understand the situation in the courts, enabling these institutions to deploy resources more efficiently within the judiciary.

The following work plan activities for Task1.1.2 are dependent on developing additional performance indicators as discussed above and will begin in work plan year 2.

- Activity 1.7 Assist SCM in establishing the Judges' Performance Assessment Board
- Activity 1.8 Develop a guide for data and report analysis
- Activity 1.9 Train SCM and DJA in using the Dashboard and Statistical Module readings and Activity 1.10 Perform an assessment of performance of courts and judges

Task 1.1.3 Provide training to regional court staff on court performance monitoring, analysis and management and the three key elements of case management: (1) case clearance rate, (2) on-time case processing, and (3) age of pending caseload.

The activities for accomplishing this task are Activity 1.11 Develop NIJ Curriculum and Activity 1.12 Train regional court staff in court performance monitoring, analysis and management.

These two activities are closely related to the performance indicators to be designed, developed and installed in ICMS which are discussed above. These two activities also require coordination with Component 2 activities with the NIJ,[1] and are currently planned for work plan year 2.

Task 1.1.4 Provide technical assistance to SCM and DJA to support the introduction and the use of performance audits which will contribute to a more effective and transparent work of the judiciary is also closely related to performance indicators designed, developed and installed in ICMS. The activities under Tasks 1.1.4 are planned for work plan year 2.

[1] For further details see Objective 2, Task 2.2.1, Activity 2.7 Modernize CLE Training Content.

Task 1.1.5 Analyze and provide recommendations to the SCM and DJA to enhance the efficient organization of internal processes and workflow management.

Activities for implementing this Task are:

Activity 1.13 Conduct a functional analysis of SCM and DJA

The SCM is an independent agency and DJA is a department within the MOJ. The SCM and the DJA share responsibilities in managing the courts and overseeing judges and court activities. ROLISP had planned to conduct a functional analysis of each organization and had discussed the planned functional analysis with them. Both were receptive to a functional analysis. However, ROLISP has learned that GOM is planning to transfer the DJA from the MOJ to the SCM and that the transfer would become effective on January 1, 2013. In order to avoid wasting funds and undertaking an unnecessary analysis, ROLISP is now planning to engage in a functional analysis of the combined SCM and DJA after the transfer of the DJA to SCM.

Activity 1.14 Prepare the Functional Analysis Report

As discussed above, the functional analysis will commence after the transfer of the DJA to SCM. ROLISP anticipates that this activity might start in the work plan 4th quarter and would be completed in the 1st quarter of project year 2013.

Activity 1.15 Establish an Implementation Team

The implementation team cannot be established until after the functional analysis and the Functional Analysis Report. ROLISP anticipates that Activity 1.15 could start in the 2nd quarter of project year 2013.

Activity 1.16 Develop a Prioritized Action Plan

ROLISP anticipates starting this activity after the Functional Analysis and the Report is completed and the implementation team is organized. See Activities 1.13, 1.14 and 1.15 above.

Expected Result 1.2: SCM has the capacity to plan and budget for the long-term needs of Moldova's judiciary

The following tasks and activities are designed to accomplish Expected Result 1.2.

Task 1.2.1 Assist SCM in developing the capacity to manage the judiciary's financial resources and fulfill its procurement oversight, financial reporting and audit functions. Training will be provided to SCM staff on financial management, auditing, procurement and reporting.

Activities for implementing this Task are:

Activity 1.17 Train SCM and DJA in financial management, auditing, procurement and reporting

During the 2nd quarter of the work plan ROLISP met with representatives of the SCM, DJA, MOJ, MOF and all court presidents and accountants to identify training topics for developing and presenting budgets. The topics that were identified are:

- Performance-based budgeting

- Effectively presenting budgets
- Estimating the cost per case
- Procuring goods and services

ROLISP has identified trainers from the U.S. and Romania who are experts in budgeting to conduct the training. A workshop for SCM staff, DJA staff, court presidents, court accountants and members of the Moldovan Judges Association is planned for October 31 and November 1, 2012. The main goal of the workshop is to present the concept of performance-based budgeting (PBB) to the Moldovan judicial authorities and obtain the "buy-in" necessary to implement PBB on a system-wide basis in the Moldovan judiciary. The trainers will also provide the practical benefits PBB can have for the courts, individual judges, court staff, and the judiciary as a whole. The consultants will emphasize how statistical data collected from the ICMS (e.g., caseload data, backlogs, case clearance rate, etc.) can be utilized in the budget formulation process, how estimating the cost per case is useful for forecasting the resources the judiciary needs and how it can bolster an effective budget presentation by the court and the judiciary.

Training for court staffs involved in financial management is planned for the work plan 4th quarter and early in work plan year 2 and will be coordinated with NIJ.

Task 1.2.2 Develop the capacity of the SCM to formulate, present and defend budget requests to the GOM.

Activities for implementing this Task are:

Activity 1.18 Train the SCM and DJA in formulating, presenting and defending budget requests.

The training discussed under Activity 1.17 above will include formulating, presenting and defending budget requests for the SCM and DJA staff.

Activity 1.19 Publish Court Budget Preparation Manual

This activity is closely related to Activities 1.17 and 1.1.8 discussed above and is planned for the work plan 4th quarter. The Manual will be developed with input from international experts, and, *inter alia*, will also reflect the topics of interest identified by the participants to the roundtable that will be conducted on October 31-November 1, 2012.

Activity 1.20 Consult with ministries and agencies responsible for financial management

As discussed in Activity 1.17 above, ROLISP met with representatives of the SCM, DJA, MOJ, MOF and all courts presidents and accountants to identify training topics for developing and presenting budgets. The ministries and agencies with which ROLISP consulted did not raise objections. In fact the response was favorable. The MOF was very supportive of the need to train the SCM and courts in preparing and presenting budgets. Based on the information developed during the meetings, the agenda topics for the training given in Activity 1.17 are the topics developed in the meetings with the ministries and agencies.

Task 1.2.3 Build the capacity of Moldovan court to develop budgets and manage financial resources

Activities for implementing this Task are:

Activity 1.21 Develop a training program for staff charged with developing and presenting budgets

This activity is closely related to the development of the budget preparation manual discussed in Activity 1.19 above. The activity requires coordination with and cooperation from the SCM, DJA and NIJ and will support Objective 2 Task 2.2.3 Activity 2.12 Court staff training. ROLISP anticipates that the joint development of a training program will begin in the work plan 3rd quarter.

Activity 1.22 Conduct regional workshops

This activity is dependent on the development of the training program discussed in Activity 1.21 above. ROLISP anticipates that the workshops could start late in the work plan 3rd quarter and continue into the work plan 4th quarter and later.

Task 1.2.4 Support the expansion of court administration capacity within the DJA through the creation of appropriate administrative structures responsible for procurement, capital improvements, human resources and statistical analysis, enabling the DJA to provide administrative support to the SCM.

This activity is dependent on the functional analysis discussed above. As indicated above, the GOM is planning to transfer the DJA to the SCM. The functional analysis will begin after the transfer.

Task 1.2.5 Work to improve coordination between the SCM and DJA.

If as mentioned above, the GOM transfers the DJA to SCM in early January 2013, ROLISP will not carry out this activity.

Expected Result 1.3: Streamlined court management and administration processes and optimized court organization

The following tasks and activities are designed to accomplish Expected Result 1.3.

Task 1.3.1 Work with the SCM and DJA to create the management processes necessary to improve and maintain court system infrastructure, including both real property and information technology assets, including the development and reinforcement of regulations necessary to ensure the proper usage and maintenance of IT systems and assets, including ICMS and court audio recording systems.

Activities for implementing this Task are:

Activity 1.23 Court visits assessment

During work plan quarters 1 and 2, Component 1 devoted significant effort to preparing for court visits to all 50 Moldovan courts.[2] The purpose of the court visits was to develop information about each court's building infrastructure, archive conditions, use of and problems with ICMS, audio recording and websites, caseload and case clearance rate, financial management and budgeting, court staffing and customer service.

To facilitate the collection of the detailed information for each court, Component 1 developed a checklist for gathering the information. In May 2012, Mr. Gerry Thacker, international consultant from the U.S., spent three weeks in Moldova working with Component 1 staff to design the checklist for gathering the information. See Annex 3 for a copy of his report which includes the checklist. The checklist was tested for accuracy and completeness during visits to the six pilot courts shown in Table 1 at the right. After each court visit, Mr. Thacker and Component 1 staff reviewed the visit and revised the checklist as necessary. Mr. Thacker also assisted ROLISP staff to develop a preliminary court profile template that could be used for analyzing and comparing the information collected during the court visits using the checklist.

TABLE 1: Pilots Courts for Checklist Verification

COURTS
Incest District
Criuleni District
Ialoveni District
Orhei District
Anenii Noi District
Straseni District

In June 2012, ROLISP organized two teams of 3 persons per team. These two teams visited all 50 Molodvan courts. As the teams completed the checklists they delivered them to ROLISP and Component 1 reviewed the checklists for accuracy and completeness. The visits to the 50 courts were completed on June 27, 2012.

During July and August, Component 1 prepared a court profile for each court using information from the checklist. The court profiles were then translated into English and sent to an professional editor for proofreading and editing. After all 50 court profiles were completed, a comparative summary was prepared that recommendations and conclusions. Mr. Barry Walsh, a court managment expert with international experience, reviewed a sample of the court profiles and prepared recommendations, which were incorporated in the comparative summary. The comparative summary and the 50 court profiles have been organized into a book "Assessment Report of Courts of Law in the Republic of Moldova." which is being printed. On October 18, 2012, the "Assessment Report of Courts of Law in the Republic of Moldova." will be presented at a Lawyers Day Meeting organized by ROLISP and SCM. The English version of the Report will be released later at a meeting of international donors, local organizations and interested citizens.

[2] Although there are 53 courts in Moldova, three of the courts are Transnistrian courts and the activities of these courts are consolidated in three other courts.

Activity 1.24 Court profiles

As discussed above, each court's information was analyzed and compiled in a court profile and a comparative summary prepared. The comparative summary and 50 court profiles are collected in the "Assessment Report of Courts of Law in the Republic of Moldova." that will be publicly released on October 18, 2012 at a meeting organized by ROLISP and SCM. All court presidents, MOJ staff, DJA staff and SCM staff will be invited to the meeting. Each attendee will receive a hard copy of the "Assessment Report of Courts of Law in the Republic of Moldova." and a CD with the Report. The English version will be presented later at a meeting with international donors and local organizations. SCM, MOJ and court presidents could use the findings and recommendations in the comparative summary in the "Assessment Report of Courts of Law in the Republic of Moldova." to plan and prioritize the interventions in the Moldovan judiciary on both national and local levels. International donors present in Moldova could use the Report to better understand the situation in the Moldovan judiciary and better target their assistance.

Activity 1.25 Develop Court Administrative Manual for Non-Core Functions

This activity is planned for the work plan 4th quarter.

Activity 1.26 Develop curricula for initial and ongoing training of court administrators

The position of Head of Court Secretariat (formerly referred to as court administrator) was established by recent amendment to Law No. 514-XIII of 6 July 1995 "On the Organization of the Judiciary." The amendment became effective August 31, 2012. However, the positions have not yet been filled. The SCM anticipates that the appointments will be made during the October 2012-February 2013 period. During the work plan 3rd quarter, ROLISP will work with the NIJ to begin planning a curriculum for training the Heads of Court Secretariat[3] once they will be hired.

Activity 1.27 Conduct initial and ongoing training of court administrators

Although planned for the work plan 3rd quarter, this activity depends on the appointment of Heads of Court Secretariat as discussed in Activity 1.26 above and development of a curriculum. ROLISP anticipates that this activity might start late in the work plan 4th quarter.

Activity 1.28 Prioritize courthouses

This activity prioritizes courthouse infrastructure improvements using information from the "Assessment Report of Courts of Law in the Republic of Moldova.". As discussed above, the release of the "Assessment Report of Courts of Law in the Republic of Moldova." is planned for October 18, 2012. ROLISP anticipates that this activity will begin late in the work plan 3rd quarter.

Activity 1.29 Organize an oversight committee

The Oversight Committee members will be judges, court staff, SCM staff and DJA staff. The committee's function is to prioritize courthouse infrastructure improvements discussed in Activity 1.28 above. The committee will be organized and begin working in

[3] The law uses the term Head of Court Secretariat rather than court administrator.

the work plan 3rd quarter after the public release of the "Assessment Report of Courts of Law in the Republic of Moldova." on October 18, 2012.

Activity 1.30 Develop guidelines for building new courthouses and renovating current courthouses

The "Assessment Report of Courts of Law in the Republic of Moldova." with the comparative summary of 50 court profiles has necessary information for developing guidelines for building or renovating Moldovan courthouses. After release of the "Assessment Report of Courts of Law in the Republic of Moldova." on October 18, 2012 and the organization of the Oversight Committee discussed in Activity 1.29 above, the Oversight Committee will begin developing the guidelines in the work plan 4th quarter.

Activity 1.31 Review relevant regulations to ensure proper usage and maintenance of IT systems

Following an assessment by a team of Lithuanian experts, the MOJ appointed a Working Group to oversee the upgrade, improvements and maintenance of the ICMS and courts' IT systems. Component 1staff are members of the Working Group. Although this activity was planned for the work plan 4th quarter. ROLISP will coordinate this activity with the MOJ/ICMS Working Group. This activity will progress as the Working Group develops its plans for upgrading the ICMS and related IT systems.

Task 1.3.2 Work with the SCM and DJA to improve the functionality of judicial information technology (computer systems, ICMS, audio recording system Femida, and web sites), thus enabling these systems to provide courts with key operational and statistical data necessary to effectively fund, staff and manage their operations, while also providing the public with access to court proceedings and decisions.

Activities for implementing this Task are:

Activity 1.32 Develop an Action Plan for IT infrastructure

As discussed above, the MOJ is taking control of the planning for improvement of ICMS and court IT functions and the activities that would be included in an Action Plan will be determined by the MOJ/ICMS Working Group. ROLISP will discuss with the Working Group whether an action plan is necessary.

Activity 1.33 Sign a Memorandum of Understanding with CTS

ROLISP initially planned to enter into a MOU with CTS clarifying CTS's role in providing support and maintenance for ICMS.[4] As discussed above, the MOJ has organized the MOJ/ICMS Working Group that will monitor and oversee ICMS. CTS and ROLISP are members of this working group. Since many of the issues that would have been covered in the MOU with CTS will be overseen by the MOJ/ICMS Working Group, the MOU is no longer necessary.

[4] CTS had a contract with the MOJ to provide support and maintenance for ICMS. ROLISP received comments indicating that the courts were not pleased with the support they had received from the CTS. Comments during the court visits referred to in Activity 1.23 confirmed that there was some dissatisfaction with CTS's support. ROLISP's first meeting with CTS was not positive. To provide a basis for a more comfortable working relation with CTS, ROLISP was planning to enter into an MOU with the CTS.

Activity 1.34 Organize an Audio Recording Working Group

Information collected during the court visits indicates that audio recording equipment has been installed in all the Moldovan courts. The level of usage of the equipment to record court hearings varies widely. In some courts, not all courtrooms have audio recording equipment, while in others the equipment is not used. ROLISP will organize a working group in the work plan 3rd quarter to advise SCM on procedures for increasing audio recording of court hearings and to encourage judges and court staffs to use the equipment. ROLISP will investigate the possibility of recording hearings in judges' chambers and will purchase and install audio recording equipment in those courtrooms that are not equipped with audio recording equipment.

Activity 1.35 Review ICMS and audio recording

The MOJ arranged for an assessment of ICMS by a Lithuanian Assessment Team. The report by the Assessment team was positive with the team members stating that ICMS was sufficient but needed to be updated. The Assessment Report contained eight recommendations which are given in Table 2 below.

TABLE 2: Lithuanian Assessment Team Recommendations

ASSESSMENT RECOMMENDATIONS	
1	**Centralizing ICMS**
2	**Integrate ICMS with registers and databases of other institutions**
3	**Developing and use a single case number**
4	**Improve the case assignment module**
5	**Add a module for searching court opinion**
6	**Create improved electronic services that would, for example, calculate filing fees**
7	**Remove names and other personal data from court decisions before publishing**
8	**Training judge and court staffs regularly on ICMS.**

Staff members of the e-Government Center also audited the ICMS system. The audit established ICMS had good interconnectability and could be easily transferred to the M-cloud. The audit found that the ICMS database architecture needs amendment and that the search engine is not flexible and does not allow for language errors and variations. The audit also determined that ICMS was not designed as a multi-tenant system, i.e. a system that allows a few courts to use the same instance of the system individually. This can be achieved by installing a few instances of the system on the same server, which will enable sharing specific resources of such a system. Some other minor adjustments are needed to improve ICMS, and the MOJ/ICMS Working Group is addressing these issues.

Because the MOJ/ICMS Working Group has assumed overall responsibility for the ICMS, ROLISP will have to coordinate its activities for the upgrading and improvement of ICMS with the Working Group.

Activity 1.36 Prepare an Audio Recording Manual

This activity will be undertaken by the planned Audio Recording Working Group discussed in Activity 1.34 above.

Task 1.3.3 Provide technical assistance to the MOJ and DJA to enable the provision of needed services such as system hardware, software upgrades and modifications, as well as new requirements for computing equipment regularly needed. This task will involve working with the MOJ for long-term planning of the necessary budgetary resources for massive acquisition of IT systems when the current equipment will no longer be suitable. ROLISP shall work in synergy with the GOM initiatives for e-governance and plans for centralizing computing operations.

Activities for implementing this Task are:

Activity 1.37 Identify equipment needs

Court equipment needs were identified during the court visits (see Activity 1.2.3 above). A court-wide inventory list and requirements report was prepared and delivered to the MOJ/ICMS Working Group. The report is attached as Annex 9.

Activity 1.38 Develop IT Requirements Plan

ROLISP anticipates starting this activity in the work plan 3rd quarter using the IT equipment information collected during the 50 court visits. (See Activity 1.23 Court Visits above).

Activity 1.39 Assist the DJA in developing a long-term plan for budgetary resources for acquisition of IT systems

This activity was planned for the work plan 3rd quarter. However, since there is a possibility that the DJA will be transferred to the SCM, ROLISP has decided that this activity should be delayed until the possibility of the transfer of the DJA to the SCM discussed in Activity 1.13 above is resolved. The MOJ/ICMS Working Group discussion and plans will also affect this activity. There is currently much discussion within the Working Group about automation of the courts and transferring ICMS to the M-cloud. The transfer of the ICMS to the M-cloud will affect planning for budget resources for IT systems.

Task 1.3.4 Build the capacity of NIJ to take over the ongoing information technology training. Training programs should include modules for judges, court personnel, attorneys and other legal service providers on ICMS and the current audio recording system.

Activities for implementing this Task are:

Activity 1.40 Develop court training profiles

A report on court training profiles has been prepared. A copy is attached as Annex 11.

Activity 1.41 Develop a curriculum for ongoing training in information technologies

This activity is a joint activity with the NIJ. See the discussion under Objective 2, Task 2.2.1, Activity 2.7 Modernize CLE Training Content and Task 2.2.3, Activity 2.12 Court staff training.

Activity 1.42 Conduct training in the use of information technologies

During the 2nd quarter ROLISP trained all court secretaries on ICMS version 2. Training reports on the ICMS trainings are attached as Annexes 7 and 9. Version 3 of ICMS was installed during August 2012. ROLISP plans to begin training for court secretaries on Version 3 during the work plan 3rd quarter.

During the work plan 2nd quarter, the judges of the Moldovan commercial court located in Chisinau have been authorized to examine cases from Chisinau District Courts. SCM asked ROLISP to train the judges on ICMS for examine cases from Chisinau District Courts. ROLISP has made the arrangements for the trainings, which will commence in the work plan 3rd quarter.

ROLISP also trained court secretaries on audio recording during the work plan 2nd quarter. The training report is attached as Annex 9.

For further details see Objective 2. See Task 2.2.1, Activity 2.7 – Modernize CLE Content and Task 2.2.3, Activity 2.12 – Court staff training.

Activity 1.43 Develop curricula for initial and ongoing training in ICMS and audio recordin**g**

ROLISP will assist NIJ in developing the curricula by providing technical assistance and guidance as NIJ develops the curricula. See the discussion under Objective 2, Task 2.2.1, Activity 2.7 – Modernize CLE Content and Task 2.2.2, Activity 2.11 – Modernize Initial Training Content, and Task 2.2.3, Activity 2.12 – Court staff training.

Aactivity 1.44 Conduct initial and ongoing training in ICMS and audio recording

In June and July 2012, Mihai Grosu, ROLISP program assistant, trained 156 court secretaries from the 50 Moldovan courts to use ICMS Version 2. ICMS Version 3 had not been installed at the time of the trainings. The training was conducted in 1-day classes at the NIJ. Training for using Version 3 is planned for the work plan 3rd quarter.[5] (See Objective 2, Task 2.2.3, Activity 2.12 for more detailed discussion).

Audio recording training started in the last week of the 2nd quarter and will continue during the work plan 3rd quarter.

For full details on ICMS training and audio recording training see Component 2, Activity 2.12: Court staff training.

[5] See Objective 2, Task 2.2.3, Activity 2.12 for more details

Activity 1.45 Develop educational programs

This Activity is planned for work plan years 2 and 3. For a more detailed discussion, see Objective 2. See Task 2.2.1, Activity 2.7 Modernize CLE Content.

Task 1.3.5 Provide a mixture of technical assistance and capital improvements to the courts in the regions, primarily training for court employees including judges, chancellery officers, court secretaries, and other judicial personnel in every court in Moldova. Computers, software, scanners for ICMS and other technical equipment, where necessary, will be provided in coordination with the SCM and DJA.

Activities for implementing this Task are:

Activity 1.46 Conduct regional workshops

ROLISP, in cooperation with the SCM and DJA, plans to conduct four regional workshops for judges and court staff on the benefits of using the ICMS for improving courts' efficiency and better court administration. Trainers will be Moldovan court presidents, judges and staff who are actively using ICMS and can inspire their colleagues to do the same. The workshops are planned for the work plan 3rd and 4th quarters.

Activity 1.47 Study tour

ROLISP will conduct this activity in the 4th quarter of the work plan year, after it identifies countries in the regions that are using modern and efficient ICMS.

Activity 1.48 Provide equipment to courts

ROLISP began the process for purchasing equipment in the second quarter. There will be continuing equipment purchases in work plan 3rd and 4th quarters. The MOJ/ICMS Working Group has recommended that upgraded routers be purchased for each court so that transfer of data will be faster and more efficient connection with the planned M-Cloud. This purchase will happen in the work plan 3rd quarter.

At a meeting with the President of the Supreme Court in May 2012, Mr. Poalelungi was extremely critical of ICMS and insisted he was planning to remove ICMS. After further discussion, he agreed to give ROLISP an opportunity to correct the problems. SCJ's IT staff sent ROLISP a list of deficiencies and problems. Component 1 staff, working with the SCJ IT staff and CTS, assessed the problems and the IT equipment used for ICMS. The conclusion of the assessment team was that the limited memory capacity of the servers was a major cause of the dissatisfaction with ICMS. SCJ also presented ROLISP with a list of equipment that it believed would support and enhance its use of ICMS. SCJ also requested 2 large monitors for the Court's entrances to give persons entering the court information about cases being heard and other court information.

Memory upgrades for the SCJ servers and computers, printers, scanners and monitors were not a part of ROLISP's work plan. However, improvement of the ICMS, additional computers and equipment and the monitors for court user's information is consistent with ROLISP's objectives of improving the ICMS and judicial system transparency.

Therefore, ROLISP has started the process for purchasing the items and they will be installed in the work plan 3rd quarter.

As discussed in Activity 1.34 Organize an Audio Recording Working Group above, ROLISP plans to purchase enough audio recording equipment so that all courtrooms in all Moldovan courts are equipped with audio recording equipment. ROLISP is also planning to purchase dictaphones or audio recording equipment so that hearings in judges' chambers can be recorded.[6]

Task 1.3.6 Work with the SCM to develop an effective communications strategy to inform Moldovan citizens about reforms undertaken and tools piloted under Objective 1 to increase the accountability of the judiciary.

The activities under this Task will be addressed by ROLISP in Objective 3. See Tasks 3.2.1 and 3.3.1.

Task 1.3.7 Work together with the courts to develop public outreach programming that familiarizes the public with the new courts capacities such as automation and access to electronic data, including through the ICMS.

The activities under this Task will be addressed by ROLISP in Objective 3. See Task 3.2.1, Activity 3.7 Improving outreach capacity of the courts.

Task 1.3.8 Design and implement an automated case management system for use by the Prosecutor General's Office

ROLISP plans to address the activity under this task in 2013, when the EU's upcoming technical assistance program, which will focus on automation of the criminal justice/law enforcement institutions, is in place.

Activities not included in the work plan

The following activity was not included in the work plan but after a request and a determination that the request was in the spirit and intent of the Program's objectives ROLISP complied with the request.

Supreme Council of Magistracy Hearings

During ROLISP's introductory meeting at the SCM, the meeting participants discussed audio recording and improving the use of audio recording of court hearings. The Acting Chairperson, Mr. Nichifor Corochii and other Council members were supportive of audio recording court hearings. During the meeting, Mr. Corochii requested that ROLISP install audio/video equipment in the Council's meeting room for the purpose of documenting the

[6] Lack of court rooms for hearing cases is the main reasons judges invoke for not being able to audio record the case hearings.

hearing. The video/audio recordings would be transmitted online in real-time, as well as subsequently placed on the SCM's web page. This would inform citizens about SCM activities, improve transparency and contribute to improved citizen's perception of the judiciary. Purchase of an audio/video recording system is in progress and will be completed during the work plan 3rd quarter.

OBJECTIVE 2: Strengthen the Institutional and Operational Capacity of the NIJ

During the introductory meeting to discuss activities, the NIJ Director, Mrs. Pascari, requested an MOU between NIJ and ROLISP specifying the activities to be performed by ROLISP. ROLISP fully supported the idea of a MOU. A draft MOU outlining ROLISP's work plan activities was forwarded to USAID for approval. Pending approval of the MOU, ROLISP met with the Director and outlined the activities that were included in the ROLISP work plan and the proposed MOU. The Director initially disagreed with the proposed activities with the exception of developing curricula, training of trainers, developing e-learning, court staff training and the study visit to other training institutes. The Director was strongly opposed to ROLISP conducting an organizational assessments and functional analysis saying that there had been previous assessments with no follow-up by the assessing organizations. Meeting with the NIJ Director and staff on May 10, May 27, and June 29, Component 2 leader Luciana Iabangi was able to reach agreement with NIJ on many of the planned activities.

A draft MOU was sent to the NIJ and discussion and negotiation continued during the work plan 2nd quarter. A revised draft of an MOU was sent to the NIJ at the close of the 2nd quarter. If approved by the NIJ director, the proposed MOU will be sent to USAID for review and approval.

Expected result 2.1: Improved management practices within NIJ

The following tasks and activities are designed to accomplish Expected Result 2.1.

Task 2.1.1 Develop strategic management capacity within the NIJ. Activities will be designed to provide the NIJ with needed assistance to develop a strategic plan in line with its mission and vision, as well as its overall goals and objectives. This should also include the development of implementation plans elaborating the steps needed to implement the strategy and provide the timeframe for such implementation.

Activities for implementing this Task are:

Activity 2.1 Assess organizational structure and operating procedures and strategic planning

During a March 2012 meeting the NIJ Executive Director, Mrs. Pascari, requested that ROLISP revise a previously prepared draft of the NIJ Strategy and the Action Plan on development and consolidation of NIJ institutional, management, teaching and researching capacities in 2012-2016. Component 2 reviewed the NIJ Strategy and Action

and sent its recommendations to NIJ. Following a meeting with NIJ at which the recommendations were discussed, ROLISP revised its recommendations and forwarded the revised recommendations to the NIJ. NIJ accepted many of the ROLISP recommendations and submitted the revised Strategy to the NIJ Council. The NIJ Strategy was approved by the NIJ Council on 25 May and it was posted on the NIJ web page.

During discussions on the MOU discussed above, ROLISP and NIJ agreed on a functional analysis of the NIJ focused on determining NIJ staffing needs, revising the organizational structure and chart, operating procedures, decision-making process, recruitment procedures and budgeting. ROLISP requested proposals for the functional analysis from local experts. Three proposals were received. ROLISP is reviewing the proposals and expects to select an expert and begin the functional analysis during the work plan 3rd quarter.

Task 2.1.2 Improve the organizational structure of the NIJ. Activities will include defining the organizational structure and the staffing needs of the NIJ.

Activities for implementing this Task are:

Activity 2.2 Assess staffing needs

A focused functional analysis that will concentrate on revising the organizational chart and defining staffing skills is expected to start in the work plan 3rd quarter. The functional analysis recommendations will be used for developing a staffing plan for the NIJ administrative personnel, including job descriptions, and a revised organizational structure and chart

Task 2.1.3 Work with NIJ to develop transparent recruitment procedures for NIJ staff and experts.

Activities for implementing this Task are:

Activity 2.3 Develop Recruitment Procedures

Development of recruitment procedures is planned as a part of the assessment of staffing needs discussed above. Moldova has a very detailed labor code governing staffing rights, employer obligations and recruitment. During the work plan 2nd quarter, ROLISP published a notice requesting applications for a labor law expert to assist in assessing staffing needs and developing the Recruitment Guide. ROLISP is reviewing the applications and will make a decision in the work plan 3rd quarter. Implementation of this activity is related to the assessment of staff needs and will take place as a part of the assessing staffing needs.

Expected result 2.2: Improved capacity of the NIJ to deliver high quality training to judges and other members of the judiciary such as court clerks, secretaries, and court administrators

The following tasks and activities are designed to accomplish Expected Result 2.2.

Task 2.2.1 **Assist** the NIJ in developing a needs-based, modern, comprehensive curriculum for the continuous legal education program for judges.

Activities for implementing this Task are:

Activity 2.4 Assess training needs and priorities

NIJ conducted a training needs assessment for in-service training of judges and prosecutors in May-July 2012. However the NIJ staff is not skilled in statistically analyzing the assessment results. At the NIJ's request Component 1 Program Assistant Mihai Grosu installed SPSS for Windows and trained the NIJ staff to use the program to analyze the training needs assessment results. ROLISP will provide additional training upon further requests from the NIJ to strengthen staff knowledge and skills for using SPSS.

ROLISP also intends to revise the current system of assessing the training needs for in-service training and it will request proposals from local experts to develop a model for assessing the training needs of sitting judges. Afterwards NIJ will expand the model to other justice sector professionals trained at the NIJ.

Activity 2.5 Develop guidelines for interpreting the ICMS statistical data

This activity is planned for the end of the work plan 3rd quarter and the early part of the work plan 4th quarter.

Activity 2.6 Organize Study trip for NIJ staff to a regional training institute

Component 2 has contacted regional training institutes to determine if they would be willing to host a 2-day study visit from NIJ staff. The NIJ has submitted a list of NIJ staff participating in the study trip and it has been approved by USAID. Component 2 expects to finalize agenda and other details of the study trip and that the study trip will take place in the work plan 3rd quarter.

Activity 2.7 Modernize CLE Training Content

This activity is planned to start in the work plan 4th quarter.

Activity 2.8 Strengthen CLE database, developing regional training platforms and distance learning

This activity was scheduled for the work plan 4th quarter. However, IRZ, a German foundation active in Moldova, has donated a server and partially transferred a program called ILIAS to NIJ. ILIAS is an open source learning management system for web-based teaching and learning. With the ILIAS system, NIJ can upload teaching courses (audio/video) and teaching materials by NIJ trainers and staff that can be easily accessed by judges/prosecutors in an online format. ILIAS allows for chat conversations between trainers and trainees. It is also possible to test knowledge and assess the learning progress of the users that accessed the online courses and teaching materials. However, ILIAS does not offer online courses that would permit real time interaction between trainers and trainees (such as teleconferences or direct broadcasting of the seminar using Skype technology etc.) and it requires an additional program application. NIJ is aware that

judges and prosecutors will participate in distance learning only if the course content is interesting and informative. NIJ will need to develop and upload well-designed, interesting and informative courses and develop innovative teaching methods and creative curriculums that will stimulate judges and prosecutors to use ILIAS. During the quarter, Component 2 met with IRZ and discussed IRZ's planned activities with NIJ for distance learning implementation. The E-learning program installed by IRZ needs user manuals and ROLISP will discuss with IRZ making user manuals available.

In September 2012 Component 2 participated at the IRZ ToT workshop that included a topic on the ILIAS e-learning platform.

Supported by ROLISP, NIJ staff met also with the Military Academy to acquire information about the distance learning platform used for online training at the Military Academy and the procedure followed to design and place training materials on the e-learning platform. The Ministry of Defense and the NIJ will discuss the possibility of signing a collaboration agreement between both Parties on providing information and trainings to the NIJ's administrators, judges and prosecutors in the use of the distance learning platform.

NIJ has also requested ROLISP support for installing on the donated server, on-line course design and training of trainers to develop creative and interesting training methodologies, curricula, and materials.

NIJ has entered into a contract with a local company to develop a CLE database that records the courses attended by judges and the training hours per course. NIJ requested the local company to perform all contract requirements and the company is in the process of completing its deliverables under the contract.

The CLE database provides for on-line enrollment but there is no possibility for the information to be selectively extracted or printed. To improve the CLE database usefulness, NIJ has requested that ROLISP add the capability to selectively extract or print training information. However, until there is agreement that the contract has been satisfied, ROLISP will not be able to assess the system and determine whether it will comply with the NIJ request.

Component 2 has met with the Moldovan e-Government Center representative to learn about current activities for promotion of electronic technologies in the public sector and types of state institutions (beneficiaries) included in the e-transformation strategy. The discussion included identifying national standards for database development programs for NIJ that would include a database for tracking CLE training course participants, distance learning and on-line enrolment program.

Activity 2.9 Donor coordination

During the work plan 2nd quarter NIJ and ROLISP agreed on organizing a Donor Coordination Committee. The list of possible Committee members was prepared and

invitations to an organizational meeting on October 2, 2012 were sent. ROLISP anticipates that the Donor Coordination Committee will develop a regulation on its activity and that the Committee should meet quarterly

Task 2.2.2 Work with the NIJ to improve the training program and curricula for aspirant judges (e.g. per the specifications of Task 2.2.1).

Activities for implementing this Task are:

Activity 2.10 Assess training needs and priorities

Due to ongoing discussions with NIJ this activity has been delayed. Component 2 expects this activity to start late in the work plan 4th quarter. ROLISP intends to help the NIJ revise the current system of assessing the training needs for initial training and it will request proposals from local experts to develop a model for assessing the training needs of the judicial candidates. After the model has been developed, NIJ will use the model for training other justice sector professionals trained at the NIJ.

Activity 2.11 Modernize Initial Training Content

This activity is planned for work plan year 2.

Task 2.2.3 Assist the NIJ in the development of training programs for court staff (e.g. per the specifications of Task 2.2.1)

Activities for implementing this Task are:

Activity 2.12: Court staff training

Although planned for the work plan 3rd quarter, ROLISP organized training for court secretaries in ICMS Version 2 and audio recording during the work plan 2nd quarter.

ICMS Training: Mihai Grosu, Component 1 Program Assistant, trained 156 court secretaries from all Moldovan courts in 1-day training sessions on ICMS Version 2. The training topics are listed in Table 3 below.

Table 3: ICMS Training Topics

TRAINING TOPICS
Main objectives of the Integrated Case Management System (ICMS)
Integrated Case Management System (ICMS) functions
The benefits of the system
User instructions
Case registration
Case management
Case archiving

Listing and editing the circuit of summons
Calendar of activities
Administration of the Integrated Case Management System (ICMS)
Settings in the Integrated Case Management System (ICMS)
My notifications
Statistical reports

ROLISP is planning to train the judges transferred to the Chisinau district courts on ICMS in the work plan 3rd quarter.[7]

Training reports with details on the training and the evaluations are in Annexes 7 and 8.

Femida Audio Recording Training: Mihai Grosu, Component 1 Program Assistant, trained 40 court secretaries to use Femida audio recording equipment to record court hearings. The training covered the following topics set forth in Table 4 on the right.

Table 4: Audio Recording Training Topics

TRAINING TOPICS
Structure of the Femida audio recording system
Recording of the entire hearing session in the court with the creation of the minutes in real time
Sequence of actions for the continuation of the actual process recording
Sequence of actions for the simplified recording of the trial
Sequence of actions for the audition of the recorded trial
Maintenance of the system, i.e., renaming, deleting and importing the processes
Editing the models of the SRS Femida system

The training report with details on the training is in Annex 9.

Task 2.2.4 Integrate anti-trafficking curricula into NIJ training as part of the mandatory continuous legal education program for judges.

Activities for implementing this Task are:

Activity 2.13 Development of Continuous Legal Education Anti-Trafficking curriculum

NIJ has done in-service training in anti-trafficking with support from OSCE. ROLISP plans to support continuing anti-trafficking training at NIJ in cooperation with OSCE.

Component 2 is participating at the OSCE monthly Anti-Trafficking and Gender Technical Coordination Meetings and is staying informed about Trafficking-in-Persons issues and actions undertaken by NGOs and state authorities to combat human trafficking. The Anti-trafficking and gender coordination meetings provide information that can be used in developing the anti-trafficking curricula for NIJ in-service training.

[7] The Moldovan Commercial Courts were closed and the judges transferred to the Chisinau District Courts in July. The ICMS servers in the former Commercial Courts needed to be adjusted so that judges could access the ICMS servers in the district courts. In August CTS made the necessary changes to the ICMS servers.

ROLISP is organizing a public awareness conference with local and international NGOs. In September 2012 Component 2 and NIJ met with local NGOs, donors and justice sector professionals that have experience in combating human trafficking cases and discussed the conference concept and agenda. The meeting participants selected a tentative date for the conference and identified possible conference moderators. Component 2 subsequently met with OSCE, NORLAM and IOM[8] to discuss cooperation as organizers for the conference organization and an agenda.

Component 2 anticipates that the conference will be held in December 2012.

Task 2.2.5 Build a professional cadre of trainers within the NIJ.

Activities for implementing this Task are:

Activity 2.14 Development of training staff

Due to the delay in developing the MOU discussed above, the ongoing discussions with the NIJ about the modernization of NIJ training and the NIJ workload this activity has been delayed and may start late in the work plan 3rd quarter and continue into the work plan 4th quarter.

Expected result 2.3: Education and training provided by the NIJ meets the standards and needs required by the legal profession, as judged by participants and other evaluators

The following tasks and activities are designed to accomplish Expected Result 2.3.

Task 2.3.1 Build within NIJ an effective and consistent evaluation mechanism.

Activities for implementing this Task are:

Activity 2.15 Evaluation of Training Program

Although planned for the work plan 2nd quarter, due to the discussions and negotiations with the NIJ, Component 2 now expects this activity to start late in the work plan 3rd quarter. Component 2 has studied the relevant international standards and the current NIJ evaluation system of the initial and in-service training activities in preparation for starting this activity.

Task 2.3.2 Support NIJ in improving the curriculum, methodology, resources based on the information acquired through evaluations.

Activities for implementing this Task are:

Activity 2.16 Developing standard procedures to review evaluation feedback to improve training

[8] OSCE, Norlam and IOM are international organizations working in Moldova on anti-trafficking issues.

This activity is expected to start late in the work plan 3rd quarter

Other activities not included in the work plan

Component 2 leader, Luciana Iabangi, traveled to Tirana, Albania to meet with the director and staff of the Albanian School of Magistrates. The Albanian School has the same structure and the same mandate as the NIJ. During the meeting Ms. Iabangi discussed curriculum planning, trainers' skills, in-service training and initial training. The trip laid the foundation for further networking and cooperation between the two institutions. The Study Trip Report covers the strategic priorities established for development of the Albanian School, management of the School, organization of the initial and in-service training and their usefulness for the NIJ. See Annex 6 for a copy of the trip report.

Training

NIJ request and ROLISP provided financial support for four seminars for judges and prosecutors. The four seminars were

(1) Issues related to Implementation of Insolvency Law,
(2) Civil Law and Civil Procedural Law Issues in Examining Commercial Cases,
(3) Observing Human Rights when Applying Criminal Procedural Constraint, and
(4) Ensuring respect of Person's Rights to Procedural Coercion Measures. Participants.

OVJECTIVE 3: Increase the Capacity of Civil Society Organizations to Monitor and Advocate for Justice Sector Reforms and Improve Public Legal Awareness Thus Increasing Access to Justice in Moldova

Expected Result 3.1: Legal advocacy organizations are better able to effectively monitor justice sector reforms

The following tasks and activities are designed to accomplish Expected Result 3.1.

Task 3.1.1 Develop the capacity of select civil society organizations to advocate for justice sector reform initiatives.

Activities for implementing this Task are:

Activity 3.1 Grants Program

ROLISP's grant program will award grants for advocacy and monitoring legal reforms, public awareness and trafficking in persons.

During the work plan 2nd quarter the ROLISP Grant Manual was drafted and approved. The related documents such as the Request for Proposals, Grant Agreement and others

were prepared so that Component 3 could move quickly to sign grant agreements when the final grantees were selected.

After approval of the Grants Manual, ROLISP published the Request for Applications inviting applications that focused on legal advocacy and monitoring and public awareness within the framework of the JSRS Pillars 1 and 3. ROLISP also requested grant applications for monitoring anti-trafficking cases and increasing public legal awareness. In order to ensure maximum distribution and encourage participation in the ROLISP Grant Program, the Request for Applications was published twice in the Logos Press Newspaper and on the website www.civic.md. ROLISP e-mailed the Request for Applications to 34 local organizations. At ROLISP's request, FHI360 Moldova[9] published the Request for Applications on its Facebook page and e-mailed the Request to the list of Moldovan organizations FHI360 maintains on its server.

Twenty eligible grant applications were received for advocacy, monitoring and public awareness. Four eligible grant applications were received for trafficking in persons. A Grants Selection Committee for advocacy and monitoring and public awareness was organized with seven members including two members from other donor organizations. The Selection Committee for selecting advocacy, monitoring and public awareness grants met and reviewed the applications and selected six grants for further negotiation. A second Grants Selection Committee with six members was organized for reviewing the trafficking-in-persons applications. After reviewing the applications, the Selection Committee selected one grant for further negotiation.

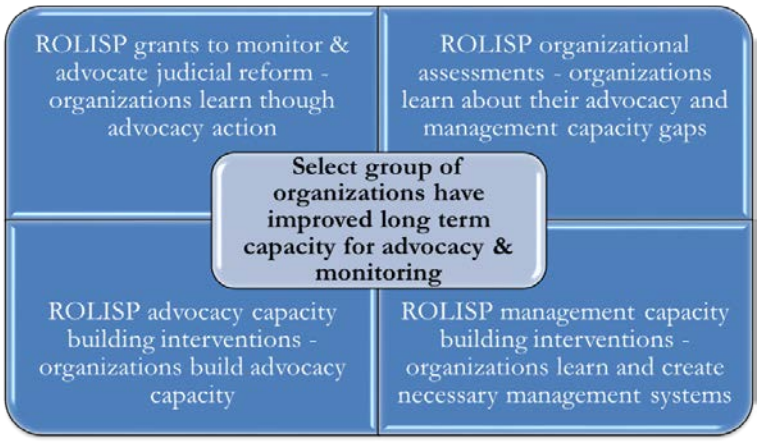
Component 3 is negotiating with the grantees selected by the two grants selection committees to clarify and refine the grantees' activities and to finalize the budget. ROLISP expects that the grant agreements will be signed early in the work plan's 3rd quarter.

Activity 3.2 Organizational Capacity Building

Committed to developing the capacity of local CSOs to more effectively advocate for justice sector reform and to monitor and report on the implementation of reform initiatives, Component 3 developed an integrated approach. This integrated approach is summarized in the manual "Civil Society Capacity Building ROLISP Approaches and Tools." Figure 1 below developed by Component 3 outlines the ROLISP approach to capacity building.

[9] FHI360 Moldova is a USAID-funded activity in Moldova working with civil society.

Figure 1: Integrated Approach for Capacity Building



The capacity building activities will be directed to those NGOs that were awarded grants under Activity 3.1. The focus of the activities will be to better equip them to continue their advocacy, monitoring and public awareness activities after ROLISP closes and to develop funding sources that will sustain them for the indefinite future.

Activity 3.3 Capacity Mapping Exercise

During the work plan 2nd quarter Component 3 completed a general mapping exercise in which it assessed the pool of legal advocacy organizations for advocating on legal issues and monitoring judicial entities. The assessment considered the number of active legal advocacy organizations and their general capacity, the number of active and relevant civil society networks and the capacity-building programs implemented by other technical assistance providers and donor organizations in Moldova. The findings were used in developing the program's grant activity, and the capacity building activities planned by Component 3.

The mapping report will be further expanded during the work plan 3rd quarter, when ROLISP plans to conduct organizational assessments of legal advocacy organizations selected under the ROLISP Grants Program. The expanded mapping report will summarize the information collected through in-depth organizational assessments and will provide an evaluation of the organizations' strengths and weaknesses. This data will be used by ROLISP to plan and provide targeted training to its NGO partners.

Task 3.1.2 Build the capacity of select civil society organizations to effectively monitor and report on the implementation of reform initiatives supported through the program.

The activities for the task will be directed at the NGOs selected as grantees under ROLISP's grant program. (See activity 3.1 above). The activities will begin late in the work plan 3rd quarter and will continue for the duration of the grants.

Component 3 expects to provide the necessary technical expertise to assist the grantees to build capacity in the following areas.

- Monitoring the implementation of the JSRS and action plan
- Developing procedures for effectively advocating and monitoring judicial reform
- Designing procedures for reporting on judicial reform
- Surveying public attitudes on and awareness of judicial system improvement
- Developing procedures for monitoring and communicating with decision makers

Task 3.1.3 Strengthen civil society organizations advocacy efforts with respect to anti-trafficking issues; monitoring of anti-trafficking cases, and increase public legal awareness.

Activity 3.5 TIP grant

As discussed in Activity 3.1 above four applications were received and one grantee selected to work in the area of human trafficking. Component 3 is now negotiating with the grantee to define the specific grant activities and to finalize a budget. Component 3 expects to sign the grant agreement in the work plan's 3rd quarter.

Expected Result 3.2: Citizens are well informed regarding various reforms undertaken by the judiciary

The following tasks and activities are designed to accomplish Expected Result 3.2.

Task 3.2.1 Organize public policy debates relating to specific issues championed by the legal advocacy NGOs supported under Expected Result 3.1. In connection with these activities, ROLISP will work with SCM and the MOJ to create a platform for discussions between the MOJ, SCM and the legal advocacy groups.

Activities for implementing this Task are:

Activity 3.6 Develop a communication platform between SCM, DJA and civil society

ROLISP has signed an agreement with the Moldovan Judges Association to organize quarterly roundtables on current topics related to judicial reform. ROLISP will provide guidance and input on organizing the roundtables. The participants are expected to be judicial institution senior officials, judges and media. The agreement provides for four quarterly roundtables, but ROLISP expects to renew the agreement if the first four roundtables are successful.

The first quarterly roundtable is scheduled for October 25, 2012.

Activity 3.7 Monitoring of the courts' web pages

This activity is planned for the work plan 3rd quarter.

Activity 3.8 Research based public education campaign

During the work plan 2nd quarter ROLISP requested proposals from local companies for conducting research to gauge opinions, knowledge and preferred sources of information, the types of information that citizens would like to receive and the format and medium for delivering the information. Using information from interviews, small sample polls

and focus groups, ROLISP will collaborate with the SCM, MOJ and civil society to conduct a public education campaign.

The research will start during the work plan 3rd quarter and continue into the work plan 4th quarter.

Activity 3.9 Outreach capacity building for the judicial authorities

ROLISP has agreed with the Independent Journalist Center ("IJC") to organize 2 seminars. The first seminar to be held in October will be for journalist. The seminar for journalists will cover reporting on court and judicial entities activities. The second seminar will be held in the work plan 4th quarter. It will be for court public relations specialists and will cover developing and managing effective public relations programs in the courts.

The seminars were first proposed by the Broadcasting Board of Governors, the U. S. Government Agency that oversees Voice of America and Radio Free Europe/Radio Liberty. Since ROLISP is engaged in building the capacity of the judicial authorities to inform citizens on court reforms and activities, it was asked to work with the IJC to organize the 2 seminars.

Although not a part of the initial work plan the seminars will support ROLISP's goal of increasing the transparency and outreach of the judiciary and it agreed to work with IJC to organize the seminars.

Activity 3.10 Improving outreach capacity of the courts

This activity is planned for the work plan 3rd quarter.

Expected Result 3.3: Increased public confidence in the rule of law and satisfaction with the court services

The following tasks and activities are designed to accomplish Expected Result 3.3.

Task 3.3.1 Assist the SCM in developing metrics that engage the public in measuring citizen satisfaction with court operations. These metrics, which could include issues related to the physical infrastructure of the courts, access to case information, timeliness in consideration of cases, and the performance of court staff, could be used by the SCM to create a well-grounded basis for the creation of court performance standards in Moldova.

Activities for implementing this Task are:

Activity 3.11 Design court user exit survey

This activity is expected to start late in the work plan 4th quarter.

Expected Result 3.4 Increased public awareness of relevant legal institutions, including the availability of existing legal tools and remedies available to citizens

The following tasks and activities are designed to accomplish Expected Result 3.4.

Task 3.4.1 Support civil society public education initiatives, which could include informational seminars and workshops, know your rights and public information campaigns, or other creative forms of educational research.

Activities for implementing this Task are:

The activities for this Task will be implemented through the grants program discussed in Task 3.1.2.

Public-Private Partnerships

The Public-Private Partnerships activity is jointly implemented by the program's subcontractor SSG Advisors and ROLISP. On June 17, 2012 Tom Buck, SSG Adviser's consultant, arrived in Moldova to assess the opportunities for Public-Private Partnerships. See Annex 4 for a copy of his trip report.

Component 3 organized the local activities for Mr. Buck's Public-Private Partnerships assessment. In addition to gathering and forwarding information on the Moldovan economy and business climate, Ludmila Ungureanu, Component 3 Team Leader, organized 17 meetings with local businesses and CSOs and participated in the meetings. In addition to the 17 meetings, Mr. Buck presented an orientation seminar to ROLISP staff to acquaint them with the principles of public-private partnerships. At the end of his two weeks in Moldovan, Mr. Buck organized a half-day participatory meeting for ROLISP staff to present his conclusions and to suggest future activities they might consider.

During his time in Moldova Mr. Buck had 17 interviews with public sector organizations and private sector organizations to identify the most likely public institutions, businesses and private-sector institutions for public-private partnerships. Mr. Buck identified seven possible public-private partnership opportunities listed in Table 5 below.

Table 5: Public-Private Partnership Opportunities

Public-Private Partnership Opportunities
Judicial IT Training Partnership
Pro Bono Legal Education Partnership for the NIJ
Pro Bono Training Partnership for Legal CSOs
Media & Public Outreach
ICMS Enhancement Partnership
Cisco Connected Justice' Partnership
Mobile Access to Justice

See Annex 5 for a copy of the Rapid Partnership Appraisal Report that discusses in detail the possible opportunities shown in Table 5 above.

PERFORMANCE MANAGEMENT SECTION

This Annual Report covers first six months of program activity, i.e., March 1, 2012 through September 30, 2012.

A major target for the first six months of activity was to visit all Moldovan courts and gather information on each court's conditions and activities and use that information to prepare a court profile of each court. The visits were completed by the end of June 2012. The court profiles have been prepared and a comparative summary of all court profiles written and organized in the book "Assessment Report of Courts of Law in the Republic of Moldova." The Report will be presented at a public ceremony at the Superior Council of Magistracy on October 18, 2012.

ROLISP had targeted obtaining signed MOUs with the SCM, MOJ, NIJ and CTS. The MOU with the SCM was signed on September 5, 2012. The MOU with the MOJ was delayed due to getting it approved by USAID and extended negotiation on the terms of the MOU. The MOJ with the NIJ was delayed for the same reasons. ROLISP had anticipated signing an MOU with CTS that give the responsibilities of each in maintaining and upgrading ICM. However, ROLISP will not pursue an MOU with CTS since ROLISP and CTS are members of the MOJ/ICMS Working Group which is overseeing ICMS maintenance and upgrading of ICMS.

ROLISP had intended to do a functional analysis of the SCM and DJA. However, there is a possibility that DJA, which is a department in the MOJ, will be transferred to the SCM. After consultation with USAID, ROLISP has delayed the functional analysis until after the transfer since a functional analysis of the separate institutions would have very limited value after the transfer.

ROLISP and NIJ have had numerous meetings and discussions on proposed activities. ROLISP and NIJ have agreed on many of the proposed activities and implementation should increase in the work plan 3rd and 4th quarters.

Strengthening the NIJ's continuing legal education database and developing distance learning programs were targeted for the work plan 4th quarter. However, ROLISP began working on these two areas during the work plan 2nd quarter.

At the SCM's request, ROLISP is purchasing audio and video recording equipment for the SCM. The equipment will be used to record SCM Council meetings and up-loading the recorded meeting to the SCM webpage. This activity was not initially included in ROLISP activities. Since ROLISP is working to increase transparency of judicial institutions and to increase public awareness of judicial institutions' activities and reforms in the courts, ROLISP decided to purchase the equipment.

The SCJ's ICMS server was not functioning proper and the SCJ was dissatisfied with ICMS. An assessment of the server showed that the server's memory was not sufficient for efficient functioning. Although not a part of ROLISP's planned activities, ROLISP agreed to upgrade

the memory. SCJ also requested computers, printers and scanners for staff and two larger monitors to be installed at the SCJ entrances to inform persons entering the court about cases being heard at the court. Since purchase of these items was consistent with improving the functioning and use of ICMS and improving court's service for the public, ROLISP is proceeding with the purchases.

Following an assessment of the ICMS by a Lithuanian Assessment Team, the MOJ organized a working group to improve the functioning of ICMS. ROLISP's Component 1 staff are members of the working group. The MOJ/ICMS Working Group has extended its mandate to include overseeing the maintenance and updating of ICMS and preparing it for eventual transfer to the Moldovan Government's M-Cloud computing system. Consequently many of the ROLISP planned activities for ICMS may be delayed or altered by the MOJ/ICMS Working Group.

Training for court administrators was targeted for October and November 2012. The law for appointing court administrators and defining their duties was recently passed by Parliament. No court administrators have been appointed and there is no clear indication of when they will be appointed. Training cannot start until they have been appointed. ROLISP anticipated that training may start in the next work plan year.

Training for court staff on information technologies was initially to start in October. However, in June and July 156 court secretaries were trained on ICMS Version 2. In September 40 court secretaries were trained on using auto recording equipment to record court hearings.

BUDGET EXECUTION SECTION

Budget Execution Report - Annual Report 2012 Checchi and Company Consulting, Inc.					
Line Item	**Contract Amount ($)**	**Inception to last reported period (as of August 31, 2012)**	**Estimated Expenditures September 2012**	**Total Cumulative Billed plus Estimated Costs**	**Estimated Remaining Budget as of Sept 30, 2012**
	1	**2**	**3**	**4=2+3**	**5=1-4**
Total Labor	2,143,498	201,720	42,862	244,582	1,898,916
Total Fringe Benefits	109,667	7,384	7,799	15,183	94,484
Travel Transportation & Per Diem	340,486	44,376	0	44,376	296,110
Expat Costs/Allowances	312,758	29,873	2,893	32,767	279,991
Project Administration	450,019	73,017	14,960	87,977	362,042
Program Costs	2,708,500	3,771	0	3,771	2,704,729
Subcontracts	389,946	27,716	2,500	30,216	359,730
Overhead	1,339,536	135,986	16,909	152,895	1,186,641
Total costs	**7,794,410**	**523,843**	**87,923**	**611,766**	**7,182,644**
Fixed Fee	374,132	25,144	4,220	29,365	344,767
Total cost plus Fixed Fee	**8,168,542**	**548,988**	**92,143**	**641,131**	**7,527,411**

ADMINISTRATION AND PROJECT MANAGEMENT SECTION

Upon arriving in Moldova on March 18, 2012 ROLISP quickly located office, signed the lease and purchased office furniture and equipment. ROLISP interviewed individuals and filled all staff positions.

A first draft of the ROLISP work plan was submitted to USAID on April 1, 2012.

To make sure that it was in full compliance with Moldovan tax code provisions for employees; ROLISP engaged the services of a local firm to calculate payroll taxes and prepared the necessary forms.

ANNEX 1 - Counterparts and Beneficiaries

Superior Council of Magistracy (SCM)

2nd floor, 70 Kogalniceanu Street

Chisinau, Moldova

Role: The SCM is an independent body charged with ensuring the proper functioning of the judicial system and guaranteeing its independence. The SCM is responsible for the appointment, transfer, promotion, discipline, removal, and evaluation of judges and present the judiciary budget to Parliament. ROLISP works closely with SCM on issues related to the ICMS, judicial training, improving court performance, developing modern budget practices and improving outreach to citizens.

Department of Judicial Administration (DJA)

Blvd Stefan cel Mare, nr.124 B, et.2.

Chisinau, MD
Tel: 373 (022) 26 11 06
E-mail: daj@justice.gov.md

Role: The Department of Judicial Administration is a department in the Ministry of Justice. It is charged with providing administrative services for the SCM. ROLISP works closely with the DJA on implementing activities for modernizing and streamlining court activities. Issues on which ROLIS works with the DJA are improving ICMS, modernizing court and IT infrastructure, and judicial training.

National Institute of Justice (NIJ)

1 S.Lazo St.

Chisinau, MD
Tel/fax: (+373 22) 232 755
Email: inj@inj.gov.md
Role: The NIJ is an independent body charged with training judges and prosecutors and candidates for the judiciary and General Prosecutors Office. ROLISP is working with the NIJ to improve its management practices, develop modern, comprehensive curriculums and improve its trainers' training skills.

Moldovan Judges Association (MJA)
13 Zelinski St.
Chisinau, MD
Tel./fax: /+373 22/ 55-21-52
Email: jud_lex@mail.md
Email: mja_rm@yahoo.com
Role: ROLISP and MJA are jointly developing a series of roundtables designed to give Moldovan citizens information on the judiciary, judicial reform and build citizen awareness.

Supreme Court of Justice (SCJ)
70 Kogalniceanu Street, 2nd floor
Chisinau, Moldova
Role: The SCJ is a beneficiary. ROLIOSP has provided the Court with IT equipment, computers, printers and scanners and monitors for the court's entrances.

Independent Journalist Center (IJC)
53 2012 Sciusev St.,
Chisinau, MD
Tel: (+373 22) 213652, 227539
Fax: (+373 22) 226681
Role: ROLISP and IJC are jointly organizing seminars with judges and court public relations staffs to improve media reporting on court and judicial activities and reforms.

ANNEX 2 - Consultant Jerry Harrison-Burns' Report

PMEP Short Term Consultant Report
Rule of Law Institutional Strengthening Program (ROLISP)
Contract No. AID-117-C-12-00002
Implemented by: Checchi and Company Consulting, Inc.
Activity Office: USAID/Moldova
COR: Ina Pislaru,
April 24, 2012

Submitted April 24, 2012,
Jerry Harrison-Burns, Consultant
Checchi and Company Consulting, Inc.
ROLISP Program
27 Armenesca Street
Chisinau, Moldova

Short Term Consultant Agreement of March 23, 2012, to Provide Short-term Technical Services under Contract No.AID-117-C-12-00002, Rule of Law Institutional Strengthening Program (ROLISP) in Moldova

Purpose of the Consultancy

Assist the ROLISP Project with the PMEP deliverable in accordance with Mission standards and ADS 203.

Progress Made

A draft PMEP was submitted to ROLISP in the format provided by the COR on April 23, 2012. ROLISP staff have developed Performance Indicator Reference Sheets (PIRS) for each indicator that include the requirements of ADS 203. The final set of indicators in the draft PMEP includes ROLISP review of COR provided input on Contract Tasks she considered priorities for indicator measurement.

Observations

ROLISP staff have a good understanding of ADS 203 requirements including the 7 indicator criteria and the necessary and sufficient rule. They also have developed good skills for achieving the level of clarity required by a PIRS. For the PMEP to become really effective as a management tool, ROLISP may have to help GOM and CSO counterparts achieve a similar level of clarity. The PMEP, once in final form, may help ROLISP clarify opportunities for synergy with other stakeholders, including other USAID Projects.

Issues/Problems Encountered

The Mission does not appear to have a current strategy in place and the COR indicated that the Mission CDCS should become effective by 2014. There is no linkage to a Mission strategy in the PMEP. Most of the indicator targets have not been defined as yet and are dependent upon addition research (including establishing baselines) to be defined. Some of the selected indicators require access to GOM controlled information systems (or modification of them) that still needs to be researched to know whether they are practical.

Follow-on Activities

ROLISP should receive feedback from the COR on the drafted submitted and may need additional assistance to develop a final draft. Some of the indicators require research to determine whether they are practical. Baselines and targets have to be researched and defined as scheduled in the PMEP. As the PMEP is a living document, is may evolve as it is shared with, and modified by, counterparts and other stakeholders.

Tasks	Activities	Results
1. Review the US Embassy Mission Performance Plan (MPP) if available, the USAID/Moldova Performance Monitoring and Evaluation Plan (PMEP), and USAID's Annual Report of common indicators as well as other appropriate documents.	Requested the documents via ROLISP and the Mission did not provide them. Met with the COR and was told that the Mission strategy was old, had been extended twice, and the new CDCS was expected for 2014. Provided the COR with the new list of standard indicators and requested which might be in their Annual Report. She promised to get back to ROLISP.	• None. ROLISP will have to follow up on which indicators are in the Mission Annual Report (standard and custom)
2. Work with the ROLISP team to develop a PMEP for the project. The consultant will develop the PMEP with active participation of the ROLISP team and inputs from appropriate USAID/Moldova staff during the week of 9 April 2012.	Conducted a 1 day workshop on Managing for Results. Facilitated decision making by the ROLISP Team on indicators both before and after the COR input on her preferences. Solicited and got Mission PMEP format from COR. Did 3 Performance Indicator Reference Sheets (PIRS) in workshop setting. Consulted with team members on additional PIRS sheets.	• Draft PMEP in Mission COR recommended format. • PIRS for each indicator • Calendar of Performance Management Tasks
3. Based on discussions with project staff and USAID/Moldova, set out proposed indicators for measuring all of the major intermediate results, results, and outputs of the ROLISP project.	See 2 above. The COR will have feedback on the draft version submitted to her.	• Waiting for COR comments
4. Based on discussions with ROLISP advisors and others, assess whether impact indicators are viable in terms of the availability of the necessary data, the cost of data collection, and the capacity of local institutions for data analysis and reporting.	Presented the ADS 203 criteria for good indicators as part of the workshop mentioned in 2 above. ROLISP staff referred to them in decision making. Some of the selected indicators require access to GOM controlled information systems (or modification of them) that still need to be researched.	• The research issues are identified in the Calendar of Performance Management Tasks.
Tasks	Activities	Results
5. Develop an information collection process for each performance indicator and define responsibilities for data collection; develop draft project reporting forms for use by data collectors and train project staff in their use.	In facilitating the completion of the PIRS' some clarity was achieved for each indicator on data collection and responsibility. Developing draft project forms and training project staff in their use was **not accomplished.**	• Clarity on method of data collection and responsibility documented in PIRS'. • Reporting forms and training project staff in their use remains **TBD.**
Deliverables		Results
Develop a comprehensive PMEP for the ROLISP Project, with project implementation staff trained. The PMEP shall include: ☐ A list of key project objectives, expected results and project outputs (outputs are services delivered or items produced) as well as brief description of the linkages between the project outputs and its expected results; ☐ Performance measurement indicators (both project-level indicators and USAID standardized indicators, as described in section F.5.b.3 of the ROLISP contract); ☐ Baselines and targets for each indicator to be used; and ☐ Detailed plans for data analysis, review and reporting.		• The ROLISP PMEP: Summary Data Table is in the format required by the COR. • The COR did not require a Results Framework nor a Logical Framework to show causal linkages. • COR to inform ROLISP of required indicators. • Baselines and targets are yet TBD and most require some research to define. • I did not require the ROLISP team to address the Detailed Plans for Analysis, Review and Reporting section of the PIRS. That remains TBD.
After review of the draft PMEP by the COP and USAID/Moldova the consultant will make revisions as necessary and submit a final PMEP to the COP. These revisions can be made at the consultant's home base.		• ROLISP needs to define when this occurs. My comments will be in edit mode for final

	decisions by ROLISP.
The consultant will also make himself/herself available for meetings with USAID/Moldova while in Chisinau as required.	• The ROLISP COP, Deputy, and I had one meeting with the COR early in the week. She declined the request for a second meeting at the end of the week.

ANNEX 3 - Consultant Gerald Thacker's Report

TRIP REPORT

MOLDOVA

USAID Rule of Law Institutional Strengthening Program (ROLISP)

1 May to 19 May, 2012

The USAID-funded Rule of Law Institutional Strengthening Program (ROLISP) in Moldova intends to develop, during the first months of its activity, detailed profiles for each Moldovan court, which will represent a snapshot of each court's activity in various areas, from infrastructure to court automation to services for the public. The court profiles will serve as basis for planning specific technical assistance that ROLISP will offer to individual courts and to the judicial system as a whole. In order to ensure the comprehensiveness and uniformity of the collected information, ROLISP decided to develop a list of questions about various aspects of the courts' activity, to be subsequently consolidated into a checklist that will be used during the court visits.

I have been hired to develop the list of questions, the checklist, the methodology of collecting and analyzing the information from the site visits, including the template for the court profiles. In addition, due to the fact that ROLISP plans to assist the Ministry of Justice with developing court design guidelines and with prioritization of court infrastructure needs, I was tasked to provide input in these areas as well (see the list of deliverables on page 3 below).

Prior to traveling to Chisinau on 30 April, 2012, I worked by email and SKYPE with the ROLISP Deputy Chief of Party (DCOP), who has primary responsibility for the project subcomponent to develop profiles of each Moldovan court, to draft a list of questions about administrative functional areas from which the individual court profiles would be created. These administrative functional areas, which support the judiciary's core mission to provide justice, include court automation (both use of the ICMS and recording court hearings); the court's infrastructure (building); caseload and records management; human resources management (including training); budgeting and procurement; and services to the public that assist the public in accessing the courts. The approved list of questions where then consolidated into a checklist. Using that checklist, the project staff created a form to be used by team members in keeping notes on responses from judges and court staff during the onsite visits. The DCOP also sent several of the questions to each of the six courts selected for pilot testing so that the court would have time to prepare responses before the team arrived onsite. All six courts prepared and submitted their responses to the questions.

The DCOP and project team members selected six courts for initial visits based on several factors:

size of the court (small to medium in terms of number of judges and caseload)

distance from Chisinau (to make maximum use of time onsite, courts within 1 to 2 hours' drive from Chisinau were selected)

the project team members own knowledge of the courts (the DCOP and several project members had been employed in a previous, USAID-managed Millennium Corporation judicial assistance project: the Moldova Governance Threshold Country Program (MGTCP), a 2.5-year initiative funded by the US Government through the Millennium Challenge Corporation).

The six courts chosen were: Hîncești Court, Criuleni Court, Ialoveni Court, Orhei Court, Anenii Noi Court, and Străşeni Court. After arriving in Chisinau, and before beginning the onsite court visits, the DCOP and I met with members and staff of the Supreme Council of Magistrates (SCM) to brief them on the purpose of the visits and of developing profiles of each court; and to ask that the SCM designate a member or staff person to participate in the visits. An SCM representative accompanied the team for each site visit, and was often able to provide information to the project team and the courts on SCM policy questions, and to put some of the judges' specific questions and issues into a broader context.

The Chief of Party (COP), the DCoP, and I met with Ina Pîslaru, the USAID COR to discuss the visits and to go over the checklist of questions. The DCoP explained the selection of the six courts for the initial visits, but the USAID COR asked that the five courts in Chisinau also be included as quickly as possible. The Chisinau courts represent the greater portion of the judiciary's total caseload.

There was a delay in briefing the Deputy Director of the Department of Judicial Administration (DJA) until two courts had been visited, since ROLISP had to meet with the Minister of Justice first to inform him about the upcoming court visits and DJA's proposed participation in the site visits. The Deputy Director assigned staff members to accompany us on the remaining four visits.

The first visit to Hincesti lasted about six hours. The team became more efficient as the visits continued, and the remaining five sites were completed in 3 to 4 hours.

After each visit the team met at the project office to debrief and critique the visit and methodology. As a result, the checklist was revised several times to more sharply focus the questions and make best use of the time onsite. Further, it became apparent that some of the areas could be better covered with information from centralized databases available to the team, e.g., information about multiyear budgets, caseload, and procurement activities. Attached to this report is a copy of the original checklist I developed, and the final version created at the completion of the pilot site visits. Also attached are the consolidated site visit checklists for the six pilot courts.

I have prepared, before leaving Moldova, a detailed analysis of the methodology used for the site visits, and drafted a template for a typical site profile (using information from Hîncești), as well as a template for displaying a comparison of the data from all the courts. (These three items are also attached to this report.) Although it is certainly too early in the project to draw too many conclusions, some themes and issues are becoming apparent:

The condition of the buildings is a hindrance to court operations;

Training for court staff is badly needed;

Managing administrative areas, especially buildings renovations, consumes a great deal of the President Judges' time;

Courts are still having problems with using ICMS and Femida;

Records storage is a problem in every court visited.

These areas are discussed in more detail in the draft assessment of site visits.

The DCOP and I held an exit briefing with the Deputy Director of the DJA and discussed the site visits. We pointed out that one of the themes emerging is that the condition, configuration, and shortage of space of the facilities were having a major impact on the efficiency of court operations. This was, of course, no surprise to the Deputy Director. He said that funding is uncertain and that, as previously mentioned by the SCM when we briefed them, the Ministry of Finance is reluctant to funds major renovations in courts until the MoJ and SCM complete a "rationalization" of the judiciary staffing and locations. Further, it appears that any prioritization of the infrastructure needs must wait some clarification of the funding situation. (I provided the DCOP an e-copy of the study done by the Philippine judiciary, and mentioned to her that studies had also been done in Slovakia and, more recently, in Croatia.)

We also discussed some brief comments I had prepared for the DJA Deputy Director on the courthouse design guidelines that had been adopted by the *Agentia Constructii Si Dezvoltare A Territoriului A Republicii Moildova*, but without any input from the DJA or SCM (a copy of the comments is attached to this trip report). We provided him e-versions of several design guides, including one from Romania, and a short paper I had drafted on the objectives of design guides, with a topical outline of one.

In summary, I provided the following deliverables:

An assessment of the on-site first six site visits, which describes the methodology used to carry out the assessment (attached as Annex 1 to this report);

An initial checklist of topics and questions for the site visits (attached as Annex 2 to this report);

An final checklist of topics and questions for the site visits (attached as Annex 3 to this report);

The completed checklists for each of the six courts that the ROLISP team visited (attached as Annexes 4-9 to this report);

A template for the court profile, partially completed using the information from the Hincesti District Court (attached as Annex 10 to this report);

Several examples of design guides (e-version to the DCOP and Deputy Director of the DJA), with a short paper on design guide objectives and a topical outline of a typical design guide (attached as Annex 11 to this report);

A short paper with comments on the design guideline adopted by the *Agentia Constructii Si Dezvoltare A Territoriului A Republicii Moildova* (attached as Annex 12 to this report).

There are three areas of the project where it was not possible to develop any definitive recommendations at this time, due to either need to allot more time for collecting more in-depth data on the subject-matter, or the existent context in Moldova that requires that a number of policy issues be resolved before the following areas be improved:

Records Management. The Checchi Consulting proposal states that records storage is a problem in many courts and needs to be examined. As noted above and in the assessment report, the onsite visits to six courts verified that the proper storage of records, their management, and destruction are issues in every court visited. However, with only six visits it is not possible to determine whether the problems experienced are the result of outdated records retention laws and regulations that should be amended; poor management at courts and the failure to dispose of records when permitted; the creation of paper records that duplicate the information in the ICMS and produced by FEMIDA; inadequate facilities; outmoded and inadequate storage equipment; or combinations of these at individual courts. The area of records management will be carefully reviewed and documented in the site visits to the remaining courts so that appropriate conclusions can be drawn and effective recommendations made to the SCM and the DJA for improving the current situation.

Design Guidelines. ROLISP plans to assist the courts, the DJA and SCM in developing design guidelines for court facilities. As noted above, the *Agentia Constructii Si Dezvoltare A Teritoriului A Republicii Moildova* has adopted and provided to the DJA and SCM court facility guidelines. My very brief review indicates that these guidelines are inadequate in several ways, and do not meet the need for design guidelines that are specific to the Moldovan courts. It is important that the guidelines be comprehensive, developed in an open, collegial way, and that they reflect the best of international practices. While the timing is perhaps not right for moving ahead immediately, assisting the DJA and SCM in this endeavor should be scheduled at a future time in the project.

Prioritization. The matter of assisting the DJA and SCM in adopting a methodology for prioritizing courthouse work must await the finalization of several issues:

Whether the judiciary will move forward with a “rationalization” or “reengineering” of the judiciary’s jurisdiction among court levels, staffing, and geographic locations

Availability and source of funding that can be devoted to courthouse rehabilitation and new construction

The capacity of the DJA and judiciary to contract for and manage design and construction works.

ANNEX 1

REPORT

ON THE ONSITE VISITS TO DEVELOP INDIVIDUAL COURT PROFILES

OBJECTIVES OF THE VISITS

The creation of detailed profiles of the administrative functional areas of every Moldovan court is an important component of the Rule of Law Institutional Strengthening Program (ROLISP)'s approach to assisting the Moldovan courts in improving the organizational, administrative and operational aspects of judicial administration and court management.. These administrative functional areas, which support the judiciary's core mission to provide justice, include court automation (use of the ICMS, recording court hearings, and use of the court's website); the court's infrastructure (building and amenities); caseload and records management; human resources management (including training); budgeting and procurement; and services to the public that assist the public in accessing the courts, understanding how courts operate, and better orienting themselves through the courts. Such individual court profiles, developed primarily from onsite visits to each court early in the ROLISP implementation, but also making use of centralized databases and prior studies, would provide guidance on many aspects of the ROLISP activities such as:

document the current procedures in carrying out each court's administrative and management function;

identify processes where greater use of the current automated programs can ameliorate the court's administrative workload;

assess the staffing for each functional area in order to make recommendations to the SCM and DJA about where additional resources might be needed;

identify courts' infrastructure condition, including space shortages that create difficulties in providing adequate file storage, detaining indicted minors, and interviewing juvenile witnesses;

identify the sources of file storage problems;

identify equipment needs;

identify training needs of judges and court staff;

identify judges and staff who might be "advocates" for automation, particularly the ICMS and recording of hearings, and who could serve as resources to the Judiciary and NIJ for training other judges and staff and sharing successful practices.

In addition to developing a profile and "program of action" for each court, the information gathered in the visits is also expected to be useful in comparing all the courts in the Moldovan judiciary in various areas that ROLISP will consider during the court visits. The comparison should reveal needs and issues common to multiple courts, and highlight areas where there are consistently fewer resources than needed, an uneven distribution of resources, or

poor use of allocated resources. At the same time, those courts which have exceptional levels of performance in a given functional area can be more closely examined to see if their success can be replicated in other courts. The comparative data should assist the Moldovan Government, the Superior Council of Magistracy (SCM), the Ministry of Justice (MoJ), and court presidents in allocating scarce resources where they can have the most impact on judicial effectiveness—in both the short and long terms, as well as operate changes that will have the highest impact.

METHODOLOGY

ROLISP made the initiation of the on-site court visits a priority in the first months of its activity. The ROLISP Deputy Chief of Party (DCOP) assumed primary responsibility for structuring the on-site visit program. The ROLISP Chief of Party and the DCOP decided that the methodology for the visits should be tested in a few small and midsize courts first, and the methodology then assessed and necessary revisions in approach made before visits were scheduled to all the remaining courts.

A short-term consultant (STTA) from the United States experienced in court administrative programs, particularly infrastructure, both in the US Federal Courts and in the judicial systems of several countries in the region, was hired to assist in structuring the visits, developing a checklist for collecting information during the court visits and suggesting a template for analyzing the results. Prior to arriving in Moldova, the STTA sent to ROLISP DCOP a draft checklist structured to capture information about the courts' activity in the following areas: 1) infrastructure, 2) court automation, 3) case management activity; 4) court staff, 5) budgeting and procurement, 6) services for the public. ROLISP staff reviewed the draft checklist and agreed with the STTA to incorporate some changes by expanding information collected in some areas and limiting the information collected in other areas. The STTA developed a final checklist incorporating the team's comments to be used for the pilot court visits.

ROLISP sent the revised draft checklist to the SCM and the Department of Judicial Administration (DJA) for review and approval. Both these entities approved the draft checklist as an appropriate tool for collecting information, which will subsequently be used for developing court profiles.

Several members of ROLISP with particular knowledge of the budgeting; ICMS; recording of hearings; case management; and human resources management functional areas were made members of the initial site visit team.

The site visit team selected 6 district court locations for the pilot testing: Hînceşti Court, Criuleni Court, Ialoveni Court, Orhei Court, Anenii Noi Court, and Străşeni Court. These courts were selected primarily because of their comparable size (number of judges and caseload) as small and medium size courts; and their closeness to Chisinau - in order to keep the travel time to a minimum, none of the courts was more than one hour travel time from Chisinau, thus allowing more time for actual work in court rather than on the road. At the same time, these courts represented quite a spread in terms of the condition of the infrastructure, how well they were managed, and the budgetary resources they have received during the last two years.

A short version of the checklist was sent to each court in advance, and each court responded with information before the visits so that the time on site could be used most productively.

This checklist was used to ask the pilot courts for certain information to be submitted before the onsite visits:

the court street address;
the geographic jurisdiction of the court, e.g., localities served;
the population of the geographic area served by the court;
the size of the court building in square meters;

the number and size of particular spaces;
a furniture inventory summary and a list of needed furniture;
an equipment inventory summary (including ITC equipment) and a list of needed equipment;
the ratio of courtrooms to judges;
the ratio of courtrooms and audio recording sets;
the number of additional recording sets needed;
the caseload for the current year to date, and for the past two years;
the backlog of cases for the past two years;
the number of personnel and the number and type of additional staff needed;
a copy of the internal court regulations for Human Resources Management.

In addition to the information provided by the court, the visit team also had access to the detailed court assessment report on every court facility which was published in 2009 as part of the Moldova Governance Threshold Country Program (MGTCP), a 2.5-year initiative funded by the US Government through the Millennium Challenge Corporation (MCC), managed by USAID. The court building assessment contained for each court building a description of conditions, suggestions about ways to address any deficiencies, and a composite list of capital works priorities. While the information was three to four years old, (collected in 2008 and 2009) it provided a valuable guide to infrastructure issues at the six courts, and a good starting point to determine what had been accomplished since the data were collected.

THE SITE VISITS

The on-site visits were conducted from 7 May to 15 May, 2012. The STTA arrived the prior week to join the Project Director and DCOP in meeting with Ms. Ina Pîslaru, the USAID COR for the project. The Deputy Project Director and the STTA briefed the SCM and DJA/MoJ about the upcoming visits, and asked the organizations each to provide a representative to participate on the visit team. The SCM had representatives on each of the pilot court visits[10]. The DJA/MoJ had representatives attend four of the six court visits[11]. The representatives were active participants in the site visits and their knowledge of the courts and court programs was a valuable contribution to the visits.

The first site visit (Hînceşti) set the pattern for the subsequent court visits. The team first met with the President Judge and described the purpose of the site visits. The team asked the President Judge questions from the checklist about her views on each of the functional areas. The President Judge called on staff assistants for their views, as well. This initial interview (which began at 9 am) lasted about 2 hours. The President Judge then took the team on a tour of the court facility, showing each courtroom and staff area, and pointed out construction works that had been completed in the past 2 years, as well as the areas with continuing problems yet to be addressed. Members of the visit team took photos of court spaces and operations. The tour took approximately 1.5 hours, which brought the visit to the court's lunch time. After breaking for lunch, the visit team returned to the court, where the team

[10] Thus, Mr. Nichifor Corochii, Acting SCM Chairperson visited the Ialoveni District Court on May 9 and the Anenii Noi District Court on May 14. Mr. Anatolie Țurcan, SCM member, visited the Orhei District Court on May 11. Ms. Elena Gligor, SCM Chief Judicial Inspector, visited the Hincesti District Court or May 7, while Ms. Ioana Chironeț, SCM Judicial Inspector, visited the Criuleni District Court on May 8 and the Străşeni District Court on May 15.

[11] Ms. Tatiana Ciaglic, DJA Senior Consultant, visited the Ialoveni District Court on May 9, Mr. Veaceslav Hibovschi, DJA Consultant, visited the Orhei District Court on May 11 and the Străşeni District Court on May 15, while Ana Cheptănaru, DJA Consultant, visited the Anenii Noi District Court on May 14.

separated into three groups that met with court staff and asked more detailed questions about their duties. Thus, one team asked in-depth questions about court automation and case file management, the second team inquired about equipment and furniture inventory and needs, while the third team collected information on budget, procurements, human resources management and services for the public). The visit to Hânceşti lasted almost 6 hours (including lunchtime).

The visit team became more efficient in its use of time on the visits to the remaining five courts, which averaged only three hours per visit. The reduction in time was due to the fact that the team asked more focused questions, and had also gained a better understanding of the procedures that are similar in every court (e.g., procurement procedures, dismissal and disciplining of the court staff). The remaining visits generally followed the same format as in Hînceşti. First, the team met with the President Judge to explain the purpose of the site visits and obtain his or her views. In some courts, the President Judge invited the other judges and members of the court staff to participate in this initial meeting, or called in staff members to discuss specific areas, such as the use of the Femida recording equipment and software. The Court President then took the team on a tour of the court facility, introducing them to court staff and to judges (if they had not attended the initial meeting). During this tour, the team members were able to observe some court hearings in progress and to see interaction between the court staff and members of the public, and to take photographs. After the tour, the visit team separated and interviewed court staff in detail about their areas of responsibility. At the end of the interviews, the visit team again met with the Court President to ask for clarification on any issues the staff could not answer, and to thank him or her for the courtesy of the court.

When the team returned to Chisinau after each visit, it held a debriefing to critique the visit. The team decided to make some changes to the checklist for the next day's visit to simplify some sections and to clarify others. For example, it quickly became apparent that the procurement of goods, services, and civil works was solely the responsibility of the courts, not a process shared with the MoJ/DJA or other outside organizations. The site visit team also learned that the courts were totally responsible for major and minor repair works, designing, procuring construction services, and monitoring construction quality. Therefore, there was no need to ask questions about the interaction between the courts and external organizations in performing such functions. Thus, the checklist went through four to five revisions during the six site visits. (The completed checklists for the six courts visited and the version of the checklist created at the end of the six visits is included as Attachment A.)

The visit team also decided, at the end of the six site visits, that it will be more efficient to obtain some information from centralized electronic data bases prior to the visits, rather than asking the court staff to gather the information during the site visit. During the site visit, the site visit team could confirm the accuracy and currency of the information with the court staff. For example, information about the courts' budgets (requested, approved, and actually spent, by detailed line items) up to 2010 (and soon, 2011 data will be posted) is available electronically from the Ministry of Finance. The MoJ/DJA maintains manual records of court caseload statistics, including current backlog, up to the first quarter of 2012, which will permit the site visit team to determine caseload trends before the site visit, so that specific questions about the caseload can be asked during the site visit. The NIJ maintains records about training provided to individual judges and the yearly survey of judges' training needs. The Judicial Inspection at the SCM has recently produced a report on the activity of the Orhei district court, which ROLISP will also use when developing the profiles for this court. The Judicial Inspection plans to visit the Criuleni and the Ialoveni District Courts by the end of June 2012 and ROLISP intends to use the findings of these reports when developing the profiles of these two courts. Also, as mentioned above, the detailed court assessment report on every court facility, published in 2009 by the MGTCP, was used by the visit team from the first court visit to see what facility improvements cited in the report had been addressed.

COMMON ISSUES, TRENDS, QUESTIONS

While it is risky to draw too many conclusions from only six site visits to small and medium sized courts, the site visit team feel there some issues, trends, and questions that have emerged from several of the visits, which are mentioned below:

The condition of the buildings is a hindrance to court operations. As noted in the MGTCP building analysis and confirmed by the six site visits, the poor condition of the facilities' systems (particularly the electrical systems), the dysfunctional arrangement of offices, and the shortage of critical spaces ranging from courtrooms to toilets is impeding efficient court operations, causing employees to work in sometimes unsafe and unhealthy conditions, preventing courts from filling authorized vacancies, requiring judges to hold proceedings—even criminal proceedings--in their offices and does not permit segregating judges, the public, and detainees. Correcting these problems will be very expensive and the MOJ/DJA and SCM, which are well aware of the seriousness of this issue, are struggling to develop a course of action that will allocate scarce government resources to remedy the problems in an equitable way. It is expected that the site visit program will be able to document current conditions and will use the information in helping the DJA, MOJ and the SCM make a current prioritized database of the courts' infrastructure needs and, subsequently, a long-term capital investment plan for the judiciary.

Managing administrative areas, especially buildings renovations, consumes a great deal of the President Judges' time. Several of the President Judges indicated that they had to spend an inordinate amount of time addressing problem areas outside their core function of providing justice. The President Judges have a great deal of responsibility for procurement (the DJA has no centralized procurement authority), training, recruiting staff, and buildings operations. Especially in the area of buildings rehabilitation, those President Judges who are most energetic in developing project proposals and estimating their costs appear to have more success in obtaining resources. Neither the DJA or SCM have the technical staff to conduct assessments of needs independently, except in rare instances.

Courts are still having problems with using ICMS and Femida. Although all courts visited use ICMS to some extent, some courts do not use Femida to its fullest capability (creating minutes of court hearings, for example) and one court does not use it at all (or only rarely). Reasons for not using the systems included lack of training for new staff; lack of knowledge about how to use a particular feature; and, for the ICMS, a feeling that the random distribution of cases results in unfair workload levels among judges. It appeared that the two courts using version 3 of the ICMS software (the Hîncesti and Criuleni District Courts) had fewer complaints and made greater use of the system. The Center for Special Telecommunications (CTS), which is the entity responsible for uploading version 3 of the ICMS onto the courts' servers, did not accomplish this task in the other four courts that the ROLISP team visited. Assistance from CTS in loading version 3 seemed to be very erratic. Site visits to the remaining courts will develop a more complete picture of why the systems are not being used in some courts and can serve as a basis for developing a course of action to correct the problems.

Records storage is a problem in every court visited. The problems include the number of files that must be kept at the court site, the conditions of the archives room, the lack of efficient shelving, and standardized supplies for filing and marking folders, and the lack of space in some of the rayon archives for accepting files from courts. Further onsite visits will examine the sources of the problems in more detail. For example, are the regulations requiring retention of files longer than is actually necessary; are courts diligent in destroying files and portions of files in a timely way; can specialized file equipment alleviate some of the storage problems?

Training for court staff is badly needed. Almost every one of the six courts has high turnover among court staff, especially among the court secretaries and chancellery employees. The President Judges blame the high turnover on low salaries and heavy workload. As a consequence, the site visit team encountered staff (and some judges and senior managers, for that matter) who did not know how to use automated systems, especially the ICMS and Femida equipment, because there was no training provided to them. In almost every instance where the site visit team found that Femida was not being used the court stated that one reason was that the staff or judges were new and had not received training. In several courts, members of the site visit team held a quick tutorial for a court employee on performing a specific function in ICMS or Femida software. Courts that do provide some training for new staff, such as in the Hânceşti Court, do so with their own court employees or judges. Thus, there appears to be an overwhelming need for creating training materials and training sessions for training court staff when initially hired and as refresher training or when new procedures are implemented. Such training should include web-based or computer-based techniques because of travel distances and the heavy workload in courts that might otherwise prevent staff from attending off-site training. (Although there might be a significant side benefit from off-site, multi-court training in allowing court staff to meet and share experiences with their peers).

MOVING FORWARD

ROLISP plans to move aggressively forward to complete the site visits by end of June 29, 2012. Thus, during May 21-30, 2012, using the final checklist developed as the result of the six court visits, ROLISP will continue to assess the relevant functional areas of the Chișinău district courts, which represent the largest portion of caseload nationwide. ROLISP will also deploy two teams composed of young lawyers mentored by members of the first site visit team to carry out the site visits to the remaining courts. The plan is for each site visit team to travel to a region of Moldova for two weeks at a time and to conduct site visits to all courts in the area. Periodically, as the site visits are completed in more courts, the teams will share findings and identify opportunities to begin activities such as creating training tools that will immediately address the recurring problems uncovered.

Attachment B shows the draft format the on-site visit team has developed for the individual court profiles (using the Hânceşti Court as a model) and tables showing display of various kinds of comparative information.

ANNEX 2

INITIAL CHECKLIST FOR THE COURT VISITS

Court name

Location

Jurisdiction

Population served

INFRASTRUCTURE

General building size

Building operations and maintenance

Opening and closing

Cleaning

Security

Minor maintenance/repairs (last 3 years)

Grounds

Periodic required building maintenance

Scheduling minor repairs

Identifying/contracting/selecting contractors

Monitoring work

Payments

Major rehabilitation/new construction

Identifying requirements

Submitting requirements

Participation in prioritizing/scheduling

Design

Court's involvement in monitoring progress and quality and final inspections

Payments

Reporting small problems

Reporting major problems

Underway or planned projects

Estimate sizes and count number of:

Office spaces

Public spaces

Courtrooms

Rooms for detainees

Staff restrooms

Document general conditions

Spaces shortages

Electrical systems

Heating

Exterior façade

Roof

Interiors (walls, floors, ceilings)

Plumbing

Furniture

Furniture inventory

Condition of furniture

Furniture needs

COURT AUTOMATION

Equipment

- Equipment inventory

Condition of equipment

Equipment needs

Training staff in new equipment

Integrated Cased Management System

- Document use of ICMS

List the reasons for ICMS not being used

Identify version of ICMS used by the court

Document change requests or improvements required

Document difficulties and barriers

General satisfaction with CTS maintenance services (1-5)

Recording court hearings

Availability of audio recording equipment

Ratio of the number of courtrooms and audio recording sets

Ratio of the number of courtrooms and number of judges

Use of audio recording software

Reasons for audio recording not being used

Document steps to record hearings

Starting

Court's webpage Recording

Pausing

Saving

Storing

Ratio of requests for recording hearings and actual recording of hearings

Ratio of requests for CDs and the actual number of cases when CDs were provided

Document difficulties and barriers

Audio recording sets needed

Webpage contents

Use of contents management system

Document difficulties and barriers

ACTIVITY

Records Management

Receiving documents

Standardized forms filed by lawyers (yes/no)

If no, identify possibility of implementing standardized forms

Scanning documents

Filing hard copies

Storing

Short-term

Long-term

Volume of materials stored

Shipping

Destroying

Staff time for each action

Volume/frequency of documents received daily

Volume/frequency of documents generated daily

Measure volume of materials stored

Identify number of registers used

Identify duplication of information:

Register of actions card

Registers

ICMS

Caseload

Last 2 years

Current

COURT STAFF

Personnel/Staff

Judges

Clerical staff

Technical staff

Projected staff (each category)

Human resources management

HR management specialist functions

Internal procedure to recruit judges

Internal procedure to recruit court staff

Internal procedure to dismiss court staff

Internal procedure to apply disciplinary sanctions to judges/court staff

Court administrator (Counselor to Court President) functions

Court PR manager functions

Internal order regulation used

Judges access to laws and legal literature

Training received/required

Training received (1 year info from NIJ)

Training needs (skills and topics) for judges

Training needs (skills and topics) for court staff

Training materials needed

BUDGETING AND PROCUREMENT

Court Personnel

Equipment

Buildings Operations and Maintenance

Utilities

Minor Repairs

Major Repairs

Security

Major Rehabilitation/New Construction

Office Supplies

Outside consultants

Autos

Budget deficit

Budgeting procedure

Procurement procedure

Document procurement problems

Suggestions to improve procurement procedure

SERVICES FOR THE PUBLIC

Public information offices

Location in the court

Staff number

Kiosk, helpdesk, monitor

Signs for the public

Schedules of hearings posted

Location in the court

Contents

Suggestions about the contents

Copies of petitions, decisions

Procedure of issuing copies

Suggestions to improve the procedure

Annex 3

FINAL CHECKLIST FOR THE COURT VISITS

Court name	

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I. INFRASTRUCTURE 75

1. General building size (m2) 75

2. Building operations and maintenance 75

Furniture. 80

II. COURT AUTOMATION 81

1. Equipment. 81

2. Integrated Case Management System (ICMS) 81

3. Recording court hearings 83

4. Court's webpage 84

III. ACTIVITY 85

1. Records Management 85

2. Caseload 89

IV. COURT STAFF 90

1. Personnel/Staff 90

2. Human resources management (HR) 90

3. Training received/required 94

V. BUDGETING AND PROCUREMENT 95

1. Buildings Operations and Maintenance 95

2. Autos 96

3. Procurement problems 96

4. Suggestions to improve procurement procedure 97

5. Use bookkeeping software 97

6. Training in budgeting 97

7. Training in public procurement 97

VI. SERVICES FOR THE PUBLIC 99

1. Public information offices/chancellery 99

2. Signs for the public 100

3. Copies of petitions, decisions 100

COURT PROFILE

GENERAL INFORMATION

Court name	
Location	
Jurisdiction	
Population served	

INFRASTRUCTURE

General building size (m2)	

2. Building operations and maintenance

a. Opening and closing	
b. Security	☐ security system ☐ judicial police ☐ both ☐ no ☐ others, indicate _____ Comments :
c. Periodic required building maintenance	Costs for each of 2 prior years

	Year 1: Year 2: Current budget
d. Major rehabilitation/new construction	
	☐ Complete rehabilitation ☐ Partial rehabilitation ☐ New constructions ☐ Planned projects
e. Reporting major problems	

l. Estimate sizes and count number of:

Nr ord	Name	Dimension (m2)	number	Comments
i.	Office spaces			
ii.	Public spaces			
iii.	Courtrooms			
iv.	Rooms for detainees			
v.	Rooms for juvenile detainees			
vi.	Rooms for interviewing juveniles who are participants to a case			
vii.	Staff restrooms			
viii.	Court visitors restrooms			
ix.	Interview Room for Anonymous Witnesses			
x.	Room for server			
xi.	Space needs	☐ Office spaces _____ ☐ Courtrooms _____		

		☐ Rooms for detainees _____ ☐ Rooms for juvenile detainees _____ ☐ Rooms for interviewing juveniles who are participants to a case _____ ☐ Staff restrooms _____ ☐ Court visitors restrooms _____ ☐ Interview Room for Anonymous Witnesses _____ ☐ Room for server _____

m. Document general conditions (verify information from earlier assessment)	
i. Electrical systems	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :
ii. Heating	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :

iii. Exterior facade	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :
iv. Roof	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :
v. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :
vi. Plumbing	☐ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments :

Furniture

i. Furniture Condition	☐ Very good ☐ Satisfactory ☐ Unsatisfactory (*specify needs)* Comments:

II. COURT AUTOMATION

1. Equipment

a. Equipment inventory Name of equipment and number of units *(workstations (PCs), servers, printers, scanners, other equipment)*	ii. Condition of equipment ☐ *Very good;* ☐ *Good;* ☐ *Satisfactory;* ☐ *Unsatisfactory)*
iii. Equipment needs	☐ Yes (specify) ☐ No

2. Integrated Case Management System (ICMS)

a. Use of ICMS	☐ Yes ☐ No Comments :
b. Identify version of ICMS used by the court	
c. List the reasons for ICMS not being used	

d. Identify the functionality of ICMS used	☐ Case registration ☐ Case distribution ☐ Examinations ☐ Calendar ☐ Summons ☐ Minutes ☐ Decisions ☐ Recusals and appeal registration ☐ Enforcement procedure ☐ Publish decision ☐ Print the list of case hearings ☐ Administration ☐ Dashboard
e. Changes or improvements required	☐No ☐ Yes (*specify)*
f. Difficulties and barriers to use	☐ No ☐ Yes (*specify)*

g. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ☐ 3; ☐ 4; ☐ 5; Comments :

3. Recording court hearings

a. Availability of audio recording equipment	☐ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	
c. Ratio of the number of courtrooms and number of judges	
d. Use of audio recording software	☐ Yes ☐ No (specify reasons)
e. Reasons for audio recording not being used	
f. Ratio of requests for recording hearings and actual recording of hearings	
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	
h. Number of playback requests from	

citizens	
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	
j. Difficulties and barriers	☐ No ☐ Yes (*specify)*
k. Audio recording sets needed additional	

4. Court's webpage

a. Use of contents management system	☐ Yes ☐ No Comments :
b. Difficulties and barriers to use	☐ No ☐ Yes *(specify)* Comments :

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ☐ No Comments :
ii. If no, identify possibility of implementing standardized forms *Interest in implementing standardized documents*	☐ Yes ☐ No
b. Scanning documents	☐ Yes ☐ No Comments :

c. Filing hard copies	☐ Yes ☐ No Comments :
d. Storing	
i. Short-term	
ii. Long-term	
iii. Volume of materials stored	
iv. Shipping to Rayon archive	☐ No ☐ Yes *(specify frequency)*

v. Destroying	☐ No ☐ Yes *(specify frequency)*
e. Staff time for each action	
f. Number of registers used	
g. Identify duplication of information:	

i. Register of actions card	
ii. Registers	
iii. ICMS	

2. Caseload

Caseload trends	☐ Increasing ☐Decreasng			
a. Last 5 years	Current Year 1 Year 2 Year 3 Year 4			
c. Backlog	Current	more 12 months	more 24 months	more 36 months

IV. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff
1	Judges			
2	Clerical staff			
3	Technical staff			

2. Human resources management (HR)

a. HR management specialist functions	
b. Staff person assigned	☐ Yes ☐ No
c. Internal procedure to recruit court staff	☐ Yes ☐ No

	If Yes: ☐ Interview ☐ Written test Comments:
d. Job descriptions for court staff	☐ Yes ☐ No
e. Internal procedure to dismiss court staff	☐ Yes (specify) ☐ No
f. Internal procedure to apply disciplinary sanctions to court staff	☐ Yes (specify) ☐ No

g. Court administrator (Counselor to Court President) functions	☐ Yes ☐ No
h. Court PR manager functions	☐ Yes ☐ No
i. Internal order regulation available	☐ Yes ☐ No
j. Internal order regulation used	☐ Yes ☐ No

k. Judges access to laws and legal literature	☐ Satisfactory ☐ Unsatisfactory (specify)
l. List of publications subscribed by the court	
m. List of publications used the fact by the court	
n. Specialist IT in court	☐ Yes ☐ No

3. Training received/required

a. Training needs (skills and topics) for court staff	☐ Yes (specify) ☐ No

V. BUDGETING AND PROCUREMENT

1. Buildings Operations and Maintenance

Tipe of procurements	2012		2011		2010
	Number of procurements	Total, MDL	Number of procurements	Total, MDL	Number of procurements
* Small value					
Supplies					
Utilities & Services					
** Mean value					
Supplies and services					
Utilities & Services					
*** High value					
Supplies and services					

Utilities & Services					

* Small value:
- For public Supplies contracts up to 20,000 lei;
- For public Utilities & Services contracts and services up to 25,000 lei.

Mean value **:
- For procurement of supplies and services - from 20,000 lei to 2,500,000 lei;
- For public Utilities & Services contracts - from 25,000 lei to 99,000,000 lei.

*** High value:
- For procurement of Supplies and services - more than 2.5 million lei;
- For public Utilities & Services contracts - over 99 million lei.

2. Autos	
3. Procurement problems	☐ Yes (specify) ☐ No

4. Suggestions to improve procurement procedure	☐ Yes (specify) ☐ No
5. Use bookkeeping software	☐ Yes ☐ No Comments:
6. Training in budgeting	☐ Yes ☐ No if Yes (indicate the period and who provided the training):
7. Training in public procurement	☐ Yes ☐ No if Yes (indicate the period and who provided the training):

VI. SERVICES FOR THE PUBLIC

1. Public information offices/chancellery

a. Location in the court	☐ None ☐ ground floor main entrance lobby ☐ Other (specify)
b. Staff number	☐ None ☐ Specify number
c. Kiosk, helpdesk, monitor	☐ Kiosk ☐ Helpdesk ☐ Monitor (specify location) For locations with monitor(s) and/or bulletin boards specify: What kind of information is posted?

	Is the information current? Which staff member is responsible for updating the monitor information?
d. Average number of requests/inquires per day?	☐ None ☐ 1 to 5 ☐ 6 to 10 ☐ 11 to 20 ☐ More than 20

2. Signs for the public

	☐ None ☐ Schedules of hearings ☐ Arrows Directing citizens ☐ Recording of hearings ☐ No access to judges offices ☐ Simples of documents

3. Copies of petitions, decisions

a. Procedure of issuing copies	☐ Yes (specify) ☐ No

b. Suggestions to improve the procedure	☐ Yes (specify) ☐ No

ANNEX 4

HÎNCEȘTI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	HÎNCEŞTI
Location	HÎNCEŞTI
Jurisdiction	Localities from Hînceşti District
Population served	119.400 citizens

INFRASTRUCTURE

General building size (m2)	1443.2 m2

2. Building operations and maintenance

a. Opening and closing	08.00 – 17:00
b. Cleaning	Technical service – 3 cleaning ladies
c. Security	☐ security system ☐ judicial police ■ both

	☐ no ☐ others, indicate _____ Comments: Security system is used for the server room and the archive. Judicial police secures the building during daytime. The court has a security system, for which it pays 2500 Moldovan lei a month. The court does not have night guards on its staff. The court, since 2005, has judicial police (securing the judicial police was a result of „good relations with the local chief police officer," as the court president said).
d. Minor maintenance/repairs (last 3 years), *list*	☐ None ☒ Yes
e. Grounds	Responsibility ☒ Court ☐ MoJ/DJA ☐ Other (specify)
f. Periodic required	

building maintenance	**Responsibility** ☒ Court ☐ MoJ/DJA inspection ☐ Other (specify) **Costs for each of 2 prior years**
g. Scheduling minor repairs	
i. Identifying/ contracting/ selecting contractors	**Identifying work** ☒ Court ☐ MoJ/DJA inspection ☐ Other (specify) **Initiating contracting** ☒ Court ☐ MoJ/DJA inspection ☐ Other (specify) **Selecting contractors** ☐ Court

	☐ MoJ/DJA inspection ☐ Other (specify)
ii. Monitoring work	☒ Court ☐ MoJ/DJA inspection ☐ Other (specify)
iii. Payments	☒ Court ☐ MoJ/DJA inspection ☐ Other (specify)
h. Major rehabilitation/new construction	
i. Identifying requirements	☒ Court ☐ MoJ/DJA inspection ☐ Other (specify)
ii. Submitting requirements	

	The court submits the requirements to the DJA.
iii. Participation in prioritizing/scheduling	☐ Yes (describe process) ☒ No
iv. Design	☐ Court ☐ MoJ/DJA ■ Private architect ☐ Other
v. Court's involvement in monitoring progress and quality and final inspections	■ Primarily responsible ☐ MoJ/DJA primarily responsible ☐ Specific formatted reports ☐ No local court participation On last renovation the court hired a consultant to monitor the works.
vi. Payments	

	☐ Originated by local court ☐ Local court makes payments ☐ MoJ/DJA makes payments ■ Local court approvals needed for payments Court sends invoices approved to MoF for payments
i. Reporting small problems	☒ No specific procedures ☐ Specific procedures
j. Reporting major problems	☒ No specific procedures ☐ Specific procedures
k. Underway or planned projects	☐ No ☒ Yes (Describe)

	The court will finish the renovation in 2012; received sufficient funds from the MOJ.

l. Estimate sizes and count number of:

Nr ord	Name	Dimension (m2)	Number units	Comments
i.	Office spaces	**510 m2**	**23**	
ii.	Public spaces	**175,1 m2**	**2**	
iii.	Courtrooms	**225,3 m2**	**4**	
iv.	Rooms for detainees	**-**	**-**	
v.	Rooms for juvenile detainees	**-**	**-**	
vi.	Rooms for interviewing juveniles who are participants to a case	**15 m2**	**1**	
vii.	Staff restrooms	**10,9 m2**	**4**	
viii.	Court visitors restrooms	**3,1 m2**	**2**	

m. Document general conditions (verify information from earlier assessment)	
i. Spaces shortages	■ Yes ☐ No Comments : The judges' assistants position is to be introduced. The courts plans extension. Another hearing room will be created as part of upcoming rehabilitation work. Another hearing room could be created by dividing one large hearing room into two, but this is not part of the upcoming works. The President Judge indicated that the building needs to be extended. Additional staff positions are needed, but space would have to be created for them. A holding area for detainees needs to be created. The archives needs to be enlarged, and there needs to be a separate room for witnesses.
ii. Electrical systems	☐ Very good ■ Good ☐ Satisfactory ■ Unsatisfactory Comments : The electrical system will be replaced soon
iii. Heating	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments : The heating system will be repaired in 2012.
iv. Exterior facade	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory

v. Roof	■ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments : The roof was replaced
vi. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments: The interiors are planned to be renovated. All the windows were replaced.
vii. Plumbing	■ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments: The court managed to get connected to a water supply system, which provides water on an hourly basis. Besides, they built a well supplying the court with water on a continuous basis.

n. Furniture.

N0	**No office**	**i. Furniture inventory** ***Name and number of units furniture***	**ii. Condition of furniture** *(1. Very good;* *2. Good;* *3. Satisfactory;* *4. Unsatisfactory)*	**iii. Furniture needs**

1. Furniture set - 7 units

2. Iron cabinet - 11 units

3. Deposit box - 14 units

4. Visitor Chair - 108 units

5. Office Desk - 59 units

6. Big Cabinet - 29 units

7. Roll Chair - 8 units

8. Long Chair - 75 units

9. Tribune - 3 units

ii. Condition of furniture

50 % furniture – *Good*

30 % furniture – *Satisfactory*

20 % furniture – *Unsatisfactory*

iii. Furniture needs *on making capital repairs in the court Hincesti planned creation of two counters (service public relations, and Archives) creating two meeting rooms and two offices for the judge, for which the court would require equipping them with necessary furniture.*

II. COURT AUTOMATION

1. Equipment

No	No office	a. Equipment inventory Name of equipment and number of units *(workstations (PCs), servers, printers, scanners, other equipment)*	ii. Condition of equipment *(1. Very good;* *2. Good;* *3. Satisfactory;*	iii. Equipment needs

			4. Unsatisfactory)	
		a. Equipment inventory Serve PC - 1 unit Computers - 46 units (only 40 working computers) Server PC – 1 unit Printers - 20 units, (only 15 working printers) Scanners – 3 units Fax machine – 3 units Audio sets SRS Femida - 4 sets PC projector – 1 unit TV set – 1 unit External DVD Rewriter – 1 unit; Phone - 13 units. **ii. Condition of equipment** 10 % equipment – *Very good* 40 % equipment – *Good* 20 % equipment – *Satisfactory* 30 % equipment – *Unsatisfactory* **iii. Equipment needs** Computers - 2		

		units Printers - 8 units Scanners – 1 unit Fax machine – 1 unit Audio sets SRS Femida - 1 set HDD Hard driver 1TB -3 units		

2. Integrated Case Management System (ICMS)

a. Document use of ICMS	■ Yes ☐ No
b. List the reasons for ICMS not being used	N/A
c. Identify version of ICMS used by the court	Version 3 Version 3 was installed by MRGSP. It tested this version in this court.
d. Document change requests or improvements required	- Connection to Femida - Date of minutes in the list minutes should be equivalent to the date of the hearing and not the date when the minutes was drafted.
e. Document difficulties and barriers	- Court President sent a report to CSM stating that ICMS is not secured well enough - The court staff has to call CTS several times per week - CTS avoids settling their problems, their previous experience with CTS was more efficent - CTS installed an Active Directory software allowing to remotely access the court computers and server - After the Active Directory was installed, documents or parts of Word documents started to disappear on court staff computers, printers and Femida did not function - The random case assignment is not even - The investigative judge does not receive cases One judge indicated that he spends 4 to 5 hours a week inputting data into the system.
f. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ■ 3; ☐ 4; ☐ 5

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes	☐ No
b. Ratio of the number of courtrooms and audio recording sets	4 courtrooms	4 audio recording sets
c. Ratio of the number of courtrooms and number of judges	4 courtrooms	9 judges (5-6 active judges)
d. Use of audio recording software	■ Yes	☐ No
e. Reasons for audio recording not being used	N/A	
f. Storing audio recorings	Audio recordings are stored on the court' server and then copied on CDs. Storing audio record files on the court server. Archive audio recordings of court made according ***Internal order regulation***. Every 3 months is created list of cases for which records are writing CD and data records are deleted from the server.	
g. Ratio of requests for recording hearings and actual recording of hearings	Approx. 100%	

h. Ratio of requests for CDs and the actual number of cases when CDs were provided	1% of cases when CDs were requested	
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	100%	
j. Document difficulties and barriers	- Sometimes the software fails - Sometimes the recording is not audible - When CTS installed the Active Directory, the audio recording would not start in the morning, audio recordings could not be copies on CDs insufficient hearing rooms: - imperfect legislation - double the work (paper & computer/program) - lack of staff - insufficient equipment (printers).	
k. Audio recording sets needed	1 audio recording set	

4. Court's webpage

a. Use of contents management system	■ Yes	☐ No

b. Document difficulties and barriers	When Botanica District Court's website was hacked, all the images placed on Hancesti District Court's website disappeared .

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments: The Civil Procedure Code provides for specific contents of a civil complaint.
ii. If no, identify possibility of implementing standardized forms	There are many types of documents to be filed with the court, it will be not efficient to implement standard forms of these documents.
b. Scanning documents	■ Yes ☐ No Comments: Civil cases are scanned integrally; criminal cases – only the indictment; contraventional cases – all documents are scanned.
c. Filing hard copies	■ Yes ☐ No Comments: The chancellery staff registers the documents and places them into a case folder. Then, the documents are sewn by the secretary to the judge assigned to hear the case.
d. Storing	
i. Short-term	Closed civil and contraventional cases are stored in the chancellery until the end of the year. Criminal cases are stored in the chancellery until it gets information about enforcement of the sentence.
ii. Long-term	Closed cases with final judgments are transmitted to the archive. The cases are stored in the archive for the period set forth in the Instruction for the Organization of Secretarial Activity in District Courts and Courts of Appeal.

iii. Volume of materials stored	The volume of materials stored in the chancellery office: Approx. 1400 civil cases Approx. 200 criminal cases Approx. 400 contraventional cases 195.6 linear meters of records in archives
iv. Shipping	All cases dated up to 1975 were transported to the District Archive. The practice is send cases to the District Archive on an annual basis. Next year the court will transport cases dated 1976 etc.
v. Destroying	A special commission consisting of the court president, chancellery chief, and chancellery specialist is set up for the destruction of cases. When the term of a case storage expires, minutes of destruction is prepared, decisions from the cases to be destroyed are taken out, and the case is destroyed. By destruction they mean storing the case in a storage room and then using the paper as waste.
e. Staff time for each action	Registration in ICMS – simple civil case – 3-4 minutes Registration on paper – simple civil case – 3-4 minutes Registration in ICMS – complex criminal case – 5-10 minutes Registration on paper – complex criminal case – 15 minutes Scanning – 3-4 minutes Filing – 5-6 minutes Shipping to District Archive - 5 minutes Destroying – 5 hours
f. Volume/ frequency of documents received daily	Approx. 20 documents
g. Volume/ frequency of documents	Approx. 20 documents

generated daily	
h. Measure volume of materials stored	2002 – 2011 – 12019 civil cases stored 2000-2011 – 4161 criminal and contraventional cases stored
i. Identify number of registers used	Civil cases – 5 registers Criminal cases – 7 registers Contraventional cases – 5 General registers – 9 General registers: - Register of incoming correspondence - Register of contestations - Register of complaints and enforcement of judgments - Register of recusals - Register of self-recusal - Register of materials on retroactivity - Register of cases sent to the court of appeal - Register of administrative review cases returned from the court of appeal and Supreme Court of Justice Civil cases: Alphabetical index Register of civil cases Register of cases returned from the court of appeal and/or Supreme Court of Justice Register of civil cases sent to the court of appeal Register of actions card

	Criminal cases: Register of cases sent to the court of appeal Register of wanted persons Register of received criminal cases Register of material evidence Alphabetical index Register of criminal cases received from the court of appeal and/or Supreme Court of Justice Register of actions card Contraventional cases: Register of intercessions Register of contraventional cases Alphabetical index for contraventional cases Alphabetical index for civil simplified procedure cases Register of actions card
j. Identify duplication of information: Civil Case Registration	
i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned

	- Case file movement within the court
ii. Registers	The information mentioned above is entered in the following registers: - - Register of incoming correspondence Alphabetical index Register of civil cases
iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category -Judge assigned - Case file movement within the court

2. Caseload

a. Last 2 years	**b. Current**	**c. Backlog**
2010 – 2565 registered cases 2011 – 2781 registered cases	855 registered cases	End of 2011 – 540 cases

VI. COURT STAFF

Personnel/Staff

No	Category staff	Number of staff	Projected staff
1	Judges	**9**	
2	Clerical staff	**11**	
3	Technical staff	**8**	
4	Other	**4**	

Nr: d/o	Name structural subdivisions and functions	The number of currently	The number of necessary	The difference
1	Judge	6	8	2
2	Investigative Judge	1	1	-
3	President counselor	1	1	-
4	Chief Accountant	1	1	-
5	Consultant	0	2	2
6	Consultant (teacher)	0	1	1
7	chief Chancery	1	1	-
8	Specialist	3	3	-
9	Secretary	7	9	2
10	Translator	2	2	-
11	Specialist Coordinator	0	1	1
12	chief Archive	1	1	-
13	Chief Auxiliary department	1	1	-

14	Driver	1	1	-
15	Cleaner	3	3	-
16	Courier	1	1	-
17	Machinist	0,5	0,5	-
	TOTAL	29,05	37,05	8

2. Human resources management (HR)

a. HR management specialist functions	There is no person appointed as the HR management specialist in the Hincesti district court. According to the Hincesti District Court's internal by-laws, the court president and vice-president are responsible for human resource management, in particularly for: 1) signing, amending, and terminating the employment contract, 2) motivating and encouraging court staff to perform their job duties, and 3) applying disciplinary sanctions as provided by the law. The Court President's Counselor has been authorized, by order of the court president, to carry out some of the duties related to HR management. The Counselor's job description contains the following duties related to HR management: 1) to establish the organizational duties and delegate court staff for developing and maintaining the court's program; 2) to ensure development and implementation of approaches for improving court services; 3) to ensure the evaluation of initial and continuous training needs of court staff, the drafting of suggestions for court staff training and the developing of the schedule for such trainings. Currently, the Counselor is in charge of these and other HR management duties, like writing in the judges 'and court staff' Labor Cards information about the date of recruitment/dismissal, promotions, etc. *Note:* when, as planned, the position of judicial assistants for every judge will be created, the court will need to find space for these people when hired.
b. Internal procedure to recruit court staff	Court staff is divided into two categories – those who are public functionaries and those who are not. The first category includes: the president's counselor, court secretaries, translators, consultants, and the accountant). The second category includes positions such as cleaning lady, workers, etc. The first step for recruiting courts staff who has the status of public functionary is to advertise the court vacancy first internally, and hire from within, via transfer or

	promotion. If no candidate is identified in this way, the position is advertised via local newspapers, on the court's website, and an ad is placed on the court's informational board in the court's hallway of the court. The candidates have to pass a written test, followed by an oral interview. The results of the written tests are reviewed by a recruitment committee. In order to recruit the court staff who is not public functionary (cleaning lady, etc.), the courts sends the list of vacancies to the local office of labor, and the persons who submitted their application pass through an oral interview with the court's president.
c. Availability of job descriptions for court staff	There are job descriptions for the Court President's Counselor, chief accountant, chief of chancellery, public relations specialist, court secretary, translator, chancellery specialist, building administrator, driver, courier, and janitor.
d. Internal procedure to dismiss court staff	There are two ways for dismissing court staff: 1) by person's request submitted to the court's president who should decide on the request within 14 days from the moment the request was submitted, and 2) by order of the court president. In the last four years, no court staff has been dismissed by order of the court president.
e. Internal procedure to apply disciplinary sanctions to judges/ court staff	There is a disciplinary commission that examines the disciplinary violations and recommends and applies sanctions for court staff misconduct. The court staff can be sanctioned as per the Labor Code and other relevant labor legislation.
f. Court administrator (Counselor to Court President) functions	The functions of the Court administrator are listed in her Job Description. In accordance with the Job Description, the administrator has the following 4 main duties: 1) to ensure the administrative and organizational activity of the court; 2) to identify the needs related to the court's infrastructure and develop proposals for covering these; 3) to organize the procurement of goods and services; 4) to contribute to the development and implementation of the court's strategic development plans. The Job Description contains specific duties falling under each of these four broad areas (if needed, we'll translate these into English).
g. Court PR manager functions	The job description for the PR manager lists responsibilities in the following three areas: 1) apply the legislative and normative acts; 2) ensure public information about the activity of the court; 3) ensure the posting of list of hearings on the information board of the court and on the court's web page. Area 1 includes the following: to promote and maintain the positive reputation of the court, and to analyze the attitude and public perception about the court. Area 2 includes: offering of general information and guidance to court visitors, answering the inquires coming in by telephone and e-mail, maintaining the Registry of Public Relations, examining and developing drafts of the answers to

	the petitions and presenting the drafts to the court president for coordination and signature; and sending, after coordinating with the president, the petitions to the entities entitled to examine them, and monitor their solving within the adequate timeframe. Area 3 includes collecting, daily, from the court secretaries, of information about cases scheduled for examination, posting the information on the information board and on the court's webpage, and monitoring of the placing of court decisions on the court's webpage.
h. Internal order regulation used	It exists, and, as per the Court President's Counselor, it is used.
i. Judges access to laws and legal literature	Judges have access to the on-line Legal database maintained by the Ministry of Justice (the court does not use the private legal database). Internet is reliable and, thus, access to this database is permanent. SCM provides judges with books and other materials. No deficit of literature or access to laws has been reported by the judges.

3. Training received/required

a. Training received (1 year info from NIJ)	The court's president said that all judges usually complete the 40 hours of mandatory CLE at the NIJ, and that NIJ is good at surveying the judges' training needs.
b. Training needs (skills and topics) for judges	No training needs were identified at the moment. All training needs are satisfied by the trainings delivered by the NJI.
c. Training needs (skills and topics) for court staff	It has been a while since no court staff was invited to any NIJ training. The court tries to cover the training needs by delivering internal trainings for staff (at least 1 training a month). The trainers are the court president and the court president's counselor. The list of topics to be covered in 2012 has been provided (it includes topics such as understanding the law on public function, the law on conflict of interest, the courts' secretary activity, the Decision on audio recording of court cases, the Regulation on publishing of court decisions on the court's website, as well as civil and criminal procedure matters).
d. Training materials needed	No materials are need at this point in time.

V. BUDGETING AND PROCUREMENT

1. Court Personnel	**Responsibility** ☒ Court ☐ MoJ/DJA inspection ☐ Other (specify)
	In 2011, the budget execution was 98%. 51% of the 2011 budget went for paying court staff, 31% - for capital repair work, 18% - for procurement of goods and services. For repair work, in 2011 the court spent 801,000 MDL (this amount included about 20,000 that the court paid for private designer/architect they selected to design the new building). The draft budget is prepared by the chief accountant, then reviewed by the court president's counselor and the court president, after which it is sent to the DJA. However, the budget is prepared within the limits of the ceiling that DJA has provided, and the court only divides that amount among the existent budget lines. In June every year, the court can submit to the DJA request for amending the budget, and, if it manages to convince the DJA and if funds are available, the court may receive more money from the DJA. In October-November, when the court sees that it will not manage to spend the money budgeted under certain budget lines by the end of the calendar year, it informs the DJA about it and that money will be taken away from the court. If the court manages to save some money, during the year, it can transfer that money between the budget lines: thus, in 2011, from the savings from the capital repair works, the court managed to buy a new car. The exception is that they cannot transfer the money set aside for salary for other items. Generally, the budget for outside consultants is sufficient. It would be good for the procurement process for office supplies to be done in a centralized manner (eg. by the DJA), and standard norms should be developed as to the needs of office supplies per person (eg. How many pens for one person per month, how many packs of paper, etc.). In 2012, 1M MDL was approved for capital investment/major building renovation,

	including upgrading the electrical system and creating/rearranging spaces. An architect was hired to develop a design, and a tender will be issued on May 15 to accomplish the construction. A consultant will be hired to monitor the quality of construction.
2. Equipment	**Responsibility** ☒ Court ☐ MoJ/DJA inspection ☐ Other (specify)
3. Buildings Operations and Maintenance	
a. Utilities	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
b. Minor Repairs	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
c. Major Repairs	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
d. Security	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)

e. Major Rehabilitation/ **New Construction**	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
4. Office Supplies	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
5. Outside consultants	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
6. Autos	**Responsibility** ☒ Court ☐ MoJ/DJA ☐ Other (specify)
7. Budget deficit	None
8. Budgeting procedure	☐ None ☒ Written procedures provided by MoJ/DJA
9. Procurement procedure	☐ None written ☒ Written procedures provided by MoJ/DJA (describe steps and responsible staff member) ☐ Written procedures developed by local court (describe steps and responsible staff member)

	Describe items purchased locally In 2011, the Hincesti court made the following procurements: Envelops and stamps: 60 thousand MDL Minor repair of offices: 114, 9 thousand MDL Capital renovation of the building's exterior: 801, 8 MDL Purchase of office furniture: 31,3 thousand MDL Purchase of Car: 192 thousand MDL Stabilizer for the electricity: 27,3 thousand MDL Air conditioners: 38,9 thousand MDL Public procurement for 2012: Envelops and stamps: 60,5 thousand MDL Current repairs of the electrical wires/network: 99,8thousand MDL The procurement process is done according to the Moldovan procurement law. *Note:* the court mentioned the need to buy a postage meter, which will save a lot of money (the amount they annually spend for stamps is quite high). Number of procurements during last budget year? Total value? Number of procurements during current budget year? Total value?

	Describe items purchased nationally by MoJ/DJA Number of procurements during last budget year? Total value? Number of procurements during current budget year? Total value?
10. Document procurement problems	Sometimes it is difficult to find vendors for certain products in Hîncești (eg. equipment), and the court reaches out to vendors in Chisinau.
11. Suggestions to improve procurement procedure	None

IV. SERVICES FOR THE PUBLIC

1. Public information offices

a. Location in the court	☒ None ☐ ground floor main entrance lobby ☐ Other (specify) There is no public information office in the court, but, according to the design that will be used for the renovations, which will be carried out in the court by the end of 2012, there will be one (the recommendations of the MCC/MGTCP infrastructure assessment were taken into account when designing the remodeling of the court).
b. Staff number	☐ None ☒ Specify number: 1 The office of the PR person is located on the first floor (however, it is not immediately clear how to get to that office). There is no information kiosk, helpdesk or monitor for the public. There is a public restroom at the first floor (in quite a good condition). There is also a restroom for judges and staff at the first floor (it locks with a key).

c. Kiosk, helpdesk, monitor	N/A ☐ Kiosk ☐ Helpdesk ☐ Monitor (specify location) For locations with monitor(s) specify: What kind of information is posted? Is the information current? Which staff member is responsible for updating the monitor information?
d. Average number of requests/inquires per day/week?	☐ None ☐ 1 to 5 ☐ 6 to 10 ☒ 11 to 20 ☐ More than 20

2. Signs for the public

a. Location	There are signs clearly marking judges offices, and there are signs on the doors of the court rooms that the hearings are being audio recorded. On the judges' offices (from the interior) there are signs that access to public is forbidden to the judges' offices.
b. Type/uses	See above.

3. Schedules of hearings posted

a. Location in the court	<u>Schedule of hearings:</u> The schedule of hearings for the entire current week for four judges is posted on the information board in the court's hallway.
b. Contents	Only one judge has posted the hearings for the current day, and the scheduled hearings for another judge have not been posted on the information board. Aside from the schedule of hearings, there are the following information posted on the bulletin board: 1) the days and hours when the court presidents receives members of the public with various matters; 2) an announcement about the existence of a web page where court goers can get access to information, 3) templates for requests for acts to be issued by the chancellery office, and 4) rules for conduct of participants to the trial.

4. Procedure of issuing copies, of petitions, decisions

Requests for copies of decisions are registered in the chancellery. The chancellery gives the requests to the Court President who approves the requests and transmits them to the archive. The archivist issues the copies against a fee of 20 lei.

Copies of petitions, decisions

Procedure for issuing copies

The copies of decisions and other case materials are issued only two times a week: on Tuesdays and Thursdays. The person must right a request that s/he must submit to the chancellery office. The request then is sent to the court president, which approves or disapproves the request. If the request is approved, the person is informed about that and must pay the state tax for obtaining the copy. With the payment receipt, the person goes to the archive to receive the copy.

Note: only the archivist has access to the archive, which is a secured room, which is quite well-organized and maintained.

ANNEX 5

CRIULENI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	**CRIULENI COURT** **Court Web page:** http://jcr.justice.md/
Location	70, 31 august 1989 street, Criuleni city, RM
Jurisdiction	Localities referring to the territorial competence of the **Criuleni** District Court **(43 localities):** Criuleni, Bălăbăneşti, Bălăşeşti, Bălţata, Bălţata de Sus, Boşcana, Chetroasa, Cimişeni, Ciopleni, Corjova, Coşerniţa, Cruglic, Dolinnoe, Drăsliceni, Dubăsarii Vechi, Hîrtopul Mare, Hîrtopul Mic, Hruşova, Işnovăţ, Izbişte, Jevreni, Logăneşti, Maşcăuţi, Măgdăceşti, Mălăieşti, Mălăieştii Noi, Mărdăreuca, Micleşti, Ohrincea, Oniţcani, Paşcani, Porumbeni, Ratuş, Răculeşti, Rîşcova, Sagaidac, Sagaidacul de Sus, Slobozia-Duşca, Steţcani, Valea Coloniţei, Valea Satului, Zăicana, Zolonceni.
Population served	39000, population by district - 72300
President Judge	Sanduţă Eugeniu

INFRASTRUCTURE

General building size (m2)	1453,0 m^2

2. Building operations and maintenance

a. Opening and closing	*8^{30} – 17^{00}, lunch time 13^{00} - 13^{30}*

c. Security	☐ security system ■ judicial police ☐ both ☐ no ■ others, indicate __3 night guards _____ Comments : Judicial police ensures the security of the building during daytime, and the guards work at night.
f. Periodic required building maintenance	**Costs for each of 2 prior years** Year 1: Year 2: **Current budget**
h. Major rehabilitation/new construction	
	■ Complete rehabilitation ☐ Partial rehabilitation ☐ New constructions ■ Planned projects *Comments:* Major rehabilitation in 2007; nothing since. Not funded, but President wants to move Chancellery to location on ground floor more convenient to the public; rehabilitate hearing rooms, deliberation rooms, and toilets: estimated at 180K MDL.
j. Reporting major problems	■ No specific procedures (describe what typically happens)

	☐ Specific procedures (describe)

l. Estimate sizes and count number of:

Nr	Name	Size (m2)	Number	Comments
i.	Office spaces	**314 M^2**	**14**	
ii.	Public spaces		**2 halls**	
iii.	Courtrooms		**3**	
iv.	Rooms for detainees		**NONE**	
v.	Rooms for juvenile detainees		**NONE**	
vi.	Rooms for interviewing juveniles who are participants to a case		**NONE**	
vii.	Staff restrooms		**4**	
viii.	Court visitors restrooms		**1**	**Outside**
ix.	Interview Room for Anonymous Witnesses		**NONE**	
x	Space needs			**Interview room for interviewing juveniles**

m. Document general conditions (verify information from earlier assessment)	
ii. Electrical systems	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments : Electrical supply to building from city: frequent blackouts and power surges, which destroyed server. ICMS records now being stored temporarily on computer while CTS repairs server.
iii. Heating	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments: One hearing room cannot be used in the winter because the heating is insufficient.
iv. Exterior facade	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : Windows need replacing; causing high heat bills.
v. Roof	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments: One judge indicated that the roof had been replaced 5 years before and would soon need replacing again.
vi. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments:

vii. Plumbing	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments: There have been major sewage leaks in the basement area, which seem to have been stopped, but the basement is used for 500 m^2 of archival storage and is still very damp.

n. Furniture

iii. Furniture Condition	☐ Very good ☐ Satisfactory ☐ Unsatisfactory (specify needs) **Condition of furniture** 10 % furniture – Good 60 % furniture – Satisfactory 30 % furniture – Unsatisfactory **Comments:** **Furniture inventory:** 1. Big Cabinet - 10 units 2. Office Desk - 35 units 3. Visitor Chair - 78 units 4. Roll Chair - 19 units 5. Deposit box - 5 units

	cabinets - 10, tables - 35 chairs - 78, seats – 19 Furniture needs: cabinets - 5, tables - 14. **Furniture needs** 1. Big Cabinet - 5 units 2. Office Desk - 14 units

II. COURT AUTOMATION

1. Equipment

a. Equipment inventory **Name of equipment and number of units** (workstations (PCs), servers, printers, scanners, other equipment)	**Equipment inventory** Computers - 24 units Server PC – 1 unit (not working) Printers - 14 units, Copy machine - 2 units (only 1working copy machine) Scanners – 6 units Fax machine – 1 unit TV set - 1 unit **Years of procuring equipment (computers)** 2005 - 2 units 2006 - 2 units

	2007 - 3 units 2008 - 17 units
ii. Condition of equipment	**Condition of equipment** 5 % equipment – Very good 15 % equipment – Good 60 % equipment – Satisfactory 20 % equipment – Unsatisfactory **A printer in the Chancellor's office is currently not working**
iii. Equipment needs	■ Yes (specify) ☐ No Computers - 2 units Printers - 12 units Copy machine - 1 unit Scanners – 6 unit

2. Integrated Case Management System (ICMS)

a. Use of ICMS	■ Yes ☐ No Comments:
b. List the reasons for ICMS not being used	N/A
c. Identify version of ICMS used by the court	Version 3 CTS installed Version 3 at the end of April 2012

d. Changes or improvements required	■ No ☐ Yes (specify)
e. Difficulties and barriers to use	☐ No ■ Yes (specify) - ICMS and Femida did not work in this court because of server breakdown - CTS took their server for an expertise and installed a temporary server - Assignment is even - There is an unstable electricity supply. If there is no electricity during the night, they have to restart the server to be able to work in ICMS and Femida One judge indicated that 6% of his cases are confidential and he doesn't trust the security of the ICMS.
f. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ☐ 3; ■ 4; ☐ 5; Comments:

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	3 courtrooms / 3 audio sets SRS Femida
c. Ratio of the number of courtrooms and number of judges	3 courtrooms / 6 judges

d. Use of audio recording software	■ Yes ☐ No (specify reasons) Audio recordings are stored on the court's server. They copy the recordings on the CD only when the case is sent to the court of appeals or a CD is requested by the citizens. Storing audio record files on the court server. No archiving of audio recordings is done.
e. Reasons for audio recording not being used	N/A
f. Ratio of requests for recording hearings and actual recording of hearings	Approx. 90%
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	Very rare cases when CDs were requested. In the instance of 1 judge during 3 years – 1 request.
h. Number of playback requests from citizens	None
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	100%
j. Difficulties and barriers	No ■ Yes (specify) - insufficient number of courtrooms: - double the work (paper & computer/program) - lack of staff - insufficient printers (3 units) - disconnected electricity in court.

k. Audio recording sets needed	None

4. Court's webpage

a. Use of contents management system	■ Yes ☐ No Comments:
b. Difficulties and barriers to use	☐ No ☐ Yes (specify) ***Note:*** Information on this was not available. The person responsible for managing the website was on vacation.

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments:
ii. If no, identify possibility of implementing standardized forms Interest in implementing standardized documents	☐ Yes ■ No
b. Scanning documents	■ Yes ☐ No Comments :

	Comments : Civil cases – integrally Criminal cases – indictment Contraventional cases – integrally
c. Filing hard copies	■ Yes ☐ No Comments: The chancellery inserts the case file materials into the case cover, and the secretaries to the judge assigned to hear the case sew the case file pages together.
d. Storing	
i. Short-term	The chancellery inserts the case file materials into the case cover, and the secretaries to the judge assigned to hear the case sew the case file pages together.
ii. Long-term	All cases are transmitted to the archive and stored there for a term set forth in the Instruction on Secretarial Activity in District Courts and Courts of Appeal.
iii. Volume of materials stored	121.45 linear meters.
iv. Shipping to Rayon archive	■ No ☐ Yes (specify frequency)

	Cases had never been transported to the District Archive.
v. Destroying	☐ No ■ Yes (specify frequency) A special commission consisting of the court president, chancellery chief, and chancellery specialist is set up for the destruction of cases. When the term of a case storage expires, minutes of destruction is prepared, decisions from the cases to be destroyed are taken out, and the case is destroyed. By destruction they mean burning.
e. Staff time for each action	Registration in ICMS – simple civil case – 3-4 minutes Registration on paper – simple civil case – 10 minutes Registration in ICMS – complex criminal case – 15 minutes Registration on paper – complex criminal case – 15 minutes Scanning –5 minutes Filing – 7 minutes Destroying – they destroy cases in between their day-to-day activity, when they have time.
f. Volume/ frequency of documents received daily	Approx. 23 documents Could not identify the frequency, as it differs from 2 minutes to half a day.
h. Measure volume of materials stored	Criminal cases – approx. 2600 cases (1998 – 2011) Civil cases – approx. 6000 cases (2005 – 2011) Contraventional cases – approx. 3000 cases (2008 – 2011) Beside cases decisions taken out from the destroyed cases are also stored in the archive.

g. Volume/ frequency of documents generated daily	Approx. 20 documents Could not identify the frequency, as it differs from 2 minutes to half a day.
f. Number of registers used	Civil cases specialist: Alphabetical index Register of appealed civil cases Register of criminal cases movement in the court Register of Actions card Criminal cases specialist: Register of enforcement of sentences Alphabetical index Register of appealed criminal cases Register of material evidence Register of criminal cases movement in the court Register of Actions card Contraventional cases specialist: Alphabetical index for simplified procedure cases Register of movement of simplified procedure cases in the court Register of administrative review cases Alphabetical index for administrative review cases Register of received materials Alphabetical index of contraventional cases Register of contraventional cases – 4d

	Register of contraventional cases – 4 and 5 Register of appealed contraventional cases General registers: Register of incoming correspondence Register of outgoing correspondence Register of registered mail Register of arrest warrants Register of petitions Register of telegrams Register of cases provided to citizens/attorneys
g. Identify duplication of information:	
i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court
ii. Registers	The information mentioned above is entered in the following registers: -

	- Register of incoming correspondence Alphabetical index Register of civil cases Register of civil case movement in the court
iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court

2. Caseload

Caseload trends	☐ **Increasing** ■ **Decreasing**
a. Last 5 years	**Current 554**

	Year 1 2011 2906 registered cases **Year 2 2010 1923 registered cases**			
c. Backlog	**Current** **304**	**more 12 months** N/A	**more 24 months** N/A	**more 36 months** N/A

VI. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff
1	Judges	**6**		
2	Clerical staff	**11**		
3	Technical staff	**13.5**		
4	Other	**6**		

2. Human resources management (HR)

a. HR management specialist functions	See below.
b. Staff person assigned	■ Yes ☐ No Court administrator performs the functions of the HR specialist.

c. Internal procedure to recruit court staff	■ Yes ☐ No The following internal procedures are used for court staff employment: An announcement is posted on the website, in the regional newspaper – "Est - Curier", and on the notice board in the court hall. A job application form is completed and the necessary documents attached to it. A commission is created and an interview conducted. No written test. Suitable candidates are employed for a 6 month probation period.
d. Job descriptions for court staff	■ Yes ☐ No All job descriptions are available in electronic form.
e. Internal procedure to dismiss court staff	■ Yes (specify) ☐ No At the Criuleni court internal procedures are established to dismiss the court staff. No staff members have been dismissed during the last years. Usually people resign or take maternity leaves. - No staff members have been dismissed.
f. Internal procedure to apply disciplinary sanctions to court staff	☐ Yes (specify) ■ No The Criuleni court president has made verbal complaints against the behaviour of judges, but no other actions followed, except a discussion on the spot with the judge. No written complaints have been filed to the court. All complaints regarding the

	improper behavior of judges are submitted to the Superior Council of Magistracy (SCM), which examines them.
g. Court administrator (Counselor to Court President) functions	■ Yes ☐ No 1. Ensure the administrative and organisational activity of the court. 2. Identify the court infrastructure needs and develop proposals for supply. 3. Organize and secure the purchase of goods and services. 4. Contribute to the drafting and implementation of strategic plans for court development.
h. Court PR manager functions	☐ Yes ■ No
i. Internal order regulation available	■ Yes ☐ No An internal order regulation is available at the Criuleni court, which is displayed on the noticeboard for public access. The court activity is organised in accordance with all the provisions set in the Internal Order Regulation approved by the court president.
Internal order regulation used	■ Yes ☐ No
j. Judges access to laws and legal literature	■ Satisfactory ☐ Unsatisfactory (specify) Judges have access to the following sources of legal legislation and literature: - Moldlex (the database of Moldovan legislation) - legal literature in the court library and the individual library of each judge.

3. Training received/required

a. Training received (1 year info from NIJ)	■ Yes ☐ No (specify)
b. Training needs (skills and topics) for judges	■ Yes (specify) ☐ No
c. Training needs (skills and topics) for court staff	■ Yes (specify) ☐ No Court secretaries need to attend trainings in the following areas: - preparation of minutes, statements of parties and other procedural documents. - the use of specialised software (Integrated Case Management System – ICMS, Court Audio Recording System - SRS Femida). - a complex 2-3-day training program on the preparation of documents and conduct of procedural actions for which court secretaries are responsible is needed, which should be delivered 2-3 times a year. Standard guidelines are needed for the court secretaries to help them prepare documents such as minutes, lists, enforcement orders, etc.

	These are necessary particularly due to the fact that not all court secretaries have a higher education degree in law. Many of them are specialised in other areas (such as economics, etc.), since it is impossible to find exclusively legal specialists to fill these positions (there is a shortage of specialists in this area). Trainings on Human Resources and related materials are needed for the HR specialists. The last training for the court staff was organised in 2009.

V. BUDGETING AND PROCUREMENT

Initially, the yearly court budget approved amounted at 1527.3 thousand MDL. The amount of allotments for the business period represented a total of 1597.3 thousand MDL.

Direct expenses for the main component in Item 111 – "Labour Retribution" constituted 845.1 thousand MDL.

In the Revenues section, the amount of 2.0972 MDL was received on the Special Means Account.

Court Personnel:

Prior Budget Year (2011)

Requested: no information

Received: 1049800, 00 MDL

Current Budget Year (2012 {January - March})

Requested: no information

Received: 312100, 00 MDL

Equipment:

Prior Budget Year (2011)

Requested: no information

Received: 47093, 00 MDL

Current Budget Year (2012 {January - March})

Requested no information

Received 14667, 00 MDL

Utilities:

Prior Budget Year (2011)

Requested: no information

Received: 551600, 00 MDL

Current Budget Year (2012 {January - March})

Requested no information

Received 131000, 00 MDL

Minor Repairs:

Prior Budget Year (2011)

Requested: no information

Received: 14350,00 MDL

Current Budget Year (2012 {January - March})

Requested: no information

Received: 3320,00 MDL

Major Repairs:

Prior Budget Year (2011)

Requested: no information

Received: 79900, 00 MDL

Current Budget Year (2012 {January - March})

Requested: no information

Received: 0, 00 MDL

Security:

Prior Budget Year (2011)

Requested: no information

Received: no information

Current Budget Year (2012 {January - March})

Requested no information

Received no information

Major Rehabilitation/ New Construction: were nor performed

Office Supplies:

Prior Budget Year (2011)

Requested: no information

Received: 72635, 00 MDL

Current Budget Year (2012 {January - March})

Requested no information

Received 13160, 00 MDL

Budget deficit

There is no budget deficit at the Criuleni court. Expenses fit into the approved budget and the available funds.

Budgeting procedure

[redacted] Written procedures provided by MoJ/DJA (describe steps and timeframes)

1. Buildings Operations and Maintenance	
Procurement	**Procurement procedure** [redacted] Written procedures provided by MoJ/DJA (describe steps and responsible staff member) Procurement is organised in accordance with the provisions of the Law on Public Procurement: - publication of RFP or contacting local economic entities (depending on the amount budgeted for the respective procurement) - receiving bids from specialised companies (at least 3 bids are necessary) - creating a bid examination commission composed of the court president, 2 judges, the chief accountant, and the Court administrator (Counsellor to Court President) - selecting the bid with the lowest cost, - preparing the minutes of the tender and designating the winner. - concluding the contract with the winning company.
2. Autos	1 car dated 1995 bought by the Ministry of Justice.

3. Procurement problems	■ Yes (specify) ☐ No - the need to travel to the Procurement Office in Chisinau. - no Guidelines are available at the Criuleni court on the organisation of public procurements. - the Law on Public Procurement stipulates that the successful bid should be the one with the lowest price; however, this represents a problem, particularly in the case of reparation and construction works, because the lowest price often results in poor quality works/goods/services.
4. Suggestions to improve procurement procedure	■ Yes (specify) ☐ No - Possibility to register big (amount) contracts at the regional office of the Public Procurement Agency.

IV. SERVICES FOR THE PUBLIC

1. Public information offices

a. Location in the court	■ None ☐ ground floor main entrance lobby ☐ Other (specify) At the Criuleni court the public asks for information at the court chancellery.
b. Staff number	■ None ☐ Specify number
c. Kiosk, helpdesk, monitor	☐ Kiosk ☐ Helpdesk ☐ Monitor (specify location) ■ Bulletin board
d. Average number of requests/inquires per	

day/week?	☐ None ■ 1 to 5 ☐ 6 to 10 ☐ 11 to 20 ■ More than 20 to the chancellery 1 to 5 inquiries per day are to the court president More than 20 inquiries are addressed to the chancellery. The Criuleni court president has not established specific visiting hours for the public. On request, people can get an audience during the court working hours (8^{30} – 17^{00}, lunch time 13^{00} - 13^{30}).

2. Signs for the public

	☐ None ☐ Information board ■ Schedules of hearings ■ Arrows Directing citizens ■ Recording of hearings ☐ No access to judges offices ☐ Samples of documents One arrow showing the way to the chancellery located on the first floor There are signs on the courtroom doors, with a text explaining that hearings are recorded: "**Court hearings are recorded electronically. Please keep silence and discipline in the courtroom".** There are signs on the doors of the judges' offices, with a text explaining that public access in these offices is forbidden: "**According to the Decision of the Superior Council of Magistracy (SCM), the presence of people in the judge's anteroom is forbidden".** A message is displayed in the halls at the court entrance, writing : "**Smoking in the court building is forbidden"**. A list of the planned court hearings is displayed for the public: - on the notice board at the court entrance;

	- on the door of the court president's office.

3. Copies of petitions, decisions

a. Procedure of issuing copies	■ Yes (specify) ☐ No **<u>For the CHANCELLARY:</u>** Copies of petitions, decisions and other documents are issued in the court chancellery. Document issuance procedure: - the person comes with a notification from the court secretary, which explains that the case file was sent to the chancellery, - the person fills in a request form, - a copy of the decision is issued to the person (beneficiary) and he/she signs in the case file confirming that he/she has received it (the first copy of the decision is issued free of charge, the following copies are issued against a fee, in accordance with the Decision of the Moldovan Government). - a copy of the decision is mailed to the parties who did not attend the hearing. **<u>For the ARCHIVE:</u>** Document issuance procedure: - the person comes with his/her ID card/Power of Attorney/mandate and the filled in request, - the person pays the state fee, - the copy of the decision is issued to him/her. There is no special box at the Criuleni court, where complaints from citizens could be dropped.
b. Suggestions to	

improve the procedure	☐ Yes (specify) ■ No

ANNEX 6

IALOVENI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	**IALOVENI** **Court Web page:** http://jia.justice.md/
Location	4, Prieteniei str., Ialoveni city, RM
Jurisdiction	Localities referring to the territorial competence of the **Ialoveni** District Court **(34 localities):** *Ialoveni, Alexandrovca, Bardar, Bălţaţi, Budăi, Cărbuna, Cigîrleni, Costeşti, Dănceni, Gangura, Găureni, Hansca, Homuteanovca, Horeşti, Horodca, Malcoci, Mileştii Mici, Mileştii Noi, Misovca, Moleşti, Nimoreni, Piatra Albă, Pojăreni, Puhoi, Răzeni, Ruseştii Noi, Ruseştii Vechi, Sociteni, Suruceni, Ţipala, Ulmu, Văratic, Văsieni, Zîmbreni*
Population served	100.000 citizens
Court President	TOMA Nadejda

INFRASTRUCTURE

General building size (m2)	644 m^2

2. Building operations and maintenance

a. Opening and closing	8^{30} – 17^{00}, lunch time 12^{00} - 13^{00}

c. Security	☐ security system ☐ judicial police ☐ both ☐ no ■ others, indicate _____ Comments : There are 3 guardians working from 17:00 to 08:00 in working days and 24 hours – on weekends.
f. Periodic required building maintenance	**Costs for each of 2 prior years** Year 1: Year 2: **Current budget** Cosmetic repair had been conducted: Hall walls were painted in 2009 Entrance door replaced in 2009 One courtroom floor was replaced in 2011 Wallpapers were changed and ceilings were painted in 2 judges' offices in 2011 PVC separated room created for guardians and cleaning ladies were created in 2011 A separate room for archive was created Last year the court spent 80 000 lei for current repair works including rehabilitating large courtroom This year the state allocated around 70 000 lei for current repair works The budget requested was of around 250 thousand lei for windows and 250 thousand lei for doors. The state reasons its decision that in 2004 money was

	invested in this court for capital improvements.
h. Major rehabilitation/new construction	
	☐ Complete rehabilitation ☐ Partial rehabilitation ☐ New constructions ■ Planned projects It is necessary to replace windows and doors in the building, a garage and a storehouse need to be built.
j. Reporting major problems	■ No specific procedures ☐ Specific procedures (describe)

l. Estimate sizes and count number of:

Nr ord	Denumirea	Dimensiunea (m2)	Numărul	comentarii
i.	Office spaces	300 m^2		
ii.	Public spaces	144 m^2		
iii.	Courtrooms	134 m^2	4	
iv.	Rooms for detainees		None	Holding cell is used as a storehouse For voting records
v.	Rooms for juvenile			

	detainees		None	
vi.	Rooms for interviewing juveniles who are participants to a case		None	
vii.	Staff restrooms		2	
viii.	Court visitors restrooms		2	There are 2 restrooms used by staff and visitors
ix.	Interview Room for Anonymous Witnesses		None	
x	Space needs			Storehouse, archive, courtrooms In one hearing room the court secretary's work station is in the hearing room Judges have proceedings in their offices because of shortage of courtroom

m. Document general conditions (verify information from earlier assessment)	
ii. Electrical systems	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : During the last years the number of equipment consuming electricity increased, the electrical system is overloaded. This leads to electric power failures disturbing the day-to-day activity of the court, as it is dependent on computers, servers, ICMS, Internet.

	The power supply has outages and the total supply is inadequate. In the summer, they often can't operate the AC for the building and the server.
iii. Heating	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments: The heating system is old and needs to be replaced. The installed boilers are intended for smaller surfaces and operate to their maximum capacity.
iv. Exterior facade	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : The court president feels the façade was not renovated and needs to be repaired. Windows are in poor condition and can't be opened.
v. Roof	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments:
vi. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments:
vii. Plumbing	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments: Current facilities are good, but two additional separate restrooms are required for judges and court staff. Heating pipes need to be replaced and the water in the water supply

	pipes froze this winter.

n. Furniture

iii. Furniture Condition	☐ Very good ☐ Satisfactory ■ Unsatisfactory (*specify needs)* **ii. Condition of furniture** 30 % furniture – *Good* 60 % furniture – *Satisfactory* Furniture needs: *50%.* **Comments:** Court has recently procured 50% and 50% furniture old furniture; Furniture procured with savings from court budget, not from the state budget line item.
n. Furniture inventory.	1. Big Cabinet - 30 2. Office Desk - 22 3. Visitor Chair - 126 4. Roll Chair - 23 5. Long Chair - 46 6. Deposit metal box - 10

	7. set of soft furniture - 1 8. Conference desk set - 2
iii. Furniture needs	Furniture needs: *50%.*

II. COURT AUTOMATION

1. Equipment.

a. Equipment inventory **Name of equipment and number of units** *(workstations (PCs), servers, printers, scanners, other equipment)*	
a. Equipment inventory	computer - 28 printer - 19 PC server - 1 copy machine - 4 phone - 6 fax machine - 2 scanner - 1 air conditioning systems - 9 router / firewail - 1 audio sets SRS Femida - 4 TV set - 1 Back UPC - 20 USB External. for Server - 1 car - 2

ii. Condition of equipment ☐ *Very good;* ☐ *Good;* ☐ *Satisfactory;* ☐ *Unsatisfactory)*	10 % equipment – *Good* 80 % equipment – *Satisfactory* 10 % equipment – *Unsatisfactory*
iii. Equipment needs	Computers - 25 units Printers - 10 units Audio system SRS Femida - 6 units Scanners - 2 units Back UPC - 9 units

2. Integrated Case Management System (ICMS)

a. Use of ICMS	■ Yes ☐ No Comments:
b. List the reasons for ICMS not being used	N/A
c. Identify version of ICMS used by the court	Version 2
d. Changes or improvements required	■ No ☐ Yes (*specify)*
e. Difficulties and barriers to use	☐ No ■ Yes (*specify)*

	Heavy workload There are problems with assignment generated not by the human factor and not by the ICMS – the problem is caused by the citizens: some visitors file their complaints as many times as they consider necessary for their complaint to be examined by the judge they want; another alternative to circumvent from random case assignment is for the visitor to file the divorce and the property division complaints separately on different dates. The visitors have the possibility to select from 2 judges appointed to hear their complaints. ICMS speed is sometimes slow Vista is not compatible with ICMS The computers are old In 2010 the server broke twice – the court could not use ICMS (they had not air conditioning – now installed).
f. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ■ 3; ☐ 4; ☐ 5; Comments : When the court was provided with computers, it turned out that 1 computer was broken. CTS took the computer for repair works and up till now did not return it to the court. The investigative judge works on her own computer brought from home.

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	4 courtrooms/4 recording sets
c. Ratio of the number of courtrooms and number of judges	

	4 courtrooms/6 judges
d. Use of audio recording software	☐ Yes ■ No (specify reasons)
e. Reasons for audio recording not being used	The flow of court secretaries is very high, every 2 or 3 weeks the court hires new secretaries. There are cases when the court cannot even hire secretaries, as there are no candidates willing to work there. There is no one to train the new staff. *- Insufficient courtrooms* *- double work (paper & computer/program)* *- Lack of trained staff* *- Insufficient printers* *- disconnected electricity in court* *- Technical problems* *- Old computers*
f. Ratio of requests for recording hearings and actual recording of hearings	No recording of court hearings
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	No requests for CDs. During 2 years there was only 1 request for the hearing to be recorded.
h. Number of playback requests from citizens	None
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	0

j. Difficulties and barriers	☐ No ■ Yes (*specify)* Flow of court staff; heavy workload; technical problems – cannot save the records on CDs
k. Audio recording sets needed	None

4. Court's webpage

a. Use of contents management system	☐ Yes ☐ No Comments : No additional menus were added
b. Difficulties and barriers to use	■ No ☐ Yes *(specify)* The website CMS is managed by a person who is a consultant, secretary and ICMS manager at the same time.

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments:
ii. If no, identify possibility of implementing standardized forms *Interest in implementing*	■ Yes ☐ No Standardized forms may be introduced for certain categories of simple cases. For complex cases it is impossible to have standard forms.

standardized documents	
b. Scanning documents	☐ Yes ☐ No Comments: The court staff does not scan the case file documents. According to them, they were not told to do so.
c. Filing hard copies	■ Yes ☐ No Comments : The court secretaries sew the case file documents together.
d. Storing	
i. Short-term	2011 – 1685 civil cases 2012 – approx. 700 civil cases 2011-2012 – approx. 200 criminal cases
ii. Long-term	1977 – 2010 – approx. 8000 criminal cases 1977 – 2010 – approx. 28000 civil cases
iii. Volume of materials stored	72 linear meters
iv. Shipping to Rayon archive	■ No ☐ Yes *(specify frequency)*
v. Destroying	

	☐ No ■ Yes *(specify frequency)* Once a year
e. Staff time for each action	Registration: simple civil case in ICMS – 3 – 4 minutes, simple civil case on paper – 2 minutes. Registration complex criminal case in ICMS – 20 minutes; complex criminal case on paper – 20 minutes
f. Number of registers used	Civil cases: 1. Alphabetical register of civil cases 2. Alphabetical register of simplified procedure cases 3. Alphabetical register of administrative review cases 4. Cases received from the court of appeal 5. Cases sent to court of appeal 6. Register of civil cases transmission to judges 7. Register of simplified procedure cases transmission to judges 8. Register of administrative review cases transmission to judges 9. Register of enforcement procedure 10. Register of revision cases 11. Register of complaints that are not cases and of orders received from the Ministry of Justice 12. Civil cases transmitted to archive 13. Administrative review and simplified procedure cases transmitted to archive 14. Register of transmission of decisions to the Registry Office 15. Alphabetical register of economic cases

	16. Enforcement orders in economic cases transmitted to enforcement office 17. Register of Actions Card Criminal cases: 1. Register of criminal cases transmitted to judges 2. Alphabetical register of criminal cases 3. Register of criminal cases transmitted to archive 4. Register of criminal cases transmitted to the court of appeals 5. Register of enforcement of sentences for persons convicted under art. 90 CC 6. Register of general enforcement procedure 7. Register of criminal cases sent upon request and kept in the chancellery 8. Register of petitions 9. Register of wanted persons 10. Register of material evidence 11. Register of goods seized in favor of the state 12. Register of enforcement of sentences for women having children under 8 years old 13. Register of interlocutory decisions in criminal cases 14. Register of Actions Card Contraventional cases: 1. Register of contraventional cases based on articles of the CC 2. Register of contraventional complaints 3. Register of decisions by which replacement of unserved sanction was ordered 4. Register of decisions to apply fines – sent for enforcement 5. Register of decisions to apply deprivation of the right to drive

	6. Register of contraventional cases transmitted to judges 7. Register of decisions to apply demolition of unauthorized constructions 8. Alphabetical register of contraventional complaints 9. Register of transmission of contraventional materials to the court of appeals 10. Alphabetical register of contraventional cases 11. Register of contraventional complaints transmitted to judges 12. Register of materials and complaints against extrajudicial authorities in contraventional cases 13. Register of Actions Card General: 1. Register of incoming correspondence
g. Identify duplication of information:	
i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court
ii. Registers	

	Alphabetical register of civil cases Register of civil cases transmission to judges Register of incoming correspondence
iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court

2. Caseload

Caseload trends	☐ **Increasing** ☐**Decreasng**			
a. Last 5 years	Current Civil=274 Criminal=95 Other=886 Investigative 165 Year 1 Civil=3506 Criminal=367 Other cases=6044 Investigative=919			
c. Backlog	Current Civil=478 Criminal=182	more 12 months	more 24 months	**more 36 months**

	Other=496 Investigative=10			

VI. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff
1	Judges	**6**	**0**	
2	Clerical staff	**11**	**0**	
3	Technical staff	**15**	**0**	*expedition chief - 1; specialist for processing civil cases - 1; referents(per judge) - 6;* *Need 1 additional judge and more court assistants*
4	Other	**6**	**0**	

2. Human resources management (HR)

a. HR management specialist functions	See comment below.
b. Staff person assigned	☒ Yes ☐ No

	The head of the chancery and the counselor of the chief judge carry out the functions of a HR specialist.
c. Internal procedure to recruit court staff	☒ Yes ☐ No 1. An announcement is posted on the website of the court and on the information billboard. The announcement includes: - requirements to the applicant, - list of necessary documents to submit, - deadline for submitting the documents and the necessary bibliography for the contest. When the vacant position is of a public officer, additional announcements are published in the newspapers: “Ora Locală” and “Dreptul”. 2. The chief judge issues an order to create a contest commission to select the candidates for filling in vacancies. The commission is made up of: Sandu Alexandru, Deputy Chief Judge/Head of Commission Bortă Valentina, Counselor of the Chief Judge / Secretary of Commission <u>Members of Commission</u>: Toma Nadejda, judge / member of commission Creţu Constantin, judge / member of commission Vutcariov Parascovia, head of chancery / member of commission. 3. The candidates are given written and oral tests. They draw tickets, and each of them contains a variant of the written and verbal tests.

	4. A transcript of the meeting holding the contest for selecting candidates for the vacancies in Ialoveni District Court is prepared. 5. Based on the written and verbal test results, the final contest grade is calculated: (final grade from the written test + final grade for the verbal test – interview) / 2. 6. Members of the commission, based on the final contest grade, decide to accept or not a candidate(s) to fill in the vacant position(s). 7. The chief judge issues the order on employment/appointment.
d. Job descriptions for court staff	☒ Yes ☐ No
e. Internal procedure to dismiss court staff	☒ Yes ☐ No No dismissals in the last 4 years.
f. Internal procedure to apply disciplinary sanctions to court staff	☒ Yes (specify) ☐ No No disciplinary sanctions applied in the last 4 years.

g. Court administrator (Counselor to Court President) functions	☒ Yes ☐ No (hard copy available)
h. Court PR manager functions	☒ Yes ☐ No (hard copy available)
i. Internal order regulation available	☒ Yes ☐ No
Internal order regulation used	☒ Yes ☐ No
j. Judges access to laws and legal literature	☒ Satisfactory ☐ Unsatisfactory (specify) 1. The access to legislation is via internet. 2. The access to legal literature is through books, magazines and internet.

3. Training received/required

a. Training received (1 year info from NIJ)	☒ Yes ☐ No (specify)

b. Training needs (skills and topics) for judges	☒ Yes (specify) ☐ No
c. Training needs (skills and topics) for court staff	☒ Yes (specify) ☐ No Training needed for court secretaries because of large turnover of staff It is necessary to train court secretaries in regard to the acts and actions they should take as part of their functions Prepare a transcript of the court hearing (different types of transcripts: hearing, postponement, dismissal of a case etc); Prepare writs of execution; Prepare the lists of court hearings, their form; Work with ICMS and Femida software etc.

V. BUDGETING AND PROCUREMENT

The accountant was on vacation. The information here is exclusively based on the submitted financial reports.

1. Buildings Operations and Maintenance	
Procurement	Information to be collected subsequently.
2. Autos	2 cars: 1 car bought in 2012 1 car – old, not used
3. Procurement problems	☐ Yes (specify) ☒ No

4. Suggestions to improve procurement procedure	☐ Yes (specify) ■ No

VI. SERVICES FOR THE PUBLIC

1. Public information offices

a. Location in the court	■ None ☐ ground floor main entrance lobby ☐ Other (specify) The chancery serves as an information office.
b. Staff number	■ None ☐ Specify number
c. Kiosk, helpdesk, monitor	☐ Kiosk ☐ Helpdesk ☐ Monitor (specify location) ■ Bulletin board
d. Average number of requests/inquires per day/week?	☐ None ☐ 1 to 5 ☐ 6 to 10 ☐ 11 to 20 ■ More than 20 – to the chancellery

2. Signs for the public

	☐ None

	■ Information board ■ Schedules of hearings ☐ Arrowos Directing citizens ☐ Recording of hearings ☐ No acces to judges offices ■ Samples of documents

3. Copies of petitions, decisions

a. Procedure of issuing copies	■ Yes (specify) ☐ No CHANCELLERY: Receives requests for issuance of a copy of the judgment/ruling/sentence. Requests are received according to the issuance schedule posted on the chancery's door. The person who requests the information must show an ID, mandate or power of attorney, as necessary. A copy of the document requested is issued on the same day (the first copy is issued free of charge, for the others, the person must pay the state fee). ARCHIVES: Receives requests for issuance of a copy of the judgment/ ruling / sentence. The persons who request this must indicate the purpose of the request, for the reason that up to 2005 judgments were written by hand and if the person wants to submit the copy of the judgment to a state body or have it translated, then the copy issued will be typed. Requests are received according to the issuance schedule posted on the archives door. The person who requests the information must show an ID, mandate or power of attorney, as necessary.

	A copy of the document requested is issued within five days (the first copy is issued free of charge, for the others, the person must pay the state fee).
b. Suggestions to improve the procedure	☐ Yes (specify) ■ No

ANNEX 7

ORHEI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	ORHEI
Location	*135, V. Mahu str., Orhei city, RM*
Jurisdiction	Localities referring to the territorial competence of the **Orhei** District Court **(75 localities):** *Orhei, Andreevca, Berezlogi, Bieşti, Bolohan, Brăneşti, Brăviceni, Breanova, Budăi, Bulăieşti, Butuceni, Camencea, Chiperceni, Cihoreni, Ciocîlteni, Cişmea, Clişova, Clişova Nouă, Crihana, Cucuruzeni, Cucuruzenii de Sus, Curchi, Dişcova, Donici, Fedoreuca, Furceni, Ghetlova, Hîjdieni, Hulboaca, Inculeţ, Isacova, Ivancea, Izvoare, Jeloboc, Jora de Jos, Jora de Mijloc, Jora de Sus, Lopatna, Lucăşeuca, Mana, Mălăieşti, Mitoc, Mîrzaci, Mîrzeşti, Morovaia, Morozeni, Neculăieuca, Noroceni, Ocniţa-Răzeşi, Ocniţa-Ţărani, Pelivan, Peresecina, Piatra, Pocşeşti, Podgoreni, Pohorniceni, Pohrebeni, Puţintei, Sămănanca, Selişte, Sirota, Slobozia-Hodorogea, Step-Soci, Susleni, Şercani, Tabăra, Teleşeu, Tîrzieni, Trebujeni, Vatici, Vîprova, Vîşcăuţi, Voroteţ, Zahoreni, Zorile*
Population served	**115.131 citizens**

INFRASTRUCTURE

General building size (m2)	424,2 m2

2. Building operations and maintenance

a. Opening and closing	08:00-17:00
b. Security	☐ security system ■ judicial police ☐ both ☐ no ☐ others, indicate _____

	Comments: The court does not have a security system, but has 3 security guards on staff. The court has judicial police who are present in the court for several hours daily, in the first part of the day. 3 guardians work on a 24/24 hour basis.
c. Periodic required building maintenance	**Current budget** The court has 2 buildings. The roof and the sewage system were renovated in the second building. Last year 500 000 lei were allocated for renovation of the second building. In 2012 the court did not receive any money for renovation.
d. Major rehabilitation/new construction	
	■ Complete rehabilitation of the second building ☐ Partial rehabilitation ☐ New constructions ☐ Planned projects
e. Reporting major problems	■ No specific procedures (describe what typically happens) ☐ Specific procedures (describe)

l. Estimate sizes and count number of:

Nr ord	Tipe	Size (m2)	Number	Comments
i.	Office spaces	*258 m^2*	**22**	
ii.	Public spaces	*109,3m^2*	**2**	
iii.	Courtrooms		*1 room*	

		75m²		
iv.	Rooms for detainees		**None**	There are no rooms for detainees, and the latter (including minor detainees) are brought through the public areas into the court rooms (through the hallway and onto the stairs).
v.	Rooms for juvenile detainees		**None**	
vi.	Rooms for interviewing juveniles who are participants to a case		**None**	
vii.	Staff restrooms	*29,4m²*	**4**	
viii.	Court visitors restrooms		**None**	**Share the court staff restrooms**
ix.	Interview Room for Anonymous Witnesses		**None**	
X	Space needs		**Yes**	Only 1 courtroom means judges regularly hold hearing in their offices. The building is historically significant, so it is difficult to get permission to do anything in the building, e.g., replace broken and leaking windows. The archives space is inadequate. Not enough judges' offices. Can fill all staff vacancies because there is no space to seat them. Extensive renovations of an adjacent building is underway to create judges' offices, archives, chancellery (separate entrance from street)

m. Document general conditions (verify information from earlier assessment)

i. Electrical systems	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : There is no electricity in he courtroom of the second to be renovated building. The light switches off very often. When the light turns on, ICMS is not functioning. The court has to call CTS. It takes CTS an hour to restart ICMS. The court has a stabilizer which does not help very much.
ii. Heating	■ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory Comments : The system was replaced about 2 years ago. However, the heat is not maintained as the windows are very old. The court wanted to replace the windows. The Ministry of Culture has to approve any changes in the infrastructure, as the building is a historic monument. To replace the windows and doors the Ministry of Culture recently gave its authorization to the court.
iii. Exterior facade	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments : A wing of the building needs to be demolished, as there are serious cracks. The exterior, which is white stucco, needs to be cleaned.
iv. Roof	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : The roof is unsatisfactory in the first building. It is leaking. However, the requirement of the Ministry of Culture is to cover the roof with tiles.
v. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments : Some of the floors are unstable. Windows are broken and won't close tightly. Have not been able to get permission from the municipality to replace them since the municipality wants the original windows to be duplicated.
vi. Plumbing	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory

	Comments : The water supply and the sewage are centralized. The pipes for both water and sewage are very old (from the 1960's). The water pressure is low.

n. Furniture.

i. Furniture Condition	☐ Very good ☐ Satisfactory ■ Unsatisfactory (*specify needs)* **i. Furniture inventory** 1. Big Cabinet - 5 units 2. Office Desk - 43 units 3. Visitor Chair - 58 units 4. Long Chair - 28 units 5. Roll Chair - 17 units 6. Metal box - 8 units **ii. Condition of furniture** 20 % furniture – *Good* 50 % furniture – *Satisfactory* 30 % furniture – *Unsatisfactory*

	Comments: Some furniture was replaced.

II. COURT AUTOMATION

1. Equipment

a. Equipment inventory **Name of equipment and number of units** *(workstations (PCs), servers, printers, scanners, other equipment)*	**ii. Condition of equipment** ☐ *Very good;* ☐ *Good;* ☐ *Satisfactory;* ☐ *Unsatisfactory)*
Computers - 32 units (the balance); 24 units (used) Server PC – 1 unit (working); Printers - 31 units (the balance); 21 units (used) Scanners – 5 units (the balance); 2 units (used) Fax machine – 2 units (used) Audio sets SRS Femida- 2 sets (used) Back UPS - 21 units (the balance); 19 units (used) Copy machine - 4 units TV set - 2 units Power Stabilizer- 1 unit	**Years of procuring equipment (computers)** 2005 - 5 units 2006 - 5 units 2007 - 15 units 2008 - 7 units **ii. Condition of equipment** 5 % equipment – *Very good* 15 % equipment – *Good* 60 % equipment – *Satisfactory* 20 % equipment – *Unsatisfactory*

iii. Equipment needs	■ Yes (specify) ☐ No Computers - 2 units Printers - 5 units Scanners – 8 units Fax machine – 1 unit Audio sets SRS Femida - 1 set Back UPS - 5 units

2. Integrated Case Management System (ICMS)

a. Use of ICMS	■ Yes ☐ No Comments:
b. List the reasons for ICMS not being used	N/A
c. Identify version of ICMS used by the court	VERSION 2
d. Changes or improvements required	☐No ■ Yes (*specify)* Simplified procedure decisions should be transferred to rulings section Secure access of the court to personal cards of citizens (National Database of Citizens), land register, border crossing database Search by judge is impossible for the archivist
e. Difficulties and barriers to use	

	☐ No ■ Yes (*specify)* The light switches off ICMS speed is low The judge is overloaded: he registers the hearings, postponements. It took a judge 30 minutes to register 7 contraventional cases, the other judge referred to 10 civil cases being registered during 2 hours.
f. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ■ 3; ☐ 4; ☐ 5; Comments: The court agreed that the Center for Documentation of Population provides the court on a free of charge basis and installs a software documenting the population. The access to the software is provided through CTS. CTS said the court had to pay to it 200 lei per month for access.

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	1 courtroom / 2 sets (one of the sets was bought by the court – the value of 5 microphones was of 60 000 lei)
c. Ratio of the number of courtrooms and number of judges	1 courtroom / 8 judges
d. Use of audio recording software	■ Yes ☐ No (specify reasons)
e. Reasons for audio recording not being used	The audio recording is not used to its full extent as the number of courtrooms is insufficient for the number of judges in the court.
f. Ratio of requests for recording hearings and actual recording of	Very few cases – only resonance cases and cases involving attorneys

hearings	
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	Since summer 2011 – CDs were requested 3 times
h. Number of playback requests from citizens	0
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	100% - very few cases are recorded – only resonance cases and cases involving attorneys are recorded
j. Difficulties and barriers	☐ No ■ Yes (*specify)* Insufficient number of courtrooms Flow of court staff - Insufficient meeting rooms - double the work (paper & computer/program) - disconnected electricity in court - judges organized hearings in the judges's office
k. Audio recording sets needed	1 set

4. Court's webpage

a. Use of contents management system	☐ Yes ■ No Comments : A Consultant is working with the websites. It turned out that the consultant (employed since September 2011) was aware only of publishing decisions. She had no idea about the CMS. Since the website was initially launched no information was added to the website. ROLISP staff provided the Consultant with access to the website content management system and showed her how to manage the contents of the website.

	Radio Orhei has a practice to come in the morning to the court, take a copy of the schedule of hearings and announce on the radio what cases are heard by the court.
b. Difficulties and barriers to use	☐ No ■ Yes *(specify)* Training in CMS is needed.

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments:
ii. If no, identify possibility of implementing standardized forms *Interest in implementing standardized documents*	☐ Yes ■ No
b. Scanning documents	■ Yes ☐ No Comments : Civil cases – complaint and several most important accompanying documents, criminal cases – indictment, contraventional cases – all documents

c. Filing hard copies	■ Yes ☐ No Comments: Court secretaries sew the case file documents together.
d. Storing	
i. Short-term	2012 – 710 civil cases, 107 criminal cases, 196 contraventional cases
ii. Long-term	Since 1963
iii. Volume of materials stored	N/A
iv. Shipping to Rayon archive	■ No ☐ Yes *(specify frequency)*
v. Destroying	☐ No ■ Yes *(specify frequency)* Once a year
e. Staff time for each action	Scanning – 5 -10 minutes Registration simple case in ICMS – 5-10 minutes Registration simple case on paper – 5 -10 minutes Registration complex case in ICMS – 10 – 15 minutes Registration complex case on paper – 10-15 minutes

f. Number of registers used	Civil cases: 1. Register of civil cases 2. Register of decisions sent to the Registry Office 3. Alphabetical index of civil cases 4. Register of enforcement orders sent to enforcement office 5. Register of enforcement orders sent to the Tax Inspectorate 6. Register of administrative review cases 7. Register of revision cases 8. Register of 22-26 index cases 9. Register of simplified procedure cases 10. Register of economic cases 11. Register of Actions Card Criminal cases: 1. Register of transmission of cases to judges 2. Alphabetical register 3. Register of material evidence 4. Register of cases under art. 90 of CC 5. Register of Actions Card Contraventional cases: 1. Register of complaints against extrajudicial authorities 2. Alphabetical register 3. Register of contraventional cases transmitted 4. Register of Actions Card

	General: 1. Correspondence with court of appeal and Supreme Court of Justice 2. Register of incoming correspondence 3. Register of cases sent for expertise 4. Register of emails
g. Identify duplication of information:	
i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court
ii. Registers	Alphabetical register of civil cases Register of civil cases Register of incoming correspondence

iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court

2. Caseload

Caseload trends	☐ **Increasing** ☐**Decreasing**			
a. Last 5 years	**Current 1599 cases** *For years: 2010 – 2011 - 12276 registered cases.*			
c. Backlog	**Current** *Information to be obtained*	**more 12 months**	**more 24 months**	**more 36 months**

	from the DJA			

VI. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff
1	Judges	**8**	**0**	**8**
2	Clerical staff	**13**	**0**	**13**
3	Technical staff	**14**	**0**	**14**
	TOTAL	**35**		**35**

The flow of staff is high. The chief of archive is also chief of chancellery office. There is no IT staff (the court hired by contract and IT specialist who serves several institutions at the same time). The counselor deals with infrastructure.

2. Human resources management (HR)

a. HR management specialist functions	The Counselor's job description, just like the job description for the same position in the Hincesti district court, contains the following duties related to HR management: 1) to establish the organizational duties and delegate court staff for developing and maintaining the court's program; 2) to ensure development and implementation of approaches for improving court services; 3) to ensure the evaluation of initial and continuous training needs of court staff, the drafting of suggestions for court staff training and the developing of the schedule for such trainings.
b. Staff person assigned	■ Yes ☐ No There is no person appointed as the HR management specialist in the Orhei district

	court. By order of the court president, the president's Counselor is in charge of HR management (before the creation of the position of Counselor, the chief of the chancellery office was in charge of HR management). The Counselor mentioned that she feels the need for a separate HR person for the court.
c. Internal procedure to recruit court staff	■ Yes ☐ No The president's Counselor said that usually, the vacant positions are advertised on the court's bulletin board, and by word of mouth within the court, and they did not have problems finding people this way. She mentioned that the Law on Court Secretaries contains provisions related to how job openings for court secretaries should be advertised. Sometimes, she mentioned, she called the DJA to consult how and where they need to advertise the vacancies.
d. Job descriptions for court staff	■ Yes ☐ No There are job descriptions for the Court President's Counselor, chief accountant, chief of chancellery, chief archivist, archivist, consultant, court secretary, translator, chancellery specialist, security guard (who is also a worker charged with heating system maintenance), driver-courier, janitor-courier, and janitor. The court provided ROLISP with copies of these job descriptions.
e. Internal procedure to dismiss court staff	■ Yes (specify) ☐ No As per the Court president's Counselor, during the last 2 years, only 1 person left the court at her own written request submitted to the court's president. In the last two years, no court staff has been dismissed by order of the court president. The internal procedure for dismissing court staff is provided for in the court's bylaws (not made available to ROLISP).
f. Internal procedure to apply disciplinary sanctions to court	■ Yes (specify) ☐ No

staff	The internal procedure to apply disciplinary procedures is stipulated in the court's Bylaws (no copy was provided to ROLISP).
g. Court administrator (Counselor to Court President) functions	■ Yes ☐ No Just like in the Hincesti district court, the functions of the Court administrator, as per her Job Description, are the following: 1) to ensure the administrative and organizational activity of the court; 2) to identify the needs related to the court's infrastructure and develop proposals for covering these; 3) to organize the procurement of goods and services; 4) to contribute to the development and implementation of the court's strategic development plans. The Job Description contains specific duties falling under each of these four broad areas. *Note:* the Counselor said she does not know how to use e-mail.
h. Court PR manager functions	☐ Yes ■ No There is not PR manager in the Orhei district court, and no job description available for this position. By order of the Court president, a consultant is currently in charge of placing information (including the court decisions) on the court's webpage. She is also in charge of redacting the personal information from the court decisions, and making sure that judgments falling into categories that should not be publicly available, are not placed on the court's website. All public inquiries are answered either by the chancellery, or court visitors are directed to speak to the persons from the court president's reception space. \ The court president mentioned that representatives from the Orhei local radio collect information about the court hearings provided on the information bulletin board and read the list of cases during a special radio program.
i. Internal order regulation available	■ Yes ☐ No

	The court did not provide ROLISP with a copy of the internal by-laws, although they mentioned that the by-laws were placed on the bulletin board in the hallway.
j. Internal order regulation used	■ Yes ☐ No
k. Judges access to laws and legal literature	■ Satisfactory ☐ Unsatisfactory (specify) Judges have access to the on-line private Legal database "Moldlex." However, it is updated via a computer in the chancellery office. The person in the chancellery is newly hired and did not update the database for more than 1 month. Generally, however, judges are pleased with Moldlex. SCM provides judges with books and other materials. No deficit of literature or access to laws has been reported by the judges. The court is subscribed to all important legal newspaper and bulletins, as well as the accounting journal.

3. Training received/required

a. Training received (1 year info from NIJ)	■ Yes ☐ No (specify)
b. Training needs (skills and topics) for	

judges	■ Yes (specify) ☐ No The court's president said that all judges usually complete the 40 hours of mandatory CLE at the NIJ (sometimes even more than 40 hours per year), and that NIJ is good at surveying the judges' training needs. Judges feel they need training on commercial cases, which they will start examining due to the recent liquidation of the economic courts.
c. Training needs (skills and topics) for court staff	■ Yes (specify) ☐ No Court secretaries require training in the audio recording Femida, including on how to use Femida for preparing court minutes.

V. BUDGETING AND PROCUREMENT

In 2011, the budget execution was 98%.

The draft budget is prepared by the chief accountant, then reviewed by the court president's counselor and the court president, after which it is sent to the DJA. However, the budget is prepared within the limits of the ceiling that DJA has provided, and the court only divides that amount among the existent budget lines. In June every year, the court can submit to the DJA request for amending the budget, and, if it manages to convince the DJA and if funds are available, the court may receive more money from the DJA. In October-November, when the court sees that it will not manage to spend the money budgeted under certain budget lines by the end of the calendar year, it informs the DJA about it and that money will be taken away from the court.

1. Buildings Operations and Maintenance	
Procurement	
2. Autos	In 2011, the Orhei court bought a new car. They plan to sell the older car that they have (produced in 1997), via a public auction.

3. Procurement problems	☐ Yes (specify) ■ No The Orhei accountant provided a list of all procurements done in 2011 (in the total amount of 1412570.62 MDL). All procurement contracts, as per the accountant, are entered into a special on-line database that send the information by e-mail to the central treasury office. The database is very easy to use, useful, and Fintehninform that manages it, does an excellent job. *Note:* the court mentioned the need to buy a postage meter, which will save a lot of money (the amount they annually spend for stamps is quite high: in 2011, the court spent 60 thousand MDL for stamps and envelopes).
4. Suggestions to improve procurement procedure	☐ Yes (specify) ■ No

VI. SERVICES FOR THE PUBLIC

1. Public information offices

a. Location in the court	■ None ☐ ground floor main entrance lobby ☐ Other (specify) There is no public information office in the court and no person charged with the function of public relations officer. The chancellery office answers the questions from the public.
b. Staff number	■ None ☐ Specify number
c. Kiosk, helpdesk, monitor	☐ Kiosk ☐ Helpdesk ☐ Monitor (specify location) ■ Bulletin board
d. Average number of requests/inquires per	

day?	☐ None ☐ 1 to 5 ☐ 6 to 10 ■ 11 to 20 ☐ More than 20

2. Signs for the public

	☐ None ■ Information board ■ Schedules of hearings ☐ Arrows Directing citizens ☐ Recording of hearings ☐ No access to judges offices ■ Samples of documents There are no signs directing citizens to various offices. There are no signs on the doors of the court rooms that the hearings are being audio recorded. On the judges' offices there are no signs that access to public is forbidden to the judges' offices. The schedule of hearings is posted on the information board in the court's hallway. Aside from the schedule of hearings, the templates for two types of complaints are posted on the bulletin board, and a copy of the court's internal by-law.

3. Copies of petitions, decisions

a. Procedure of issuing copies	■ Yes (specify) ☐ No

	A request is filed with the chancellery. The chancellery gives the request to the court president. The court president signs it and gives it back to the chancellery. The chancellery gives the request to the archivist who issues the copy of the decision. Depending on the age of the case the copy of a decision may be issued from 1 to 10 days.
b. Suggestions to improve the procedure	☐ Yes (specify) ■ No

ANNEX 8

ANENII NOI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	ANENII NOI DISTRICT COURT *(***Court Web page:** http://jan.justice.md/ *)*
Location	**or. Anenii Noi st. Mărţişor -15**
Jurisdiction	Localities referring to the territorial competence of the **Anenii Noi** District Court **(45 localities):** *Anenii Noi, Albiniţa , Balmaz, Batîc, Beriozchi, Botnăreşti, Botnăreştii Noi, Bulboaca, Calfa, Calfa Nouă, Chetrosu, Chirca, Ciobanovca, Cobusca Nouă, Cobusca Veche, Creţoaia, Delacău, Floreni, Floreşti, Geamăna, Gura Bîcului, Hîrbovăţ, Hîrbovăţul Nou, Larga, Maximovca, Mereni, Merenii Noi, Mirnoe, Nicolaevca, Ochiul Roş, Picus, Puhăceni, Roşcani, Ruseni, Salcia, Socoleni, Speia, Şerpeni, Teliţa, Teliţa Nouă, Todireşti, Troiţa Nouă, Ţînţăreni, Varniţa, Zolotievca.*
Population served	**83100 citizens**

INFRASTRUCTURE

General building size (m2)	**500,3 m2**

2. Building operations and maintenance

a. Opening and closing	*8^{00} – 17^{00}, lunch time 12^{00} - 13^{00}*
b. Security	☐ security system ■ judicial police ☐ both

	☐ no ☐ others, indicate ___3 guards_____ Comments : Judicial police stays in the courthouse from 8:00 to 17:00. 3 guards ensure the security of the courthouse from 17:00 to 08:00. The chief judge wants to research the possibilities to avail of a security system.
c. Periodic required building maintenance	**Current budget 70 000 lei** The chief judge mentioned that he has expenses and a design to rearrange offices in the court (he wrote a letter to MOJ asking for these funds). According to the design all judges will be located on the second floor. The designer used the design proposed by MGTCP.
d. Major rehabilitation/new construction	
	☐ Complete rehabilitation ■ Partial rehabilitation ☐ New constructions ☐ Planned projects The boiler system was changed in 2011.
e. Reporting major problems	The boiler in the court was very old. At the beginning of the heating season the relevant authorities prohibited the court to use the boiler. The court management contacted DJA and asked for additional money a boiler to be purchased. DJA allocated 50 000 lei for the court to replace the boiler.

l. Estimate sizes and count number of:

Nr ord	Name	Dimension (m2)	number	Comments
i.	Office spaces	**139,27 m2**	**11**	

ii.	Public spaces	**57,45 m2**	**2**	
iii.	Courtrooms	**94,23 m2**	**2**	
iv.	Rooms for detainees	**1,5 m2**	**1**	Although it's a very small room, the court president's counselor mentioned that up to 5 detainees at a time are kept in the room. The detainees are brought by car straight into this special room (unlike in other courts, where they are brought into the building through the public hallway).
v.	Rooms for juvenile detainees	**-**	**None**	
vi.	Rooms for interviewing juveniles who are participants to a case		**None**	
vii.	Staff restrooms	**2,4 m2**	**1**	
viii.	Court visitors restrooms		**None**	Court visitors use the staff restroom. Nonetheless, the door to the restroom was locked and there is no sign on the door that it was a restroom. The court management plans to build a second restroom outside the courthouse for the visitors.
ix.	Interview Room for Anonymous Witnesses		**None**	
x.	Room for server		**None**	The server is located on the first floor hall of the building, where anyone entering the building can have access to it.
xi.	Space needs	☐ Office spaces		

	(as per the court president)	■ Courtrooms 1 ☐ Rooms for detainees 0 ☐ Rooms for juvenile detainees 0 ☐ Rooms for interviewing juveniles who are participants to a case 0 ☐ Staff restrooms 0 ■ Court visitors restrooms 1 ☐ Interview Room for Anonymous Witnesses 0 ■ Room for server 1

m. Document general conditions (verify information from earlier assessment)	
i. Electrical systems	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments: The court faces serious problems with the electrical system, which is not suitable for the current electrical load. They plan to replace the electrical system. No calculation of the costs was available.
ii. Heating	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments: Radiators need to be replaced. This is not part of the project.
iii. Exterior facade	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments: The exterior façade is included into the project.

iv. Roof	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments:
v. Interiors (walls, floors, ceilings)	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments: floors need to be renovated (the court asked for funding for this from the MOJ).
vi. Plumbing	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments:

n. Furniture

i. Furniture Condition	☐ Very good ☐ Satisfactory ■ Unsatisfactory (*specify needs)* **Comments:** **According to the chief judge there are no stringent needs for the furniture, but the existent furniture is old and does not match in color and in style.**
i. Furniture inventory	1. Big Cabinet - 6 units 2. Office Desk - 23 units 3. Visitor Chair - 64 units 4. Roll Chair - 23 units 5. Long Chair - 44 units

	6. Deposit metal box - 9 units 7. Conference desk set - 2 sets 8. set of soft furniture - 2 sets
ii. Condition of furniture	5 % furniture – Good 30 % furniture – Satisfactory 65 % furniture – Unsatisfactory
iii. Furniture needs	N/A

II. COURT AUTOMATION

1. Equipment

a. Equipment inventory **Name of equipment and number of units** *(workstations (PCs), servers, printers, scanners, other equipment)*	**ii. Condition of equipment** ☐ *Very good;* ☐ *Good;* ☐ *Satisfactory;* ☐ *Unsatisfactory)*
a. Equipment inventory	Computers - 31 units (the balance); 23 units (used) Notebook - 1 unit Server PC – 1 unit Printers - 20 units (the balance); 18 units (used) Copy machine - 3 units Scanner – 7 units Audio set SRS Femida - 2 sets Fax machine – 2 units Back UPC - 16 units (the balance); 14 units (used)

	Phone - 8 units Router / Firewail - 1 unit air conditioning system - 4 units refrigerator - 2 units Contabil Soft - 1 license Car - 1 unit
ii. Condition of equipment	10 % equipment – Good 60 % equipment – Satisfactory 30 % equipment – Unsatisfactory
iii. Equipment needs	■ Yes (specify) ☐ No Computers - 3 units Printers - 2 units Fax machine - 1 unit Back UPC - 8 units Car – 1 unit

2. Integrated Case Management System (ICMS)

a. Use of ICMS	■ Yes ☐ No Comments:
b. Identify version of ICMS used by the court	Version 2
c. List the reasons for ICMS not being used	N/A

d. Identify the functionality of ICMS used	■ Case registration ■ Case assignment ■ Examinations ■ Calendar ☐ Summons ■ Minutes ■ Decisions ☐ Recusals and appeal registration ☐ Enforcement procedure ■ Decisions publishing ☐ List of case hearings ■ Staff management ☐ Dashboard
e. Changes or improvements required	■ No ☐ Yes (*specify)*
f. Difficulties and barriers to use	☐ No ■ Yes (*specify)* When the chief judge sees that the number of cases assigned by ICMS to judges is uneven, he interferes and blocks from assignment the judge who has most cases. On Saturdays and Sundays ICMS does not function in the court.
g. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ☐ 3; ■ 4; ☐ 5; Comments: CTS is not very receptive. Most of the inquiries are addressed by telephone.

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	2 courtrooms / 2 audio recording sets
c. Ratio of the number of courtrooms and number of judges	2 courtrooms / 6 judges
d. Use of audio recording software	☐ Yes ■ No (specify reasons)
e. Reasons for audio recording not being used	Lack of training Lack of courtrooms Technical problems
f. Ratio of requests for recording hearings and actual recording of hearings	1 request for audio recording
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	0
h. Number of playback requests from citizens	0
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	0
j. Difficulties and barriers	☐ No ■ Yes (*specify)* Lack of training

	Lack of courtrooms Technical problems - Judges do not want to make records - Insufficient meeting rooms: - double the work (paper & computer/program) - lack of staff - disconnected electricity in court
k. Audio recording sets needed additional	When 1 more courtrooms is built they will need 1 more audio recording set.

4. Court's webpage

a. Use of contents management system	☐ Yes ■ No Comments: The specialist responsible for the webpage administration was not aware of the CMS. He used to contact CTS to add information on the website. ROLISP team gave the specialist access to the CMS and trained him how to use it.
b. Difficulties and barriers to use	☐ No ■ Yes *(specify)* Comments: Lack of training.

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments:
ii. If no, identify possibility of implementing standardized forms	■ Yes ☐ No

Interest in implementing standardized documents	The chancellery stated that it be useful to have standardized forms to easier and faster extract information from the civil complaints and enter such information to the ICMS.
b. Scanning documents	■ Yes ☐ No Comments : Civil cases – all documents Criminal cases – indictment and cover letter Contraventional – transcript and pictures (upon discretion of the chancellery)
c. Filing hard copies	■ Yes ☐ No Comments: Court secretaries sew the case file documents together upon receipt of the case file from the chancellery.
d. Storing	
i. Short-term	N/A
ii. Long-term	Approx. 5000 civil and criminal cases and 10 000 contraventional cases.
iii. Volume of materials stored	N/A
iv. Shipping to Rayon archive	☐ No ■ Yes *(specify frequency)*
v. Destroying	☐ No ■ Yes *(specify frequency)*

	Civil cases for 2006 had been destroyed.
e. Staff time for each action	**Scanning – 5 minutes** **Registration of a simple civil case in ICMS – 5 minutes** **Registration of a simple civil case on paper – 10 minutes** **Registration of a complex criminal case in ICMS – 10 minutes** **Registration of a complex criminal case on paper – 15-20 minutes**
f. Number of registers used	Civil cases: 1. Register of civil cases 2. Register of economic cases 3. Register of simplified procedure cases 4. Alphabetical register of civil and administrative review cases 5. Alphabetical register for simplified procedure cases 6. Enforcement of civil judgments 7. Register of Actions Card Criminal cases: 1. Alphabetical register of criminal cases 2. Register of notifications to the military commission regarding the convicts 3. Register on enforcement of sanctions in criminal and contraventional cases 4. Register on enforcement of sentences – art. 90 of the CC 5. Register of material evidence 6. Register on forced hospitalization 7. Register of Actions Card Contraventional cases:

	1. Register of contraventional materials 2. Alphabetical register – index 4 3. Register of contestations – index 5 r 4. Alphabetical register for 5r cases 5. Register of materials – index 26 6. Alphabetical register – index 26 7. Register of requests to replace the contraventional sanction – index 4 d 8. Alphabetical register – index 4 d 9. Register of Actions Card General registers: 1. Register of incoming correspondence 2. Register of local mail (courier) 3. Register of outgoing correspondence 4. Register of simple mail 5. Register of registered mail 6. Expedition inventory for registered mail 7. Register of cases sent to the court of appeal 8. Register of cases sent to the Supreme Court of Justice 9. Register of outgoing enforcement orders, copies of sentences and decisions 10. Register of cases movement within the court (transmission to the judge).
g. Identify duplication of information: Civil case registration	

i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court
ii. Registers	Register of incoming correspondence Register of civil cases Alphabetical register of civil and administrative review cases\ Register of Actions Card
iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned

	- Case file movement within the court

2. Caseload

Caseload trends	☐ **Increasing** ☐**Decreasing**			
a. Last 5 years	**Current** criminal case -94, civil cases – 890, contraventional cases -186 **a. Last 2 years** *criminal cases - 544 ,* *civil cases - 2650,* *administrative cases -614*			
c. Backlog	**Current** *1 quarter 2012 –* *criminal cases - 42,* *civil cases - 287 ,* *administrative cases -57*	**more 12 months**	**more 24 months**	**more 36 months**

VI. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff
1	Judges	6	**0**	6 (judicial assistants)
2	Clerical staff	10	**0**	
3	Technical staff	14	**0**	

2. Human resources management (HR)

a. HR management specialist functions	There is no separate person responsible for HR management. The person responsible for Public Relations is also responsible for the Human Resources management, and the HR responsibilities are reflected in the Job description (ensures control over the court staff' personal files). Some HR responsibilities, however, are in the job description of the court president's counselor. According to the courts' Internal Rules, the court president and deputy president have a lot of duties related to HR management.
b. Staff person assigned	■ Yes ☐ No See comment above.
c. Internal procedure to recruit court staff	■ Yes ☐ No If Yes: ■ Interview ☐ Written test

	Comments: Court staff/ public functionaries are hired via a contest (positions are advertised and also sent to the local Labor Office), applications are reviewed by a special recruitment committee, and candidates go through an oral interview – there is no written test).
d. Job descriptions for court staff	■ Yes ☐ No There are job description for everyone on court's staff
e. Internal procedure to dismiss court staff	■ Yes (specify) ☐ No There are two ways for dismissing court staff: 1) by person's request submitted to the court's president who should decide on the request within 15 days from the moment the request was submitted, and 2) by order of the court president. In the last four years, no court staff has been dismissed by order of the court president.
f. Internal procedure to apply disciplinary sanctions to court staff	■ Yes (specify) ☐ No The Internal Rules has a brief section on disciplinary sanctions for employees, mentioning that the court has to observe labor law provisions when sanctioning the employees and the types of sanctions that can be applied (warning, reprimand, severe reprimand, and dismissal). According to the court's PR person, the chief of the chancellery and the archivist have been sanctioned recently. The starting points in both cases were petitions sent by court goers to the court president. There was an investigation carried out in each case and these 2 functionaries have been sanctioned – the court president's order about

	applying the disciplinary sanctions were presented in front of the entire court staff.
g. Court administrator (Counselor to Court President) functions	■ Yes ☐ No The functions of the Court administrator are listed in her Job Description. In accordance with the Job Description, the administrator has the following 4 main duties: 1) to ensure the administrative and organizational activity of the court; 2) to identify the needs related to the court's infrastructure and develop proposals for covering these; 3) to organize the procurement of goods and services; 4) to contribute to the development and implementation of the court's strategic development plans. The Job Description contains specific duties falling under each of these four broad areas (if needed, we'll translate these into English).
h. Court PR manager functions	■ Yes ☐ No According to the job description, the PR/HR person has to ensure the relations and contacts between the court and the mass-media. However, the duties and the responsibilities listed in the job description do not mention anything about the specific areas of work in this regard. The current PR manager was appointed to this position in 2009, and has attended, since then, 2 training courses in PR at the NJI, and he said the quality of the training were good.
i. Internal order regulation available	■ Yes ☐ No
j. Internal order regulation used	■ Yes ☐ No
k. Judges access to laws and legal literature	■ Satisfactory ☐ Unsatisfactory (specify)

	Judges have Internet access, use Moldlex, and have the legal texts and books that they need. A judge we spoke to was using the Model Criminal Procedure Acts developed with MGTCP assistance.
l. List of publications subscribed by the court	Judges use Moldlex. The subscribe to the following publications: Monitorul Oficial Femida Bulletin
m. List of publications used in fact by the court	The court president said that although the court subscribes several publications, he personally and the judges use Internet to receive the information they need. The publications are kept in the court president's office.
n. Specialist IT in court	■ Yes ☐ No Although there is no full-time IT person on staff, the court has a local IT person on call.

3. Training received/required

a. Training needs (skills and topics) for court staff	■ Yes (specify) ☐ No ICMS

V. BUDGETING AND PROCUREMENT

1. Buildings Operations and Maintenance

Type of procurements	2012 (approved)	2011 (executed)	2010 (executed)

	Number of procurements	Total, MDL	Number of procurements	Total, MDL	Number of procurements	Total, MDL
Small value (total)	3	28,539.84	19	176,410.87		
Supplies (up to 20,000 lei)			12	98,596.06		
Utilities & Services (up to 25,000 lei)	3	28,539.84	7	77,814.81		
Mean value (total)	4	125,104.68	1	42,300		
Supplies (from 20,000 lei up to 2,500,000 lei)	1	23,933.50				
Utilities & Services (from 25,000 lei up to 99,000,000)	3	101,171.18	1	42,300		
High value (total)						
Supplies and services (more than 2.5 million lei)						
Utilities & Services (over 99 million lei)						
Grand Total	**7**	**153,644.52**	**20**	**218,710.87**		

A position should be identified for 2011

2. Autos	VAZ Production year: 1995

3. Procurement problems	☐ Yes (specify) ■ No
4. Suggestions to improve procurement procedure	☐ Yes (specify) ■ No
5. Use bookkeeping software	■ Yes ☐ No Comments: "Soft-Contabil" software, but the accountant was not aware of some of its functions. She called Fintehinform who services this soft and they identified and printed out some documents via distance access. The accountant said Fintehinform provides very high quality maintenance services.
6. Training in budgeting	■ Yes ☐ No if Yes (indicate the period and who provided the training): in 2010, MRGSP jointly with MOJ/DJA at the NIJ
7. Training in public procurement	■ Yes ☐ No if Yes (indicate the period and who provided the training): in 2010, MRGSP jointly with MOJ/DJA at the NIJ

VI. SERVICES FOR THE PUBLIC

1. Public information offices/chancellery

a. Location in the court	☐ None ☐ ground floor main entrance lobby ■ Other (specify) The PR specialist office is located at the first floor, but there are no signs directing the public to his office. The chancellery is located at the second floor.
b. Staff number	■ None ☐ Specify number There is a PR person (cumulating this function with the HR function).
c. Kiosk, helpdesk, monitor	☐ Kiosk ■ Information board ☐ Monitor (specify location)
d. Average number of requests/inquires per day?	☐ None ☐ 1 to 5 ☐ 6 to 10 ☐ 11 to 20 ■ More than 20

2. Signs for the public

	☐ None ■ Schedules of hearings ☐ Arrows Directing citizens ■ Recording of hearings (only at the entrance of 1 court room out of the 2) ■ No access to judges offices (only on the door of the investigative judge) ■ Samples of documents

3. Copies of petitions, decisions

a. Procedure of	

issuing copies	■ Yes (specify) ☐ No Requests for copies of decisions are registered in the chancellery. The chancellery gives the requests to the Court President who, during 10 days, approves the requests and transmits them to the archive. After the person who solicited the copies pays the state tax, s/he can pick up the documents. The PR person mentioned that, in practice, often times the chancellery would issue copies of case files or decisions copies to people coming to the court from villages the same day, only based on the verbal request and after seeing the ID card and the state tax payment stub. The PR person mentioned that, in such a way, the court tries to be more cooperative and friendly towards the public. The archivist issues the copies also before and after the hours assigned for that.
b. Suggestions to improve the procedure	☐ Yes (specify) ■ No

ANNEX 9

STRĂȘENI DISTRICT COURT SURVEY

GENERAL INFORMATION

Court name	STRĂȘENI COURT
Location	*98, Stefan cel Mare street, Straseni city, RM*
Jurisdiction	Localities referring to the territorial competence of the **Straseni** District Court (**39 localities**): *Străşeni, Bucovăţ, Căpriana, Chirianca, Ciobanca, Codreanca, Cojuşna, Dolna, Drăguşeni, Făgureni, Găleşti, Găleştii Noi, Ghelăuza, Gornoe, Grebleşti, Huzun, Lozova, Lupa-Recea, Mărtineşti, Micăuţi, Micleuşeni, Negreşti, Oneşti, Pănăşeşti, Rassvet, Rădeni, Recea, Româneşti, Roşcani, Saca, Scoreni, Sireţi, Stejăreni, Tătăreşti, Ţigăneşti, Voinova, Vorniceni, Zamciogi, Zubreşti.*
Population served	*88,763 citizens*
President Judge	*Mihai Gavrilita*

INFRASTRUCTURE

General building size (m2)	*1036,0 m^2*

2. Building operations and maintenance

a. Opening and closing	*8^{00} – 17^{00}, lunch time 12^{00} - 13^{00}*
b. Security	☐ security system ■ judicial police ☐ both ☐ no ■ others, indicate _2 night guards_____
c. Periodic required building maintenance	**Current budget** The courthouse was renovated in 2010 – 2011. The funds were allocated from the state budget, extra-budgetary sources of the Ministry of Justice and from special funds. The costs for the court renovation accounted for Lei 3 million. The chief judge took over some design ideas from the design report prepared by the MGTCP architect. Additional renovation works are required. This year the state allocated to this court Lei 100 thousand.
d. Major rehabilitation/new construction	
	☐ Complete rehabilitation ☐ Partial rehabilitation ☐ New constructions ■ Planned projects – the court plans to extend the building and create additional space.
e. Reporting major problems	No procedure exists.

l. Estimate sizes and count number of:

Nr ord	Name	Dimension (m2)	number	Comments
i.	Office spaces	268,2 m^2	11	
ii.	Public spaces		2	

		127,4m^2		
iii.	Courtrooms	192,5m^2	3	
iv.	Rooms for detainees	14, 5 m^2	4	4 separated cells
v.	Rooms for juvenile detainees		None	1 cell can be used for detainees
vi.	Rooms for interviewing juveniles who are participants to a case		0	
vii.	Staff restrooms	11,7m^2	3	Three restrooms are located in every deliberation room to the courtroom
viii.	Court visitors restrooms		None	
ix.	Interview Room for Anonymous Witnesses			
x.	Room for server	5 m2	1	The server room is located in a courtroom on the second floor. The room is created of PVC walls. There is no ventilation or air conditioning in the server room. Under these circumstances, there is a risk for the server to break.
xi.	Space needs	☐ Office spaces 0 ☐ Courtrooms 0 ☐ Rooms for detainees 0 ■ Rooms for juvenile detainees 1 ■ Rooms for interviewing juveniles who are		

		participants to a case 1 ☐ Staff restrooms 0 ■ Court visitors restrooms 1 ■ Interview Room for Anonymous Witnesses 1 ☐ Room for server 0

m. Document general conditions (verify information from earlier assessment)	
i. Electrical systems	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments: Recently upgraded.
ii. Heating	☐ Very good ☐ Good ☐ Satisfactory ■ Unsatisfactory Comments: 10 years old. Now paying 15,000 MDL per month for heating in winter; new system could reduce more than half.
iii. Exterior facade	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments: Windows replaced in 2008. The exterior façade was recently renovated.
iv. Roof	☐ Very good ■ Good ☐ Satisfactory ☐ Unsatisfactory Comments: The roof was recently repaired.
v. Interiors (walls, floors, ceilings)	■ Very good ☐ Good ☐ Satisfactory ☐ Unsatisfactory

	Comments:
vi. Plumbing	☐ Very good ☐ Good ■ Satisfactory ☐ Unsatisfactory Comments: Only three toilets and they are in the deliberation room. Need a public toilet. The sewage system was partially replaced.

n. Furniture.

i. Furniture inventory	1. Big Cabinet - 52 2. Office Desk - 37 3. Visitor Chair - 72 4. Roll Chair - 58 5. Long Chair - 72 6. Deposit metal box - 18 7. set of soft furniture - 2 8. Conference desk set - 3
i. Furniture Condition	■ Very good ☐ Satisfactory ☐ Unsatisfactory (*specify needs)* **Comments:** All furniture was replaced. The district council helped the court and allocated to it in 2010 Lei 130 thousand. 5 air conditioners were also installed.

	45 % furniture – Very *good* 50 % furniture – *Good* 5 % furniture – *Satisfactory*
iii. Furniture needs	1. Big Cabinet - 2 2. Office Desk - 4 3. Visitor Chair - 10

II. COURT AUTOMATION

1. Equipment

a. Equipment inventory **Name of equipment and number of units** *(workstations (PCs), servers, printers, scanners, other equipment)*	**ii. Condition of equipment** ☐ *Very good;* ☐ *Good;* ☐ *Satisfactory;* ☐ *Unsatisfactory)*
a. Equipment inventory	Computers - 48 Server PC - 1 Printers - 24 Copy machine - 6 Scanner - 9 Audio set SRS Femida - 3 Fax machine - 2 Back UPS - 28 Phone - 9 Router / Firewail - 1

	air conditioning systems - 14 refrigerator - 12 Contabil Soft - 1C - 1 rack with accessories - 1 TV set - 1 car - 3 (1 car working; 2 cars in renovation)
ii. Condition of equipment	100 % equipment – *Satisfactory*
iii. Equipment needs	■ Yes (specify) ☐ No Computers - 4 units Fax machine - 1 unit Copy machine - 2 units Back UPC - 10 units Video recording set (6 camcorders), & accessories set – 1 unit

2. Integrated Case Management System (ICMS)

a. Use of ICMS	■ Yes ☐ No Comments:
b. Identify version of ICMS used by the court	Version 2
c. List the reasons for	

ICMS not being used	N/A
d. Identify the functionality of ICMS used	■ Case registration ■ Case distribution ■ Examinations ■ Calendar ☐ Summons ■ Minutes ■ Decisions ☐ Recusals and appeal registration ■ Publish decision ☐ Print the list of case hearings ■ Administration ☐ Dashboard
e. Changes or improvements required	■ No ☐ Yes (*specify)*
f. Difficulties and barriers to use	☐ No ■ Yes (*specify)* The case assignment is not fair. Not all materials can be assigned to judges. According to the chief judge, only 50% of decisions are published as there is no person responsible for publishing and editing the judgments in terms of deleting personal data.

g. General satisfaction with CTS maintenance services	☐ 1; ☐ 2; ☐ 3; ■ 4; ☐ 5; Comments:

3. Recording court hearings

a. Availability of audio recording equipment	■ Yes ☐ No
b. Ratio of the number of courtrooms and audio recording sets	3 courtrooms / 3 audio recording sets
c. Ratio of the number of courtrooms and number of judges	3 courtrooms / 8 judges
d. Use of audio recording software	☐ Yes ■ No (specify reasons)
e. Reasons for audio recording not being used	According to the chief judge, they tried to use the software, but it turned out that they double their work. Besides, secretaries need training, as all of them are new in the court.
f. Ratio of requests for recording hearings and actual recording of hearings	1 request for recording in 2009
g. Ratio of requests for CDs and the actual number of cases when CDs were provided	0
h. Number of playback requests from citizens	0
i. Frequency of audio recordings being used for the purpose of completing the hand-written minutes	Never
j. Difficulties and barriers	☐ No ■ Yes (*specify)*

	High flow of court staff Training needed Statements of witnesses are handwritten and need to be submitted to the witnesses for signature immediately after the hearing The CD on which the recording was copied to cannot be reproduced on computers outside the court.
k. Audio recording sets needed additional	None

4. Court's webpage

a. Use of contents management system	■ Yes ☐ No Comments:
b. Difficulties and barriers to use	■ No ☐ Yes *(specify)* Comments: The counselor to the chief judge is responsible for managing the website. He trained himself in how to use the CMS. Court secretaries are responsible for publishing court judgments.

III. ACTIVITY

1. Records Management

a. Receiving documents	
i. Standardized forms filed by lawyers	☐ Yes ■ No Comments:
ii. If no, identify possibility of implementing	

standardized forms *Interest in implementing standardized documents*	☐ Yes ■ No
b. Scanning documents	☐ Yes ■ No Comments: The documents had never been scanned. There is 1 scanner in the front helpdesk office.
c. Filing hard copies	■ Yes ☐ No Comments: The court secretaries sew case file documents together upon receipt of the registered case from the chancellery.
d. Storing	
i. Short-term	Civil cases – 1500 cases Contraventional cases – 210 cases Criminal cases – no data available
ii. Long-term	
iii. Volume of materials stored	166.25 linear meters
iv. Shipping to Rayon archive	☐ No ■ Yes *(specify frequency)* All cases from 1965 to 1990 were transported to the district archive.

v. Destroying	☐ No ■ Yes *(specify frequency)* The chancellery destroys cases once a year. They burn the paper. Recently the court bought a small shredder in the hope that this will make the process of destroying cases easier.
e. Staff time for each action	**Registration of simple civil case in ICMS – 2 minutes** **Registration of simple civil case on paper – 4 minutes** **Registration of complex criminal case in ICMS – 20 minutes** **Registration of complex criminal case on paper – 20 minutes**
f. Number of registers used	Civil cases: 1. Movement of civil cases 2. Register of civil incoming correspondence 3. Alphabetical register 4. Register of Actions Card Criminal cases: 1. Alphabetical register of criminal cases 2. Register of materials on enforcement of judgments – index 21 3. Movement of criminal cases 4. Register of Actions Card Contraventional cases: 1. Movement of contraventional cases 2. Register of contraventional cases involving individuals and legal entities 3. Register of complaints – index 4d

	4. Register of contestations – index 5 r 5. Register of Actions Card General registers: 1. Register of incoming correspondence 2. Register of appeal correspondence
g. Identify duplication of information: Civil case registration	
i. Register of actions card	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court
ii. Registers	Movement of civil cases Register of civil incoming correspondence Alphabetical register Register of Actions Card

iii. ICMS	- Case number - Name of plaintiff - Name of defendant - Address of plaintiff - Address of defendant - Year and date of birth of defendant - Type of case - Case category - Judge assigned - Case file movement within the court

2. Caseload

Caseload trends	☐ **Increasing** ☐**Decreasing**			
a. Last 5 years	**Current - 1185 cases** *For years: 2010 – 2011 - 8501 registered cases.*			
c. Backlog *714 cases*	**Current**	**more 12 months**	**more 24 months**	**more 36 months**

VI. COURT STAFF

Personnel/Staff

No	Category staff	Authorized units	Vacancies	Projected staff

1	Judges	**8**	**0**	**8**
2	Clerical staff	**13**	**0**	**13**
3	Technical staff	**7**	**0**	**7**
4	Other staff	**Driver – 1** **Guardian – 3** **Cliner – 2** **Firemen - 1**	**0**	**Driver – 1** **Guardian – 3** **Cliner – 2** **Firemen - 1**
	TOTAL	**35**		**35**

2. Human resources management (HR)

a. HR management specialist functions	This position is not provided in the staff list.
b. Staff person assigned	☐ Yes ■ No The responsibilities are carried out by the Consultant.
c. Internal procedure to recruit court staff	■ Yes ☐ No If Yes: ■ Interview ■ Written test Comments:

	The announcement is placed on the court's website, on the public bulletin board and an announcement is published in the newspapers "Strășăneanca" and "Monitorul Oficial". 2 Through the order signed by the President of the Court the Tender Commission is formed to select the candidates for vacant positions. The Commission is formed of: Comisia este compusă din : Dumitru Mîrzenco, vice president of the court/president of the commission <u>Members of the Commission</u> : Veaceslav Lazari, judge/member of the commission Natalia Chiseliova judge/member of the commission, Liudmila Dosca, chancery chief/member of the commission . The candidates for vacant position are submitted to writing and oral tests. A report of proceedings is made on the process of the tender for the selection of candidates for vacant positions in the Court of Straseni. After the writing and oral tests are passed the final mark is calculated: (final mark for the writing test + final mark for the oral test-interview)/2. Based on the final mark of the candidates the members of the commission decide about the admission of candidate/candidates for vacant position, who passed the tender. The President of the Court issues the order on employment/designation.
d. Job descriptions for court staff	■ Yes ☐ No
e. Internal procedure to dismiss court staff	■ Yes (specify) ☐ No **1 A notification is submitted to the Discipline Committee.** **2** Within maximum 2 working days, the President of the Discipline Committee sends the notification to the secretary of the Committee for registration and conduct of the internal investigation. **3** The internal investigation is conducted within 7 working days. In more complex

	cases this term may be extended by maximum 3 working days, with the President's agreement. **4** A hearing of the civil servant who committed the act subject to the notification is conducted. **5** After the end of the internal investigation, the secretary drafts a report and submits it to the Committee President. The Committee President decides on the location, date and time for the Discipline Committee meeting to take place. **6** The Discipline Committee requests from the civil servant a written explanation on the committed act. Any refusal of the civil servant to make the explanation shall be recorded in the minutes. **7** The Discipline Committee hears the persons who have any relation to the respective act, administers the evidence and investigates the acts as a whole. The procedure of investigation of the acts notified as disciplinary offence is concluded by the adoption of a proposal by the Discipline Committee regarding the applicable disciplinary sanction – **Dismissal from the public position.** The proposal of the Committee is adopted by open vote. No Committee member has the right to abstain from the vote. A minute is prepared, which is signed by the Discipline Committee members. The civil servant is informed, and confirms this by his/her signature, about the minutes which contain the proposal of the Discipline Committee on the **application of the disciplinary sanction**. The preliminary written agreement of the trade union body within the entity is requested for the dismissal. Within 2 working days from the signature of the minutes of the Discipline Committee meeting, the secretary prepares a motion which contains the Committee's proposal. The motion is signed by the president of the Discipline Committee and submitted to the Court president. 14 The Court president issues an Order on the application of the disciplinary sanction – **Dismissal from the public position**, of which the sanctioned civil servant is informed, under signature, within 5 working days from the issuance date.
f. Internal procedure to apply disciplinary	■ Yes (specify) ☐ No

sanctions to court staff	**1 A notification is submitted to the Discipline Committee.** **2** Within maximum 2 working days, the President of the Discipline Committee sends the notification to the secretary of the Committee for registration and conduct of the internal investigation. **3** The internal investigation is conducted within 7 working days. In more complex cases this term may be extended by maximum 3 working days, with the President's agreement. **4** A hearing of the civil servant who committed the act subject to the notification is conducted. **5** After the end of the internal investigation, the secretary drafts a report and submits it to the Committee President. The Committee President decides on the location, date and time for the Discipline Committee meeting to take place. **6** The Discipline Committee requests from the civil servant a written explanation on the committed act. Any refusal of the civil servant to make the explanation shall be recorded in the minutes. **7** The Discipline Committee hears the persons who have any relation to the respective act, administers the evidence and investigates the acts as a whole. The procedure of investigation of the acts notified as disciplinary offence is concluded by the adoption of a proposal by the Discipline Committee regarding the applicable disciplinary sanction – **Dismissal from the public position.** The proposal of the Committee is adopted by open vote. No Committee member has the right to abstain from the vote. A minute is prepared, which is signed by the Discipline Committee members. The civil servant is informed, and confirms this by his/her signature, about the minutes which contain the proposal of the Discipline Committee on the **application of the disciplinary sanction**. The preliminary written agreement of the trade union body within the entity is requested for the dismissal. Within 2 working days from the signature of the minutes of the Discipline Committee meeting, the secretary prepares a motion which contains the Committee's proposal. The motion is signed by the president of the Discipline Committee and submitted to the Court president.

	14 The Court president issues an Order on the application of the disciplinary sanction – **Dismissal from the public position**, of which the sanctioned civil servant is informed, under signature, within 5 working days from the issuance date. Disciplinary sanctions are applied within maximum 6 months from the commission of the disciplinary offences.
g. Job descriptions available for all employees	Yes
h. Court administrator (Counselor to Court President) functions	■ Yes ☐ No h) contributes to developing the court budget, approves and monitors expenses in order to ensure a proper management and distribution of funds; purchases equipment and office supplies; together with the chief accountant prepares the financial reports. i) checks on the preparation and display by the court secretaries of the information on the cases planned for trial; carries out other functions as requested by the court president.
i. Court PR manager functions	☐ Yes ■ No There is no such position on the staff list. The corresponding functions are carried out by the criminal cases specialist.
i. Internal order regulation available	■ Yes ☐ No
j. Internal order regulation used	■ Yes ☐ No
k. Judges access to laws and legal literature	■ Satisfactory ☐ Unsatisfactory (specify)

	The SCM provides the court with the codes. The court subscribed to Monitorul Oficial, SCJ Bulletin, Bulletin of the Ministry of Labor, Bulletin of the Tax Inspectorate, local newspaper, Timpul newspaper. The court has an Internet connection and Moldlex database.
l. List of publications subscribed by the court	Information to be collected subsequently, from the court's accountant.
m. List of publications used de facto by the court	Information to be collected subsequently, from the court's accountant.
n. Specialist IT in court	☐ Yes ■ No An IT specialist is contacted when needed. He is not available every time. There is a need for a full-time IT person in the court.

3. Training received/required

a. Training needs (skills and topics) for court staff	■ Yes (specify) ☐ No

	Archivists need to be trained in the archiving procedure Secretaries need to be trained in Femida, minutes preparation.

V. BUDGETING AND PROCUREMENT

1. Procurements

Type of procurements	2012 (approved)		2011 (executed)		2010 (executed)	
	Number of procurements	Total, MDL	Number of procurements	Total, MDL	Number of procurements	Total, MDL
Small value (total)			31	156,318.96		
Goods **(up to 20,000 lei)**			20	127,785.31		
Works & Services **(up to 25,000 lei)**			11	28,533.65		
Mean value (total)			6	783,067.06		
Goods **(from 20,000 lei up to 2,500,000 lei)**						
Works & Services **(from 25,000 lei up to 99,000,000)**			6	783,067.06		
Grand Total			**37**	**939,386.02**		

2. Autos	1. Since December 2010 - **Mitsubishi ASX** 2. Two old autos - Gaz Volga
3. Procurement problems	

	☐ Yes (specify) ■ No
4. Suggestions to improve procurement procedure	☐ Yes (specify) ☐ No
5. Use bookkeeping software	■ Yes ☐ No Comments: "1C"
6. Training in budgeting	■ Yes ☐ No if Yes (indicate the period and who provided the training): In 2010, USAID-funded MRGSP project.
7. Training in public procurement	☐ Yes ☐ No if Yes (indicate the period and who provided the training): In 2010, USAID-funded MRGSP project.

VI. SERVICES FOR THE PUBLIC

1. Public information offices/chancellery

a. Location in the court	☐ None ■ ground floor main entrance lobby ☐ Other (specify) There is a helpdesk and the archivist at the court entrance.

b. Staff number	☐ None ■ Specify number: 2
c. Kiosk, helpdesk, monitor	☐ Kiosk ■ Helpdesk ☐ Monitor (specify location)
d. Average number of requests/inquires per day?	☐ None ☐ 1 to 5 ☐ 6 to 10 ☐ 11 to 20 ■ More than 20

2. Signs for the public

	☐ None ■ Schedules of hearings ☐ Arrows Directing citizens ☐ Recording of hearings ☐ No access to judges offices ☐ Samples of documents

3. Copies of petitions, decisions

a. Procedure of issuing copies	■ Yes (specify) ☐ No The application for a copy of a decision is filed with the chancellery. The chancellery gives to the chief judge who approves it. The application then goes to the archivist who, depending on the age of the decision, issues the copy. Copies are issued immediately and free of charge to disabled persons and pensioners. The longest term to issue a copy is 10 days. Chief judges' approval of issuing the copy is mandatory as there were cases when the copies of inexistent decisions were issued.
b. Suggestions to improve the procedure	■ Yes (specify) ☐ No According to the chief judge, detainees often write requests for very long lists of documents. When being provided with copies they ask the same documents to be translated into Russian. The chief judge mentioned that there is a need to revise the legislation in this regard.

ANNEX 10

COURT PROFILE TEMPLATE

HÎNCESTI DISTRICT COURT

7, Chisinaului Street, Hîncesti Town

Geographic Jurisdiction (63 localities):

Hînceşti, Anini, Bălceana, Bobeica, Boghiceni, Bozieni, Brătianovca, Bujor, Buţeni, Caracui, Călmăţui, Cărpineanca, Cărpineni, Căţeleni, Chetroşeni, Cioara, Ciuciuleni, Corneşti, Coroliovca, Costeşti, Cotul Morii, Crasnoarmeiscoe, Dahnovici, Dancu, Drăguşeni, Drăguşenii Noi, Dubovca, Feteasca, Fîrlădeni, Frasin, Fundul Galbenei, Horjeşti, Horodca, Ivanovca, Lăpuşna, Leuşeni, Logăneşti, Marchet, Mereşeni, Mingir, Mireşti, Negrea,

Nemţeni, Obileni, Oneşti, Paşcani, Pereni, Pervomaiscoe, Pogăneşti, Rusca, Sărata-Galbenă, Sărata-Mereşeni, Sărăteni, Secăreni, Secărenii Noi, Semionovca, Sofia, Stolniceni, Strîmbeni, Şipoteni, Tălăieşti, Valea Florii, Voinescu

Population served: *119.400*

Court President: Nina Rusu

INFRASTRUCTURE

Building size: *1443.2 m^2* Year of Construction:

Type of Space	Number	Sizes
Office Spaces	23	510 m^2
Staff Restrooms	4	
Public Spaces	2 halls	175.1 m^2
Visitors Restrooms	2	
Courtrooms	4	225.3 m^2
Ratio of Judges to Courtrooms	9/3	
Holding Cells for Detainees	None	
Holding Cells for Juveniles	None	
Interview Room for Juvenile Witnesses	1	15 m^2
Archives		

Type and Size of Spaces

	2009	2010	2011	2012	2013 Requested
Capital Investment					
Maintenance Small Repairs					
Utilities					

Infrastructure Budget

Building Systems	Recently Repaired	Satisfactory	Needs Repair
Electrical			✓
Heating			✓
Roof	✓		
Plumbing	✓		
Exterior Facade		✓	
Windows	✓		

Interior Finishes			✓

Condition of Building Systems

Discussion

The President of the Court was appointed four years ago. At the time she was appointed, the building had some major deficiencies which she was able to immediately address. The sewage system had to be repaired. The court building has now been connected to the municipal water supply and has a backup supply. The roof was repaired and the exterior of the building, including window replacement, was refurbished. A hearing room was created on the ground floor. A room adjacent to one hearing room was adapted for juvenile witnesses, and the room is connected to the adjacent hearing room by video conferencing. This work was done with savings in the court's budget. In addition to these items, the 2009 USAID MGTCP facility assessment report found that an additional courtroom should be created; the chancellery should be relocated and a public intake area created on the ground floor; the server room needed to be air conditioned; and the electrical supply needed to be upgraded. The President Judge developed a project to accomplish many of these changes, including creating a fifth courtroom and upgrading the electrical system, which has caused many problems with the ICMS server. The project has been funded at 1 million MDL for 2012, and a tender was issued on May 15, 2012. A follow-on project has been developed with an estimated cost of 500,000 MDL, and would include dividing one large courtroom into two smaller ones, thus giving the court 6 courtrooms for 9 judges. Funding for the follow-on project is uncertain.

COURT AUTOMATION

ICMS

Version	Used as Designed	Some Features Used	Limited or No Use	Paper Records also Kept
3	✓			

RECORDING COURT HEARINGS

System for Each	All Hearings	Equipment not	Training	Process

Courtroom	Recorded	Working	Needed	Too Slow
✓	✓		✓	

COURT WEBPAGE

CASELOAD and RECORDS MANAGEMENT

CASELOAD

TYPE	2009	2010	2011	2012
Civil				
Criminal				
Administrative				
Other				

Caseload

Less than 6 months	6 Months/Less than 1 Year	1 Year/Less than 2 Years	2 Years/Less than 5 Years

Aging of Case Backlog

RECORDS MANAGEMENT

	Civil Cases	Criminal Cases	Administrative Cases	Other
Documents Received				
Documents Generated				

Estimate of Documents Generated Per Day

Register Name	Information in Register	Information in ICMS	Information in Register of Actions Card
		✓	
			✓

Registers Used

STAFFING AND HUMAN RESOURCES MANAGEMENT

STAFFING

POSITION	NUMBER	ADDITIONAL NEEDED
Judges		
Technical Staff		
Clerical Staff		
Other		

Positions

2009	2010	2011	2012	2013 Requested

Staffing Budget

HUMAN RESOURCES MANAGEMENT

TRAINING

BUDGETING AND PROCUREMENT

PROCUREMENTS

Threshold (in MDL)	2010	2011	2012

	Number	000 MDL	Number	000 MDL	Number	000 MDL
Small Purchase Goods						
Small Purchase Services and Works						
Formal Bidding Goods						
Formal Biding Services/ Works						

SERVICES FOR THE PUBLIC

Location	Number Staff	Kiosk, Helpdesk, Monitor	Average Number of Request/Day

Public Information Offices

Directional Signs Posted	Interior Doors Labeled	Schedule of Hearings Posted	Written Procedures for Issuing Copies
✓			

ANNEX 11

DESIGN GUIDELINES

DESIGN GUIDELINES: Objectives

Produce Buildings that are

Functional and Flexible

Support Judiciary goals

Justice

Dignity

Accessibility

Integrity

Secure and Safe

Judges

Staff

Citizens

Durable

Support Initiatives

Automation

Improved Practices

Design Guidelines: Typical Components

Courthouse exterior

Sitting/location

Appearance

Construction materials

Landscaping

Interior spaces

activities/functions

typical furniture/sizes

appropriate office sizes

appropriate adjacencies)

psychological impact

Security

Exterior and vehicular control

Separated interior circulation:

public

prisoners

Judges and staff

Entrance screening

Emergency lighting

Interior controls

Any building system requirement different from other public buildings

Lighting/Electrical

Security

Wall/floor finishes/telecommunications

Location

Landscaping

Handicapped access

Façade design/appearance

Built-in furniture

Signage

Environmental controls/air conditioning

SAMPLE DESIGN GUIDE TABLE OF CONTENTS

The *Design Guide* describes

the types of spaces typically found in courthouses, e.g., hearing rooms, Judge's suite[12], staff offices

the activities that typically occur in the spaces that would determine appropriate sizes, finishes, electrical and lighting requirements, and so on

the types and sizes of furniture typically found in each space

appropriate sizes for each type of office, portrayed either as a specific size, i.e., 35 m^2 for the deliberation room judges' offices; or as square meters per staff person, which must then be multiplied by the number of staff to occupy the space at a specific location to determine the room size

the appropriate adjacencies for the spaces, i.e., which spaces need to be near other spaces or on specific floors

requirements that differ from other government buildings or ordinary building regulations for electrical; lighting; security; wall and floor finishes; heating and air-conditioning; telecommunications; location, parking, and siting; landscaping; overall courthouse façade design and appearance; handicapped access and accommodation; built-in furniture and exterior and interior signage; where there are no special requirements, Moldovan (or EU) national construction standards for public buildings or private office buildings should be used.

Planning and Programming Considerations

- Long-term requirements
- Ratio of hearing rooms to Judges
- Net to Gross square meters Ratio
- Conference Room

Special Design Considerations

- Special Circulation paths
- Limited Number of Entrances
- Accessibility for Handicapped Citizens and Staff
- Signs in Mldovan and Russian
- Durability of Materials
- Flexibility of Spaces for Changing Functionality and Future Expansion

THE COURTHOUSE

[12] The suite of rooms in which Judge and immediate staff work; typically include the Judge's retiring room, reception room, and judges' staff offices

General description of activities

EXTERIOR Special Requirements

Façade design and appearance

Location and siting

Parking

Landscaping

Security

Handicapped access

Exterior lighting

Exterior Signage

Interior Spaces

Main Entrance and Public Lobby

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Judge’s Office Suite

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Hearing Room

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Reception/Waiting Room

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Offices for Judge’s Staff

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Court Chancellor’s Office

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Court Chancellor's Staff

Supervisors

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Staff Offices

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Built-in furniture

Signage

Archives

Activities

Types of furniture found

Number and types of users

Size

Adjacencies

Special Requirements

Electrical

Lighting

Security

Wall and floor finishes

Heating and Air-conditioning

Telecommunications

Handicapped access and accommodation

Shelving

Signage

ANNEX 12

COMMENTS ON THE MOLDOVAN STANDARDS FOR RAYON COURT BUILDINGS

CP C.01.04-2007

(MSP 3.02-101-2001)

The information on very complex aspects of courthouse design is quite brief, for example:

security (which requires a combination of architectural/physical arrangement, electronic systems, and personnel/guards),

automation in the courthouse (for court operations, recording of testimony/proceedings, visual display of evidence, and remote appearance of witnesses/participants, all of which require careful attention to electrical capacity, lighting, heating and cooling, work surfaces, and placement, especially in the courtroom

accessibility for staff and citizens with disabilities (mobility, sight, hearing)

design features that can lessen the cost of maintaining and operating the building over the long term.

The layout of court spaces in the building diagram:

Fails to separate judges offices from the public: some of the offices of judges are directly on the public hall

Requires the public to go to the second floor to visit the chancellery because of the distribution of spaces.

Some important spaces appear to be missing, for example:

Special room for interviewing juvenile witnesses and permitting them to testify remotely by video

An arrangement for “secret” witnesses (witnesses whose identity should be protected)

Rooms for attorneys to meet with their clients who are detainees.

Space sizes (NOT A COMMENT ON ALL SIZES)

The reception area for the judge's office (anticamera) appears to be the same size as the judge's office. Is it anticipated that more than the judge's secretary will occupy the space?

It is unclear why the camerâ de odihnâ should be larger when there are more than 5 judges in the courthouse; the room also does not appear on the building diagram.

ANNEX 4 - SSG Advisors Trip Report

USAID | MOLDOVA
FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program (ROLISP)

ROLISP

SSG Advisors Trip Report – Rapid Partnership Appraisal

This report was prepared for USAID (contract #), ROLISP.

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Annex B: Assessment Schedule **Error! Bookmark not defined.**

1.0 Responsibilities and Context

SSG contributions to ROLISP in Year 1 are focusing on 1) Identifying the most strategic public-private partnerships designed to add high value additional resources to the project and 2) Developing the capacity of ROLISP staff to select, build, and manage partnerships. As a first step, SSG traveled to Moldova from June 18th to June 29th, 2012 to conduct a project-wide partnership opportunity assessment (or Rapid Partnership Assessment) across the three major components to identify strategic partnership opportunities for ROLISP. SSG worked closely with ROLISP staff in order to ground all partnership opportunities in the realities of project objectives and the Moldovan judicial sector and the expectations of the project. Moreover, the identification of initial partnership opportunities clearly reflected the needs and priorities of the project's target institutions and stakeholders regarding private sector involvement in improving rule of law and achieving the objectives of ROLISP. As a key element of the partnership appraisal process, SSG designed a tailored workshop for select ROLISP project staff in order to assess findings and the potential impacts of key partnership opportunities and to begin the process of partnership selection. ROLISP's partnerships will be designed to draw on the added value and resources of the private sector (including technology, skills, expertise, etc) of international, national, or local firms that have the potential to dramatically impact project objectives.

2.0 Deliverables

The SSG TDY resulted in the following deliverables for ROLISP:

A project-wide partnership opportunity assessment to identify strategic partnership opportunities for ROLISP, including identification of potential partners and resource contributions;

A resulting 25-page ROLISP Rapid Partnership Appraisal report, or RPA (with annexes detailing company interview reports, partnership opportunity details, and ROLISP staff prioritization of opportunities);

A meeting with USAID/Moldova COR on the ROLISP RPA;

Initial Introduction to Partnerships orientation for ROLISP staff designed to introduce partnerships as a concept and elicit input into the RPA by project stakeholders;

17 interviews with private sector representatives including mobile phone operators, IT companies, law firms and legal institutions, media interests, business associations, a Moldovan conglomerate, and contractors, in order to identify ROLISP partnership opportunities;

A prioritization workshop on initial findings for ROLISP staff and USAID participants. Using SSG's Partnership Scorecard Methodology, the workshop engaged staff in how to prioritize partnership

opportunities for ROLISP. The results of the workshop were staff ranking of project partnership opportunities (in measuring importance and value to the project).

3.0 Accomplishments

Accomplishment	Description
Met with 17 businesses, associations, and potential partners	SSG Advisors met with representatives from a range of business sectors including mobile phone operators, IT companies, law firms and legal institutions, media, and retail. The objective in these interviews was to identify key business interests and opportunities that overlap with the objectives of the project.
Identified 8 strategic opportunities	SSG Advisors identified opportunities across all ROLISP Components. Opportunities can be divided into the following categories: Skills Development and Capacity Building (3 opportunities) IT Solutions (3 opportunities) Public Outreach (2 opportunities)
Delivered Introduction to Partnerships Training for ROLISP staff	SSG Advisors conducted an Introduction to Public Private Partnerships training for ROLISP staff.
Designed and Conducted Partnership Prioritization Workshop for ROLISP Staff	SSG worked closely with ROLISP staff to weigh and develop prioritization criteria for each partnership opportunity. During the workshop, SSG guided staff through the prioritization process for one partnership. Workshop participants were then charged with providing input on all other initially identified partnership opportunities.

4.0 Recommendations & Next Steps

SSG Advisors will submit a full Rapid Partnership Appraisal (RPA) report including findings and recommendations by mid-July 2012. The exact timing of delivery is dependent upon partnership prioritization data scheduled to be shared with the SSG Partnership Advisor by ROLISP staff by July 5, 2012. The RPA will present an initial list of ROLISP partnership opportunities with prioritization data presented and measured by ROLISP project staff.

SSG will continue its alliance-building activities in the next quarter. Work with ROLISP leadership and project staff has highlighted several areas of need in support of ROLISP's partnership development. By the end of the next TDY currently planned for November 2012, SSG is targeting the following achievements and deliverables, which will each be designed to provide ROLISP with the tools and ability to select, build, and manage partnerships:

A 2-day training module tailored to assist ROLISP staff in building and managing partnerships.

Delivery of a 1-day training module designed for key justice sector and civil society stakeholders designed to instill the skills and tools needed to identify and build their own partnerships.

Introduction of SSG tools designed to assist ROLISP staff in building partnerships including partnership concept paper outlining, due diligence guidance, MOU templates, and partnership governance framing.

Development of additional performance indicators for the ROLISP work plan on partnership results that measure the effectiveness and efficacy of the partnership for both the public and private sectors.

Additional meetings with potential private sector partners to develop strategic partnership, including meetings with potential partner not targeted during the June 2012 trip.

Assistance in developing the ROLISP Partnership Strategy

Introduction of SSG's ROLISP Collaboration Management System, a web-based platform designed for all partners to build and manage specific partnerships collaboratively.

5.0 Problems Encountered

No major problems are noted.

6.0 Conclusion

SSG Advisors was pleased with the success of this TDY. In close coordination with the ROLISP staff partnership point person and project staff, the SSG Partnership Advisor was able to meet with a range of businesses, identify a number of strategic partnership ideas, and engage fully with the project to determine the value and prioritize specific opportunities identified during the 2-week Rapid Partnership Appraisal process.

Going forward, SSG Advisors will work closely with project staff in engaging with the private sector, civil society, and project stakeholders project staff to forge successful partnerships. ROLISP will identify a number of partnerships to be developed and launched in the fall of 2012. SSG will work with ROLISP staff to build staff capacity to develop these chosen partnerships.

Annex A: Prioritization Workshop

The following PowerPoint served as the basis for SSG's workshop with ROLISP staff on prioritizing partnership possibilities.

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Partnerships Bring Value

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Appraising the Private Sector for Partnership

- ***In 17 interviews with mobile phone operators, IT companies, law firms and legal institutions, media interests, business associations, a Moldovan conglomerate, and contractors, we asked:***

- ✓ What opportunities do you see for growth and expansion?
- ✓ Could partnering with judicial institutions and ROLISP allow you to expand in new directions?
- ✓ What could partnering with the judicial sector and ROLISP allow you to test or try or do, or help you do better?
- ✓ Do you offer pro bono services or training?
- ✓ Do you have corporate social responsibility investments that overlap with (project goals)?

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Indentified Partnerships

- 3 Skills Development & Capacity Building
- 3 IT Solutions
- 2 Public Outreach

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Indentified Partnerships: Skills & Capacity Building

Pro Bono Legal Training for NIJ	• Leverage pro bono services in the targeted **need** areas of legal education
Capacity Building for CSOs	• Pro-bono investments specifically to help CSOs improve their skills and organizational strength
Study Tour Partnerships	• Partnering with international training institutions to addressed targeted **need** areas

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Indentified Partnerships: IT Solutions

IT Training	• Providing basic but needed training for courthouses in 'IT Essentials'
Cisco Connected Justice	• Evolving ICMS into comprehensive courthouse architecture
ICMS Enhancement	• Leverage IT sector to enhance ICMS through partnership

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Indentified Partnerships: Public Outreach

Media & Public Outreach	• Leveraging popular media to get messaging to the people
Mobile Access to Justice	• SMS-based legal notification service for Moldovan citizens and lawyers

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Partnership Project Value

Partnerships should produce value in terms of both program outcomes …

Increased Scale	Improved Effectiveness	Improved Efficiency	Sustainability /Replicability	Systemic Change
"Through the partnership, we served three times as many as we could have served alone."	"The program improved due to the industry knowledge of our private sector partners – it was twice as effective as otherwise."	"With each partner focusing on what it does best, we launched the program with about a third less total cost than it would have been had we gone it alone."	"Partnering with the private sector, around mutually beneficial goals, helps ensure that the project persists after IRC involvement ends."	"Forming a multi-actor coalition helped to solve an industry wide bottleneck."

Source: USAID

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Partnership Business Value

….and private sector results

Barrier/ Challenge	New Market/ Investment	CSR/ Image Value
"Through the partnership with the university system, the service industry was able to address the skills gap with graduating students"	"The program served as pilot for the company to test its new product."	"The private sector partner had a history of CSR investments in community health, which matched our goals well."

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Risks & Transaction Costs

...But is it worth the risk & effort?

Risk	Staff Intensity	Time Horizon
"The risk in partnering with the company was too great sue to its history of corruption"	"The initiative would have taken the outreach team away from its other, primary program work."	"The partnership will take up to 2 years to build and launch."

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Partnership Example: Project Value

● = High

◑ = Medium

○ = Low

Project Goals / Priority Factors	ROLISP Component #1	ROLISP Component #2	ROLISP Component #3
Increased Scale	◑	●	○
Improved Effectiveness	●	○	○
Improved Efficiency	◑	○	○
Increased Sustainability /Replication	◑	◑	●
Systemic Change	○	●	○
Aggregated Value	◑	● / ◑	○

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Partnership Example: Business Value

Priority Factors \ Partnership Opportunities	Partnership #1
Business Barrier/ Challenge	◑
New Market/ Investment Opportunity	●
CSR/Image Value	○
Aggregated Value	●

● = High ◑ = Medium ○ = Low

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Partnership Example: Risks & Transaction Costs

Priority Factors \ Partnership Opportunities	Partnership #1
Risk	○
Staff Intensity	◑
Time Horizon	◑
Aggregated Value	◑

● = Low Risk/Cost

◑ = Medium Risk/Cost

○ = High Risk/Cost

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Partnership Example: Total Aggregated Value

Partnership Opportunities / Priority Factors	Partnership #1	Partnership #2	Partnership #3	Partnership #4	Partnership #5	Partnership #6
Business Value	● High	○ Low	○ Low	○ Low	○ Low	◑ Medium
Project Value	● High	● High	○ Low	◑ Medium	◑ Medium	○ Low
Transaction Costs and Risk	○ Low	○ Low	● High	◑ Medium	● High	◑ Medium

● = High ◑ = Medium ○ = Low

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Partnership Example: Total Aggregated for ROLISP

Partnership Opportunities / Priority Factors	Pro Bono Legal Training	CSO Capacity Building	IT Training	Cisco Connected Justice	Media & Public Outreach	Mobile Access to Justice
Business Value	?	?	?	?	?	?
Project Value	?	?	?	?	?	?
Transaction Costs and Risk	?	?	?	?	?	?

● = High ◑ = Medium ○ = Low

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ANNEX 5 - Rapid Partnership Appraisal Report

Rule of Law Institutional Strengthening Program (ROLISP)

ROLISP

Rapid Partnership Appraisal

This report was prepared for the United States Agency for International Development, USAID Prime Contract AID-117-C-12-00002

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Rule of Law Institutional Strengthening Program (ROLISP)

Rapid Partnership Appraisal

DISCLAIMER
The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

BOT	Build-Operate-Transfer
CCJ	Cisco Connected Justice
CEED	Competitiveness Enhancement and Enterprise Development Project
CNA	Cisco Networking Academy
COP	Chief of Party
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
GDA	Global Development Alliance
GOM	Government of Moldova
ICMS	Integrated Case Management System
ICT	Information and Communications Technology
IT	Information Technology
M&E	Monitoring and Evaluation
MOJ	Ministry of Justice
MOU	Memorandum of Understanding NIJ National Institute of Justice
PMP	Performance Monitoring Plan
PPP	Public Private Partnership
ROLISP	Rule of Law Institutional Strengthening Program
RPA	Rapid Partnership Appraisal
SOW	Scope of Work
SSG	SSG Advisors
USAID	United States Agency for International Development
USAID/IDEA	USAID's Office of Innovation and Development Alliances
USG	United States Government

1.0 EXECUTIVE SUMMARY

> "We must partner with the private sector much more deeply from the start, instead of treating companies as just another funding source for our development work. In short, we must embrace a new wave of creative, enlightened capitalism."
>
> ***- Dr. Rajiv Shah***
> ***USAID Administrator***
> ***Remarks on October 20, 2011***

The Rule of Law Institutional Strengthening Program (ROLISP) will play a critical role in strengthening the institutional capacity, transparency, and accountability of key justice sector institutions in order to guarantee the independence and increase the effectiveness and professionalism of the judiciary in Moldova. Public-private partnerships can play a valuable supporting role in leveraging the private sector to address and enhance ROLISP objectives in a way that ensures the project's results will be sustainable and have broader impact. Recognizing the potential role for partnerships, ROLISP prime contractor Checchi and Company Consulting commissioned this Rapid Partnership Appraisal (RPA) in June 2012 from ROLISP subcontractor SSG Advisors.

The principal focus of this Rapid Partnership Appraisal is to explore the development of public-private partnerships that intersect with ROLISP project areas and key related interests of the private sector in Moldova. As a core element, the appraisal analyzes the interests, challenges, and issues facing the private sector and other potential partners in Moldova related to ROLISP objectives. While the appraisal did not restrict the types of businesses and sectors examined, SSG Advisors did consider ROLISP's anticipated focus and funding for specific project priorities in determining the most likely businesses and private-sector institutions that could be interested in partnerships.

In addition to identifying seven public-private partnership opportunities, the ROLISP Rapid Partnership Appraisal prioritizes each potential partnership according to the perceived value to the project and the transaction costs that would be involved in developing each partnership. SSG has worked closely with ROLISP staff to carefully weigh each partnership opportunity according to a variety of issues ranging from effectiveness of activities to development time required.

In analyzing each partnership according to potential value and costs, the ROLISP Rapid Partnership Appraisal provides the project with a series of tools and steps to assist staff in navigating how, when, and what partnerships should be pursued. An important objective of the RPA methodology is to provide a clear understanding of the ways in which partnerships can best

be integrated into ROLISP's strategic planning process – i.e. pathways for identifying the most strategic partnerships according to ROLISP's own needs – and where the private sector can provide the greatest additional value in achieving key project outcomes.

1.1 KEY FINDINGS

Strategic Partnership Highlights

The RPA team focused on finding and analyzing key intersections between ROLISP priorities and objectives and private sector issues and interests, as highlighted in Sections 4.0 and 5.0. The following table highlights the seven high-value strategic partnership opportunities detailed in Sections 6.0 and 7.0. As a core element of partnership prioritization, the team classified the opportunities into two categories that reflect both the anticipated implementation time and the level of effort needed to create the partnership. These categories also suggest the expected impact that would result from partnering – namely, the longer the timeframe, the greater the overall impact for the project.

Shorter-term Partnership Opportunities ('Quick Wins')
• Judicial IT Training Partnership • Pro Bono Legal Education Partnership for the NIJ • Pro Bono Training Partnership for Legal CSOs
Longer-term Partnership Opportunities (Highest Impact)
• Media and Public Outreach Partnership • ICMS Enhancement Partnership • 'Cisco Connected Justice' Partnership • Mobile Access to Justice

The partnership opportunities presented in this report range across all three ROLISP programmatic components. Each addresses fundamental objectives of the project. Each opportunity represents a chance for ROLISP, USAID, and the Government of Moldova (GoM) to leverage private sector resources towards strengthening the judicial sector in the country. By tapping the knowledge, expertise, technology and/or networks of the private sector, ROLISP can achieve greater effectiveness, scale, efficiency, sustainability /replication of successful models, and systemic change.

A detailed description of each opportunity, including potential partners, business interests, etc., can be found in Section 6.0 of this report. Section 7.0 details how and why the seven partnership opportunities were prioritized based on factors such as predicted additional value to the project's primary goals and objectives, value for the private sector, and risks and costs expected to initiate each partnership. Finally, Section 8.0 highlights a number of critical next steps for the ROLISP partnership-building process.

1.2 BUILDING ON APPRAISAL FINDINGS

The ROLISP Rapid Partnership Appraisal represents the first stage in the partnership development process through which the project can build a number of high-value public-private partnerships designed to leverage significant additional resources including funding, technology, and expertise and position ROLISP for long-term strategic impact well beyond the life of the project.

In the coming months, ROLISP will need to develop a partnership development approach that emphasizes realistic and effective implementation of targeted partnerships for ROLISP Year 1 and beyond. As a key element in this process, ROLISP should prioritize and build high-value partnerships from the opportunities identified in the assessment. Key tasks will include:

- Developing a capacity-building component designed to support ROLISP staff, key judicial sector counterparts, and other project stakeholders in building a comprehensive understanding of the partnership implementation process.
- Delivering tailored training and mentoring support to ROLISP leadership and identified ROLISP staff that will serve as staff point people for partnership development.
- Supporting discussions and negotiations with the private sector with the goal of formally reaching an agreement and launching the Year 1 partnerships while simultaneously laying the foundation for the more complex longer-term partnerships of Year 2 and beyond.

As a leader in developing best practices in public-private partnership development, SSG is poised to assist ROLISP leadership and Checchi Consulting in developing a comprehensive partnership strategy and approach.

2.0 PARTNERSHIP APPRAISAL OVERVIEW

2.1 BACKGROUND & OBJECTIVES

In March 2012, USAID launched a new rule of law initiative, the Rule of Law Institutional Strengthening Program (ROLISP). The program works with Moldovan counterparts to help strengthen the institutional capacity, transparency, and accountability of key justice sector institutions in order to guarantee the independence and increase the effectiveness and professionalism of the judiciary. Among other activities, the Program helps strengthen Moldovan judicial institutions' ability to effectively oversee the work of the courts; improves system-wide management to ensure courts are meeting performance standards; institutionalizes modern court administration and budgeting practices; increases the National Institute of Justice capacity for training judges, prosecutors and court administrators; and increases the capacity of civil society organizations to monitor and advocate for justice sector reform (including programs to combat trafficking-in-persons) and promote broader access to justice. By strengthening the stability and efficiency of institutions responsible for safeguarding democracy and the rule of law, ROLISP contributes to an improved capacity and ability of the judiciary to respond to citizens' needs.

As a ROLISP subcontractor and Team Member, SSG Advisors is guiding the project's efforts in identifying public-private partnerships – or Global Development Alliances (GDA) as the model has been called within USAID. SSG contributions to ROLISP are also focused on developing the capacity of ROLISP staff to select, build, and manage partnerships. As a first step, SSG has conducted a project-wide Rapid Partnership Appraisal across all project components to identify strategic partnership opportunities for ROLISP. SSG has worked closely with ROLISP in order to ground all partnership opportunities in the realities of project objectives and the Moldovan judicial sector and the expectations of the project. Moreover, selection of partnership opportunities has clearly reflected the needs and priorities of the project's target institutions and stakeholders regarding private-sector involvement in improving rule of law and achieving the objectives of ROLISP. As a key element of the partnership appraisal process, SSG designed a tailored workshop for ROLISP staff to assess findings and potential impacts of key partnership opportunities and to begin the process of partnership selection. The strategic partnerships will draw on the added value and resources of the private sector (including technology, skills, expertise, etc.).

Conducted in late June of 2012, the ROLISP Rapid Partnership Appraisal was led by Thomas Buck of SSG Advisors and supported by Ludmila Ungureanu, who is serving as ROLISP's identified partnership point person. The appraisal focuses on identifying strategic, high value partnership opportunities in priority areas throughout the project's programming focus.

2.2 PUBLIC-PRIVATE PARTNERSHIP DEFINITION

At their most rudimentary level, USAID public-private partnerships are defined as agreements between the Agency and/or its implementing partners and at least one private-sector actor that define and address a specific development problem. Since the launch of the Global Development Alliance (GDA) model in 2001, USAID has evolved its approach to building and defining partnerships that provide the most value to USAID and its development objectives. USAID's Office of Innovation and Development Alliances (USAID/IDEA) defines *strategic* partnerships as those that most effectively and successfully combine resources and share risks in pursuit of common objectives. Strategic partnerships deliver greater development impact through the combined strengths of multiple stakeholders. Strategic partnerships are possible where private-sector interests share a degree of overlap with a USAID strategic objective or planned result. Partnerships then become a mechanism by which USAID Operating Units tap into additional resources in support of strategic objectives, and for-profit resource partners enlist USAID's development expertise in support of their direct and indirect business interests. Partners are expected to bring new resources, ideas, technologies, and/or other partners to address particular development challenges. Conversely, a public-private partnership should not be understood as a matching grant or an activity sponsorship.

It should be noted that this Rapid Partnership Appraisal does *not* focus on traditional or *contractual* public-private partnerships – or PPPs – which are a current focus of and priority from the Government of Moldova (GOU).[13] Contractual PPPs are defined as broad agreements

[13] The full text of the Moldovan Law on Public-Private Partnership can be found in English at the following web site: http://blacksea.bcnl.org/en/articles/41-moldova-law-on-public-private-partnership.html. More information

between government and the private sector that involves the provision of public services or infrastructure. Contractual PPPs are meant to infuse public priorities with the managerial skills of the private sector, thereby mitigating the burden of large public capital expenditures and transferring risk to the private sector. While privatization results in a full transfer of public assets to the private sector, contractual PPPs bring government and business together to provide or improve services. Contractual PPPs often take the form of large infrastructure projects such as 'build-operate-transfers,' or BOTs, in which a private entity receives a concession from the public sector to finance, design, construct, and/or operate a public facility, service, or system as stated in a concession contract. In the judicial sector, PPPs have been used to establish and build new prisons. This approach is currently being implemented by the Government of Romania in partnership with the United Nations Economic Commission for Europe through contractual PPPs.[14]

USAID public-private partnerships – also called public-private alliances or Global Development Alliances (GDAs) – are distinguished from other public-private partnerships and traditional development interventions by a number of key criteria. USAID emphasizes *market-driven approaches* to partnerships between the public and private sectors to address *jointly-defined* business and development objectives. Alliances are *co-designed*, *co-funded*, and *co-managed* by partners so that the risks, responsibilities, and rewards of partnership are equally shared. In addition, each partner is viewed as bringing a unique resource or talent to address a common challenge in a manner that is bigger, better, and/or faster than each partner could achieve on its own.

3.0 PARTNERSHIP APPRAISAL PURPOSE

The principal focus of this Rapid Partnership Appraisal is the identification of strategic, high-value public-private partnerships for ROLISP. The Appraisal concentrates on recognizing and prioritizing public-private partnership opportunities in which ROLISP and its Moldovan judicial sector counterparts' activities, priorities, expectations, and goals clearly intersect with private-sector interests, challenges, needs, and issues. ROLISP partnerships will be strategic in that private-sector partners will bring new resources, ideas, technologies, and/or other partners to address the project's overarching objective of guaranteeing the independence and increasing the effectiveness and professionalism of the judiciary. All partnership opportunities will clearly reflect the needs and priorities of ROLISP judicial sector partner institutions regarding private-sector involvement in achieving the objectives of the project. The strategic partnerships presented in this report draw on the added value and resources of the private sector (such as technology, skills, expertise, etc.) and include international, national, or local firms that have the potential to dramatically impact project objectives.

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about current policy and practice for PPPs in Moldova can be found at the official GoM site for PPP development: http://www.pppmoldova.md/

[14] The program is presented through a presentation available at the following web site: http://www.unece.org/fileadmin/DAM/ceci/ppt_presentations/2011/TOS_PPP3/1.5_Mr._Bala.pdf

In identifying project partnership opportunities, the ROLISP Rapid Partnership Appraisal addresses the following intersections between ROLISP and the private sector:

- The ROLISP components and activities that could be improved through partnership with the private sector;
- The judicial sector activities and institutions whose effectiveness, transparency and accountability could be improved through partnership with the private sector, and why;
- The major business sectors related to ROLISP objectives that show potential for partnership oriented toward judicial sector improvements in the next 1-4 years;
- The business interests, needs, and challenges facing the Moldovan private sector that relate to ROLISP objectives;
- Corporate Social Responsibility (CSR) issues and philanthropy that relate to ROLISP objectives;
- The resources (investment, technology, expertise, etc.) that the private sector might bring to bear in addressing judicial sector improvements and ROLISP objectives;
- The major potential local and multinational private-sector partners for ROLISP going forward in building public-private partnerships;
- The key areas of overlap between the issues and concerns raised in private sector interviews and dialogues and ROLISP programming and objectives;
- Major constraints currently inhibiting engagement with identified potential partners, if any.

In addition to exploring areas of overlap to identify partnership opportunities, the appraisal assesses initial findings and the potential impacts of key partnership opportunities in order to begin the process of partnership selection. Drawing on proprietary methodology, SSG designed a tailored workshop during fieldwork for ROLISP staff themselves to prioritize opportunities based on factors including expected project impacts, the value to private-sector partners, and the likely transaction costs to ROLISP and USAID including staff time needed and the potential risks involved in partnering with specific businesses. Section 7.0 presents the ROLISP partnership prioritization process including key results and the methodology used.

4.0 PROJECT CONSIDERATIONS

Meetings with project management and staff provided essential information for the ROLISP Rapid Partnership Appraisal. It should be noted that ROLISP itself was in start-up mode during the RPA fieldwork. Despite this, meetings with project management, staff, and the USAID ROLISP COR provided a comprehensive review of ROLISP objectives and expectations and highlighted a number of areas in which partnerships could have impact. Moreover, the talks illustrated a number of key considerations for future ROLISP partnership development. These included the following:

- ***Improving judicial sector outreach and connections between the judiciary & Moldovan citizens***. ROLISP staff pointed to the continual perception among Moldovan citizens that the courts do not willingly share information and that there is a lack of openness. Currently, few channels for effective communication between the courts and citizens exist.

- ***Partnerships for civil society sustainability***. Both USAID and ROLISP staff declared an interest in exploring the potential of partnerships for building capacity for the civil society strengthening.

- ***Training as a key element of partnerships***. ROLISP staff indicated a lack of capacity among certain judicial institutions. While training has regularly been a part of judicial strengthening activities, turnover of staff has continually weakened some courthouses and judicial institutions. ROLISP envisions partnership building with the private sector across all three core component areas as a potential way to make training and capacity building more regular and sustainable rather than one-off in nature,

- ***IT training partnership***. Many courthouses are staffed with employees who are not as technologically literate required. As a result, courthouses have underused technological applications and systems. Early project stakeholder interviews with courthouse staff have indicated a desire for basic IT training. In spite of this request, USAID has indicated that project funding cannot be directed towards basic IT training. ROLISP staff indicated a desire to explore pro bono IT training through partnership as a way to address this need.

- ***Leveraging the Internet.*** Internet infrastructure has grown more than 10 times in Moldova since 2004.[15] ROLISP has indicated a general interest to leverage this improved infrastructure in order to advance major results for the project including streamlining judicial operations and improving interaction and information exchange between the judicial sector and the public.

- ***Partnerships could improve ICMS functionality.*** ROLISP staff identified effective Integrated Case Management System functionality as an area in which partnerships might be able to assist project objectives. Early stakeholder interviews indicate that many court staff members are not using the ICMS as intended. Too many courts still log trial information by hand. Others insist on "double entering" by hand and into the system. Court staff also claim not to understand major aspects of the system, a situation that has been exacerbated by a high turnover rate with staff trained under the previous project. and the general lack of 'institutionalization' of ICMS training. There is also a general frustration with the Center for Special Telecommunications, the government IT agency contracted for technical support of the ICMS. ROLISP will be conducting a study on the status of ICMS integration that will bring many issues to light. Ultimately, ROLISP staff

[15] Moldova Economic Sector Analysis: Final Report, USAID Competitiveness Enhancement and Enterprise Development Project (CEED), p. 22.

hope that partnership with IT companies could address identified problems with the system.

- ***Potential role for e-Learning.*** ROLISP stakeholder NIJ has expressed a strong interest in developing an e-Learning component as part of its institutional strengthening process. ROLISP is hopeful that this component could be a basis for partnership with the private sector.

- ***Migrating ICMS to the Cloud.*** Currently each ICMS deployment has dedicated servers at courthouses themselves. Many servers are poorly cared for and at risk of technical failure due to a lack of maintenance. ROLISP and the e-Government Center both indicated that the ICMS system would be migrated to a 'cloud-based' system at some point in the future. ROLISP would be interested in exploring cloud-migration as a possible partnership.

5.0 PRIVATE SECTOR PERSPECTIVES

As a core component to the assessment, the ROLISP RPA team canvassed companies and firms representing numerous business sectors in order to analyze the interests, challenges, and issues that intersect with ROLISP's goals and activities. The overall objective of this component was to identify potential opportunities ripe for collaboration and partnership between ROLISP and the private sector. Prior to arrival, the ROLISP Partnership Advisor identified a number of industry and business sectors that were likely to have direct or indirect overlap with project goals and objectives. These ranged from developing drivers of the new Moldovan economy, such as IT, to those sectors more directly involved in the project's areas of influence, such as legal services. SSG then singled out leading companies and associations in each sector, based on market share, growth rates, etc.

In all, the assessment team interviewed over seventeen companies and business associations representing most priority business sectors. The goal of the interviews was to explore a company's business interests, commercial or operational challenges, and corporate social responsibility objectives that might overlap with ROLISP goals and activities.

Business Sectors	Companies & Institutions Interviewed

IT	• Cisco Networking Academy/DNT • S&T Moldova • Accelerate Group • Deeplace • Daac System Integrator
Telecom	• Orange Telecom • Moldtelecom/Unite
Legal Services	• DLA Piper • Turcan Cazac
Media	• Unimedia • Association of Independent Press
Retail	• Daac-Hermes
Business Associations & Implementers	• American Chamber of Commerce in Moldova (AmCham) • American Bar Association Rule of Law Initiative • Competitiveness Enhancement and Enterprise Development Project II (CEED II) - Chemonics • Moldova Civil Society Strengthening Program – FHI 360

The following sections review major findings according to the types of issues addressed during interviews. The issues and concerns raised by the private sector are classified into two distinct categories. First, many of the issues discussed are discrete challenges to business operations or growth that intersect, either directly or indirectly, with judicial sector issues in Moldova. Moreover, a number of businesses talked about particular business interests in their sectors or industry types that are related to ROLISP program areas. Second, certain companies stressed an interest in helping strengthen Moldova's judicial sector through philanthropy and CSR investments.

In addition to the highlights that follow, company interview findings are further elaborated in annexes to this assessment. Annex B includes detailed reports with major companies interviewed. The reports present each interview results in detail, describing the full range of challenges and interests facing the company in question, and highlighting the potential leverage a company would bring to an alliance as well as any previous experience in working with USAID projects and any past or current CSR practices.

5.1 BUSINESS CHALLENGES & INTERESTS

Interviews with the private sector identified a broad range of business challenges and interests that relate to ROLISP goals and activities. Many of these interests and challenges are well known and expected, such as the weakness of the Moldovan economy and official corruption and the ramifications difficulties in building a business under a cloud of confusing policies. Others are less obvious, such as the costs and difficulties involved with inefficient customs. The most significant and regularly-cited business interests and challenges include:

- ***New market opportunities*** – Some companies including legal and ICT firms see the opportunity to use partnership as a way to explore market entry or new types of services.

- ***Ongoing European crisis*** – The Moldovan economy remains hampered by the European crisis, instigated by problems in the Euro zone. Moldova's dependencies on Western European markets will continue to trouble its economy.

- ***Weak economy*** – There are few strong companies or business sectors in Moldova, whose economy is considered the weakest in Europe. One of the few real bright spots among Moldovan business sectors is the information and communications technology sector (ICT).

- ***Corruption & weak leadership*** – Businesses pointed to confusion, lack of transparency, and inconsistent implementation regarding commercial law and related official policies.

- ***Brain drain and declining skills*** – Although the ICT sector is considered the strongest in Moldova, there are fewer qualified graduates coming out of school, and the best graduates leave for jobs elsewhere when they get the opportunity.

- ***Mobile monopoly*** – Orange's main competitors declared its 70% market share monopolistic and bad for consumers and business by its competitors.

- ***Judicial misunderstanding of commercial law(s)*** – Many judges do not understand the nuances and complexities of commercial law. According to interviews, this leads to poor decision-making and high appeal rates, in turn leading to high transaction costs for the private sector.

5.2 CORPORATE SOCIAL RESPONSIBILITY & PHILANTHROPY

During assessment interviews, a number of companies also underscored their interest in investing directly into judicial strengthening and capacity building initiatives. Several legal firms have sought to align their corporate social investment programs with existing legal training and judicial reform needs. These include the world's largest law firm, DLA Piper, which has a major international pro bono program of its own, and a local Moldovan law firm that has smaller but more targeted initiatives designed to improve legal understanding and conditions for the rule of law. In addition, other firms, such as Moldova's mobile carriers, have significant CSR programs targeting various social programs including improved healthcare or support to youth.

6.0 ROLISP PARTNERSHIP OPPORTUNITIES

By matching private sector interests with the project's objectives and activities, the partnership appraisal team was able to distill a number of potentially high-value public-private partnership options for ROLISP. In all, seven opportunities are presented in the body of this report. Each of these has been prioritized by the assessment team as having potential value for the project and judicial sector stakeholders in relation to the effort and resources required to build them. The prioritization methodology and specific valuation by staff are presented in Section 7.0 of the report. The RPA divides potential partnerships into two categories: shorter-term and longer-term. Each category is defined by the amount of time required from ROLISP to launch and develop the proposed partnership. Moreover, each category effectively correlates with the long-term project impact predicted. The longer-term opportunities are generally expected to result in larger-scale impacts, while the shorter-term opportunities would generate lesser-scale results.

The following section summarizes individual partnership opportunities according to a basic opportunity description along with the major project activity, objective, and or issue being addressed through collaboration. In addition to these summaries, Annex A of the ROLISP Rapid Partnership Appraisal elaborates on each opportunity by presenting detailed tables for each partnership opportunity that provide more information on business interests and development challenges, potential private sector resources, ROLISP resources & value, constraints or risks, the timeframe in question, and next steps for the project.

6.1 SHORTER-TERM OPPORTUNITIES

A number of partnership opportunities can be qualified as shorter-term. These can be viewed as 'quick wins' that ROLISP can broker and launch relatively swiftly, possibly within a fiscal year. Included are two possible capacity building partnerships with law firms and consulting institutions that focus on improving legal education and organizational strengthening. A third partnership seeks to provide IT training that has been requested by project stakeholders, but which could not be addressed directly by project funding.

- ***Judicial IT Training Partnership –*** Despite the introduction of information technologies aimed at improving the effectiveness and efficiency of Moldovan courts and judicial institutions, the courts have struggled to adapt and to integrate new systems into existing practice. Perhaps the single most pertinent example of this struggle has been the resistance in many courts to fully adapting the Integrated Case Management System (ICMS). One reason identified in early stakeholder interviews has been a general frustration and claimed inability to use the technology and new computer systems generally. In its interviews, the National Institute of Justice (NIJ) has also identified increased computer skills as a need for its own development. These needs will be further elaborated through the ROLISP performance and needs assessments to be conducted with the NIJ and courthouse stakeholders. The Cisco Networking Academy "IT Essentials" module could be adapted to address training needs for both court staff and the NIJ (Activities 1.42 and 2.12) through direct training or adapted into a TOT initiative for NIJ. NIJ and other judicial institution stakeholders have expressed a need for this type of training. In theory, a partnership with Cisco will allow for the training to occur without USAID paying for it (thereby allowing USAID funding to be reallocated to other needs).

- ***Pro Bono Legal Education Partnership for the NIJ –*** As the primary official judicial capacity building institution in Moldova, the National Institute of Justice (NIJ) delivers training and administers testing to judges, prosecutors, court secretaries, and other justice sector professionals. Although the NIJ has received substantial donor assistance and support, it still needs assistance to design, carry out and evaluate training in Moldova. Problems facing the NIJ include a donor-driven curriculum and training, insufficient long-term planning capacity, weak procedures for modern curriculum design, course offerings that do not develop practical skills, insufficient evaluation of training programs and a limited roster of qualified trainers. ROLISP could partner directly or indirectly with DLA Piper Law Firm (or other key local and/or international law firms) to leverage pro bono services in the areas of legal education and access to justice and law reform. A key element *before* developing this partnership will be determining specific curriculum or training needs of the NIJ. Once these needs have been determined by ROLISP, the project could dialogue with DLA Piper and/or other firms to design a capacity building or training-of-trainers partnership around leveraging the deep expertise provided by its vast network of specialists from around the world, including from DLA Piper offices in Kiev, Bucharest, and Moscow.

- ***Pro Bono Training Partnership for Legal CSOs –*** A major goal of ROLISP is to improve the ability of legal advocacy organizations to effectively monitor justice sector reforms. The project will work with a select group of CSOs to build their capacity in the areas of 1) Judicial reform strategies, 2) Effective planning for advocacy and monitoring of judicial reforms, 3) Collecting information and objective reporting on the judicial reform processes, 4) Surveying people's attitudes and recommendations for improvement of the judicial system, and 5) Effective communication with decision makers. Additionally, ROLISP will work with targeted civil society organizations to improve their ability to monitor anti-trafficking cases and increase public legal awareness on the issues. DLA Piper and other law firms could devote pro-bono investments specifically to helping civil society organizations improve their legal advocacy skills and also specifically around anti-trafficking capacity building needs. For its part, DLA Piper dedicates much of its pro bono work in the developing world to honing the skills of legal advocacy CSOs and also to anti-trafficking work and other women's issues. Other firms based in or working in Moldova could similarly dedicate pro bono hours to improving legal advocacy skills and the understanding of Moldovan laws in particular or to improving the skills of legal advocacy CSOs dedicated to anti-trafficking issues. Depending on need, ROLISP could also approach Deloitte, Ernst & Young, PWC and other accounting or consulting firms to provide taxation and organizational strengthening support through training. Initial evidence shows that certain legal advocacy organizations are weak organizationally in issues related to management structure and understanding of tax law. Accounting firms could provide in-kind support in these areas if need.

6.2 LONGER-TERM OPPORTUNITIES

In determining the highest-value partnerships for the project, the appraisal team identified a number of opportunities that can be qualified as longer-term. Compared to the three shorter-term partnership opportunities, the longer-term opportunities are defined by more pronounced timeframes needed on the part of ROLISP to achieve success. It is not expected that implementation for these partnerships could be launched before ROLISP's Year 2. Presented here are four potential longer-term partnership opportunities that address core business interests while achieving real project impact. They include a partnership that builds on and refashions an existing Cisco IT product developed for courts seeking to unify systems under a single IT platform, a comprehensive mobile phone judicial information system, a partnership that facilitates public outreach by improving connections to existing media, and a partnership that seeks to improve ICMS functionality through more intimate collaboration with select IT partners.

- ***Media and Public Outreach Partnership*** – One of the main issues still facing the judicial sector in Moldova today is the disconnect between the judicial sector and Moldovan citizens, whose knowledge and understanding of court proceedings and activities remains very low. A primary goal of ROLISP is to build the linkages between the judiciary and the public by improving the flow and quality of information from the judicial sector to the public and vice versa. Activity 3.3 will "improve the capacity of the judicial

authorities to communicate effectively." The project will identify effective and sustainable methods and platforms to improve communication flow and the general knowledge and understanding of judicial sector proceedings.

A partnership with the on-line newspaper Unimedia and/or the Association of Independent Press could enhance this goal by building an active role for media to help get general information to the public. Both could provide dedicated platforms through which newsworthy judicial proceedings, information, reforms, etc. would be transmitted to readers. By tapping into online and traditional media, ROLISP and its judicial sector stakeholders would reach different audiences including younger generations who receive their news only online and older readers who only read and trust the traditional media. The Association of Independent Press counts as its members most of the more objective, non-political regional newspapers, at least according to its mission. Unimedia is the country's leading and one its most trustworthy online media outlets and would be able add to the two-way nature of a platform in which citizens could provide feedback on the information itself.

- ***ICMS Enhancement Partnership –*** ICMS Version 3 was developed in 2011 to provide for statistical reporting and case weighting. However, it was not installed in all courts and few, if any, judges and court staffs have received training in the new functionalities or are aware of the benefits the system provides. ROLISP will support and in some cases lead a number of activities designed to educate judges and court staff on the benefits of Version 3 and how it will help them to more effectively and efficiently carry out their assigned responsibilities. ROLISP will also support the rollout of Version 3 to all courts, and support the NIJ to provide any needed training for using the data collected by the system to prepare better, more defensible budget proposals.

  Moldovan IT companies could have an important role in adapting the ICMS Version 3 into a more 'user friendly' platform for judges and staff. While it is envisioned that many design needs will be subcontracted by the project and USAID, ROLISP could also consider leveraging the IT sector for additional services and assistance, particular for ongoing training and support in adapting ICMS 3.0 to court needs and the changing judicial sector landscape. Some of the larger international IT companies present in Moldova – such as Accelerate – have CSR programs under which design support to the judicial sector might fall. ROLISP could follow the CEED project's interactions with the IT sector by organizing specific "tech camps" around particular design needs, during which young designers get to show their skills in a competitive fashion with a prize awarded to the winner or winners.

- ***'Cisco Connected Justice' Partnership –*** One major impediment to judiciary effectiveness is the fact that judges and courthouses remain so completely strained under the weight of large volumes of casework. As described in the project work plan, the SCM and DJA currently lack many of the human and technical resources they need if they are to effectively administer and represent the Moldovan judiciary. ROLISP will

work with judiciary staff and judges to determine ways in which the ICMS could be adapted to support additional court management processes including personnel management, strategic planning, and budgeting. New system hardware as well as software upgrades and modifications are needed.

Building off of the USAID-Cisco Global Framework Agreement[16] developed to pursue shared interests between USAID and Cisco worldwide, ROLISP could seek to adapt the Cisco Connected Justice (CCJ) platform to the Moldovan context and to improve the role of ICMS. CCJ provides a unified network platform specifically designed to automate justice workflow, removing barriers between systems and facilitating the transfer of information with rich communications through the different steps of the process. Typical CCJ benefits include a) Reduced costs, b) Enhanced operational efficiency, c) Agility to work beyond courthouse walls, and d) Improved courthouse safety. The goal of CCJ is to provide the 21st-century government the architecture to reshape procedures through seamless connectivity and real-time interaction, and ubiquitous access to resources. Voice, video, and collaboration services are layered on top of the court's foundational network, along with partner solutions that offer additional capabilities to facilitate and support the court processes. If possible, a Cisco Connected Justice partnership would improve ICMS and overall court management processes in three main ways:

- Enhancing a secure network foundation to address court requirements today while providing a foundation for future needs.
- Providing communications and collaboration applications to address specific requirements in the justice system. These applications can be built and scaled, improving the quality of justice offered to defendants and prosecutors.
- Offering solutions, partnerships, and alliances with Moldovan Cisco vendors who deliver vital court applications.

- ***Mobile Access to Justice –*** As described previously, the general knowledge and understanding of court proceedings and activities among Moldovan citizens is weak. A primary goal of ROLISP will build the paths for improved flow and quality of information between the judiciary and the public, as highlighted in work plan Activity 3.3 ("improve the capacity of the judicial authorities to communicate effectively").

A partnership that brings together all three mobile phone operators in Moldova (Orange, Moldcell, Moldtelecom) along with the e-Governance Center could develop an SMS-based legal notification service for Moldovan citizens and lawyers. The system would automatically inform all related parties – interested in specific cases before Moldovan Courts – by SMS when any legal event, data, or announcement related to their case would be posted. The data would be drawn form ICMS postings, and therefore the partnerships would be intimately linked with development and usage of the ICMS by the courts. Ideally, certain data automatically posted to the courts' websites by the ICMS would further or simultaneously be transferred into SMS messaging and sent to those citizens and legal professionals who had subscribed to the particular system. Fully operational, the system would allow for concerned parties to no longer have to go

[16] See http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf

to track down this information. The service would also provide improved access for the elderly, disabled, and others who would benefit from enhanced overall e-accessibility. Under current law, the SMS service may not be able to replace official notifications, but it would provide up-to-date basic information to any concerned individuals.

Such a system would be a powerful approach to addressing the project's goal of building connections between the judiciary and public. Moreover, with the system being subscriber-based (i.e. people would need to sign up to receive messages), ROLISP would be able to provide quantifiable results on the growth of interaction between citizens and the judiciary. Finally, the initiative would also very much be in line with major e-Governance policy and objectives.

7.0 PARTNERSHIP PRIORITIZATION

During the course of fieldwork, SSG's ROLISP Partnership Advisor identified seven partnership opportunities in which ROLISP project goals intersected with private sector interests. Clearly, ROLISP may not have the time, resources, or inclination to build all of these partnerships. In determining partnerships for implementation, the SSG Partnership Advisor worked closely with ROLISP staff to carefully analyze the partnership opportunities in order to determine the overall value that the public-private partnerships presented in section 6.0 could bring to the project. The following section outlines why and how each opportunity could be important, weighs relative costs, and advises how to determine which partnerships can be jump-started quickly and which will require longer timeframes and negotiations. The highest value (longer-term) partnerships presented in this assessment may take time to mature, but they are expected to lead to impressive pay-offs for the project. At the opposite end of the spectrum, shorter-term partnerships may rapidly lead to tangible activities and deliverables within ROLISP's first year, assuming both management buy-in and successful negotiations with the private sector partners in question.

Partnerships are time-intensive and involve a degree of risk. As such, they are not always the most appropriate development intervention and should not be undertaken for the sake of merely having a public-private partnership. Rather, they should be used selectively in cases in which there are an opportunities to deliver both business value and value for project objectives. USAID's Alliance Assessment Framework – developed by SSG Advisors for USAID/IDEA – provides projects and implementing partners with a discrete set of prioritization tools to determine whether or not a partnership opportunity should be pursued.[17] The purpose of prioritization is to review the business value, development value, and risks and transaction costs associated with each partnership opportunity identified in the assessment. The goal is to provide project management with objective analysis regarding the spectrum of opportunities so that managers can focus limited resources on opportunities that align with their strategy, risk tolerance, and capabilities.

[17] The assessment framework is available for download at http://pdf.usaid.gov/pdf

It is important to note that the prioritization process used by ROLISP staff was based on the Partnership Advisor's understanding of private-sector priorities, identified during interviews and research for the assessment, and ROLISP's programmatic objectives, as presented in the ROLISP work planning documents and process. The prioritization factors presented here are divided into three broad categories: business value, project value, and risks/transaction costs. Sections 7.1 through 7.3 outline the methodology and unpack each of these factors into its component parts. Section 7.4 summarizes the final 'scores' of the seven opportunities presented in the report as determined by ROLISP staff.

7.1 BUSINESS VALUE

In successful strategic public-private partnerships, private companies typically collaborate with projects because a partnership will help address a key business issue. While there may be a variety of factors motivating a company to forge a partnership with ROLISP, three of the most common motivators are listed below:

Prioritization Criteria: Business Value

• **The partnership solves a key business challenge**. With the *Pro Bono Legal Education Partnership for the NIJ*, law firms could address inefficiencies and inaccurate decision-making in specific and very complex legal areas like commercial law caused by improper understanding of the nuances of the ever changing commercial law landscape. In some cases, lower court decisions on commercial cases have been overturned by higher courts based their determination of an improper reading of the law. By increasing understanding within the judicial sector, law firms would reduce costs to clients associated with improper decision-making by the courts. • **The partnership creates an investment or expanded market opportunity**. Cisco could view a 'Cisco Connected Justice' partnership with ROLISP as an investment in adapting the product for emerging markets in general and developing a specific new market or region for the product. • **The partnership creates Corporate Social Responsibility (CSR) or image value for the company**. DLA Piper has developed a global program through which it has donated time and labor from its 4000+ workforce of lawyers and legal professionals to help build the capacity of key legal and judicial sector institutions as well as CSOs throughout the developing world.	**Business Value**

In most cases, the first two factors will have much greater importance to a company than CSR/image value. While CSR is gaining in importance globally, relatively few companies successfully integrate CSR as a component of their business strategy. Therefore, when looking at the potential business value of a partnership, this prioritization process ascribes less value to

CSR than to solving business challenges or aiding new investment/expanding markets, both of which are more clearly related to core business interests of most companies. Using this approach, ROLISP can determine those opportunities that most successfully address interests of businesses operating or interested in Moldova.

7.2 PROJECT VALUE

Having determined the relative value of a partnership opportunity for the private sector, it is equally important to weigh the merits of a public-private partnership as a development intervention. ROLISP's draft work plan specifies a series of project results as measures of project success. For a partnership to be "strategic," it must fulfill program goals *above and beyond* what the project could achieve independently.

Over the last several years, USAID has analyzed dozens of public-private partnerships around the world to determine the development value that collaboration with the private sector can bring to Agency development objectives by enhancing and extending that which USAID-funded activities are able to achieve through project funding alone. USAID has identified five types of value that a partnership with the private sector can offer development projects such as ROLISP:

Prioritization Criteria: Project Value

- **Increased Scale** refers to expanded impact as measured through a greater number of beneficiaries or extended geographic or sector reach achieved through the partnership.
  Example**:** Development of Mobile Access to Justice could increase the reach of the program by improving public outreach through access to millions of mobile phone customers throughout Moldova.

- **Improved Effectiveness** denotes an improved technical approach, results, and/or program as a direct result of the private sector's unique knowledge.
  Example: Partnership with IT companies will bring a tailored understanding of technical and implementation problems related to the ICMS and database-based management systems in general due to their experience in providing similar services to other government agencies and companies.

- **Increased Efficiency** implies a cost or time savings to the partnership effort simply as a result of private sector contributions.
  Example: Partnering with DLA Piper or other law firms' pro bono training could leverage a well of experience and resources and reduce ROLISP's own investments related to capacity building for the NIJ, CSOs, or other judicial sector institutions.

- **Increased Sustainability/Replication** seeks to define whether activities or impacts of the partnership can continue after USAID support for the partnership or project ends. Replication refers to how feasible it is for USAID or its partners to reproduce a successful partnership activity in other contexts.
  Example: Turcan Cazaclaw firm's commitment to improving judicial sector understanding of commercial law will ensure that institutional linkages and support to the NIJ as Moldova's primary judicial sector training institution will continue after ROLISP finishes.

- **Systemic Change** refers to whether the partnership has the potential to make a substantial positive impact on a development challenge or an industry-wide bottleneck.
  Example: By partnering with Moldova's mobile phone operators including Orange, ROLISP will in turn be able to alter the relationship between Moldova's courts and citizens through a powerful notification system for information.

Project Value

As a follow-up to the ROLISP Rapid Partnership Appraisal, project management should examine each partnership opportunity for the anticipated value provided towards specific ROLISP project goals as outlined in its work plan. ROLISP can analyze how each opportunity would contribute *additional value* towards its success as measured through various levels of results. Put another way, each partnership should definitely contribute to the measured success of the program. A significant factor in choosing to go forward with a partnership should be how that partnership

would fit into the ROLISP's PMP results framework. In doing so, the project will ensure that public and private resources expended in developing a particular public-private partnership will lead to significant payoff in the form of amplified impacts and outcomes.

7.3 RISK & TRANSACTION COSTS

The business and project value of partnership opportunities is absolutely critical, but it is important to remember that every partnership opportunity may present ROLISP with significant risks and transaction costs. The table that follows illuminates the relevant costs of partnering:

Prioritization Criteria: Risks & ROLISP Contributions

• **Increased Risk** refers to both development and reputational risk that ROLISP may face as a result of the partnership. Example: Before embracing partnerships with media companies, due diligence will need to be conducted on whether these companies are connected to or owned by controversial interests. Media companies may also be scrutinized for their tendencies to write on sensational issues. • **Staff Intensity** refers to the level of ROLISP staff involvement that may be required to bring a partnership to fruition and oversee its successful implementation. Example: Building the *Mobile Access to Justice* partnership will require ROLISP staff to focus significant time to meet with both private sector and GoM counterparts in order to develop an implementation design and activity. • **Time Horizon** defines the amount of lead-time required to take the proposed partnership opportunity from its present form to the point at which actual partnership activities are underway. Example: Building the *Cisco Connected Justice* partnership could involve too much planning and negotiation, particularly adapting the system to Moldovan judicial system needs, for the partnership to be feasible within the ROLISP implementation period.	**Risks & Transaction Costs**

All partnerships and, indeed, development interventions as a whole entail a certain degree of risk. ROLISP should not seek to avoid risk altogether but rather take calculated risks where the 'payoff' in development terms is deemed worth the potential risk to USAID funds and reputation. Having an understanding of the relative risk of a partnership opportunity is critical for management to make an informed decision about moving forward with a partner or partners.

Transaction costs get at the heart of one of the most significant constraints ROLISP faces: staff time. In USAID projects, staff time is often at a premium. Projects can be extremely time-consuming for technical, contracting, and legal staff. Indeed, on a program dollar-for-dollar basis, it is not unusual for staff to spend 2x-3x times as much time on building and managing a public-private partnership as they would managing a contract or project. Therefore, it is vitally important that managers understand how much staff time a potential partnership requires and ensure that workloads, job descriptions, and performance evaluations are adjusted to reflect the time-intensive nature of a partnership.

7.4 OPPORTUNITY SCORING RESULTS

In conducting their overall assessment of partnership opportunities, ROLISP staff members were able to 'score' each opportunity according to perceived value to businesses, the additional value they would add to project objectives and activities, and the potential transaction costs and risks each opportunity might present. The following table reviews the overall scores as measured according to high, medium, and low value and cost to the project.

Partnership Opportunities / Priority Factors	Pro Bono Legal Training	CSO Capacity Building	IT Training	ICMS Enhance-ment	Cisco Connected Justice	Media & Public Outreach	Mobile Access to Justice
Business Value	●	◑	◑	● / ◑	● / ◑	● / ◑	◑
Project Value	●	● / ◑	●	● / ◑	●	●	●
Transaction Costs and Risk	◑	◑	● / ◑	◑	◑	◑	◑

● = High Value/Costs ◑ = Medium Value/Costs ○ = Low Value/Costs

In comparison, Pro Bono Legal Training for the NIJ rates the highest in terms of combined project and business value. Cisco Connected Justice and Media & Public Outreach score slightly lower in terms of combined value, while the other four make up a third tier of value. Five partnerships rate highly in terms of project value: Mobile Access to Justice, Cisco Connected Justice, Media & Public Outreach, Pro Bono Legal Training and IT Training. Interestingly, ROLISP staff rated Pro Bono Legal Training as the highest in terms of business value, and they similarly singled out IT Training as having the highest perceived cost or risk to the project. This

may be due to the fact that project funds may be limited in their application to basic IT Training (i.e. basic computer usage).

The prioritization workshop conducted by SSG was not intended as a definitive review of ROLISP's partnerships in order to finalize the precise partnerships to be implemented. Instead, SSG designed the workshop in order to build the capacity of ROLISP staff to understand the nature of partnership value and to develop a decision-making process that will be useful for future partnership identification and development. ROLISP may well decide to move forward on select partnerships based on the results or the RPA and the prioritization process. As emphasized in other sections in this report, however, SSG believes that ROLISP staff will be able to identify and build other strategic partnerships in the months and years to come.

8.0 NEXT STEPS & RECOMMENDATIONS

This Rapid Partnership Appraisal should be viewed as a first stage in ROLISP's public-private partnership development process. In the coming months, SSG Advisors proposes a comprehensive, multi-tiered process to assist ROLISP in building a range of strategic partnerships. First, SSG will work with ROLISP project management to develop a ROLISP partnership strategy that emphasizes realistic and effective implementation of targeted partnerships for ROLISP Year 1 and beyond. SSG will also support ROLISP by building staff capacity and understanding of the complex partnership implementation process. As part of this process, SSG will deliver tailored training support to ROLISP staff and will mentor ROLISP staff members who will serve as staff point people for public-private partnership development. Finally, SSG will assist in discussions and negotiations with the private sector with the goal of formally reaching an agreement and launching the 'quick win' Year 1 partnerships while simultaneously laying the foundation for the more complex medium- and longer-term partnerships for Year 2 and beyond. A summary of next steps for ROLISP partnership building follows:

- ***Review ROLISP RPA with ROLISP Management.*** SSG will review key assessment findings and recommendations of the ROLISP Rapid Partnership Appraisal with project management in order to reach a decision on the partnership opportunities chosen for implementation. Central to this engagement will be a discussion of the resources (including staff time, funding, etc.) that ROLISP will be able to contribute to any particular partnership over the life of the project.

- ***Train ROLISP Staff and Stakeholders on Partnership-Building***. Successful development of ROLISP partnerships will require the active understanding and participation of ROLISP staff and select project stakeholders. As part of the overall ROLISP partnership strategy, SSG will return to Chisinau to conduct a 2-day training on the mechanics of partnership building, focusing on management, requirements, private sector understanding, and challenges/pitfalls, among other topics.

- ***Develop ROLISP Partnership Tools***. During its second trip, SSG will introduce and work with ROLISP staff on specific partnership tools including concept paper frameworks, MoU templates, due diligence process assistance, and partnership governance design.

- ***Mentor ROLISP Partnership Point-People***. Due to the inherently complex nature of partnership building, SSG will train and mentor the ROLISP partnership point-people in the nuances of partnership building.

- ***Assist with Partnership Implementation Strategy***. Contingent on available budget, SSG will work with ROLISP management to design a comprehensive partnership implementation process that clearly identifies and outlines expected partnerships to be implemented, timelines for implementation, and expected results.

- ***Launch 'Quick Win' Partnership Building***. As part of the overall strategic planning process, SSG will work with ROLISP on indentifying and building short-term partnerships in Year 1 of ROLISP.

- ***Begin Negotiations with the Private Sector for Year 1 & 2 Public-Private Partnerships.*** Once approved by ROLISP management, SSG will assist staff as needed to begin negotiations on shorter- and longer-term partnerships with key potential private sector partners. If needed, SSG will meet with identified private-sector partners as part of Trip 2. Milestones and goals for discussions and overall partnership development will be formally outlined in individual SOWs and the ROLISP Partnership Implementation Strategy.

It should be noted that each of these steps will be limited by SSG's budget reality and will require formal approval and participation of ROLISP management and Checchi Consulting. More fundamentally, the success of all ROLISP partnerships, whether shorter- or longer-term in nature, will fully depend on the active "buy-in" and participation of all major management stakeholders. Without this management input and 'buy-in,' ROLISP partnership implementation outlined above could be delayed or impaired, and chances of success for even the simplest partnerships will diminish.

ANNEX A: PARTNERSHIP OPPORTUNITY TABLES

Section 6.0 of the ROLISP Rapid Partnership Assessment summarizes and highlights 7 partnership opportunities that have been identified by the appraisal team. The following tables provide additional information for each partnership opportunity. In addition to basic information about the opportunities, each table provides more information on business interests and development challenges, potential private sector resources, ROLISP resources and project value, constraints or risks, the timeframe in question, and next steps for the project.

A.1 SHORTER-TERM OPPORTUNITIES

A following tables detail the partnership opportunities qualified as shorter-term.

Opportunity	**Judicial IT Training Partnership**
Business Sector(s)	ICT
Leading Companies	Cisco Networking Academy, DNT (local Cisco implementing partner)
ROLISP Component(s)	Objective 1 (Activity 1.42 – Conduct training in the use of information technologies) and Objective 2 (Activity 2.12 – Court staff training)
Project Development Challenge Addressed	Despite the introduction of information technologies aimed at improving the effectiveness and efficiency of Moldovan courts and judicial institutions, the courts have struggled to adapt and to integrate new systems into existing practice. Perhaps the single most pertinent example of this struggle has been the resistance in many courts to fully adapting the Integrated Case Management System (ICMS). One reason identified in early stakeholder interviews has been a general frustration and claimed inability to use the technology and new computer systems generally. In its interviews, the NIJ has also identified increased computer skills as a need for its own development. These needs will be further elaborated through the ROLISP performance and needs assessments to be conducted with the NIJ and courthouse stakeholders. The Cisco Networking Academy "IT Essentials" module could be adapted to address training needs for both court staff and the NIJ (Activities 1.42 and 2.12) through direct training or adapted into a TOT initiative for NIJ. NIJ and other judicial institution stakeholders have expressed a need for this type of training. In theory, a partnership with Cisco will allow for the training to occur without USAID paying for it (thereby allowing USAID funding to be reallocated to other

	needs.
Business Interest	As part of its global CSR focus on ICT capacity-building & workforce development, Cisco Systems has long focused on entry-level networking skills education for individuals and underserved communities. The growth of network computing has created a shortage of people who are qualified to use, build, design, and maintain the infrastructure needed to communicate, do business, and govern in a world shifting to e-governance. Through its Networking Academy program, Cisco effectively aims to create a better, stronger, more skilled workforce through whom the company can create a better supply of technology specialists with whom it could work directly or indirectly. More generally, Cisco recognizes that people need access to more and better job opportunities and training that will prepare them for the global, technology-driven economy. The Cisco Networking Academy helps meet the growing demand for ICT professionals and improves career prospects for people around the world. More subtly and although they would not claim it, Cisco aims to build the demand for its products by building the skills of those who would potentially use and maintain them as network and IT professionals.
Potential Private Sector Resources	Cisco would provide in-kind training and capacity building in IT, computer networking, and other related skills. Cisco would provide access to its networking academies in Chisinau, and if needed, it may be able to tailor training curricula to reflect particular partner needs (i.e. NIJ or courthouse staff).
ROLISP & Implementing Partner Resource Contribution & Value	Short of minimal staff time and requirements for overall planning and management of the partnership, ROLISP and the municipal government would require minimal investment of resources for a judicial IT training partnership. In terms of long-term impact, the NIJ and courthouse staff would receive the type of high value IT training identified during interviews as necessary for overall staff capacity building.
Constraints/ Risks	DNT is one of several local partners for the Cisco Networking Academy and will likely not be able to act independently of Cisco-corporate. Cisco itself will need to a central partner for the partnership. Cisco has developed numerous partnerships with USAID projects throughout the world through a USAID-Cisco Global Framework Agreement.[18] This would likely need to be leveraged in order to compensate and activate the relationship with DNT.

Opportunity	**Pro Bono Legal Education Partnership for the NIJ**
Business	Legal Services

[18] See http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf

Sector(s)	
Leading Companies	DLA Piper, Turcan Cazac Law Firm, other law firms TBD
ROLISP Component(s)	Objective 1 (Activity 1.45 – Develop educational programs), Objective 2 (Task 2.2.1 – Assist the NIJ in curriculum development, Activity 2.11 – Modernize Initial Training Content, Activity 2.12 – Development of training staff)
Project Development Challenge Addressed	As the primary official judicial capacity building institution in Moldova, the National Institute of Justice (NIJ) delivers training and administers testing to judges, prosecutors, court administrators, and other justice sector professionals. Although the NIJ has received substantial donor assistance and support, it still needs assistance to design, carry out and evaluate training in Moldova. Problems facing the NIJ include a donor-driven curriculum and training, insufficient long-term planning capacity, weak procedures for modern curriculum design, course offerings that do not develop practical skills, insufficient evaluation of training programs and a limited roster of qualified trainers. ROLISP could partner directly or indirectly with DLA Piper (or other key local and/or international law firms) to leverage pro bono services in the areas of legal education and access to justice and law reform. A key element *before* developing this partnership will be determining specific curriculum or training needs areas of the NIJ. Once these needs have been determined by ROLISP, the project could dialogue with DLA Piper and/or other firms to design a capacity building or training-of-trainers partnership around leveraging the deep expertise provided by its vast network of specialists from around the world, including from DLA Piper offices in Kiev, Bucharest, and Moscow.
Business Interest	DLA Piper is one of largest global law firms with 77 offices across 31 countries and more than 4,200 lawyers. The firm has offices in Romania, Ukraine, and Russia, although not in Moldova. DLA Piper has established a subsidiary nonprofit organization – called New Perimeter – to provide pro bono legal assistance primarily in the developing and post-conflict world. Its mission is to realize the firm's commitment to support legal advancement worldwide by sending teams of lawyers into the field to work alongside partners and clients whenever possible. DLA Piper New Perimeter focuses on legal education, access to justice and law reform, and women and children's rights among other issues. In all, the firm contributes $6-$7 million in donated legal services annually. DLA Piper could be seen to have two major goals: First, they are advancing the legal skills and capacity of legal professionals throughout the world with the broad goal of both assisting those countries in their legal and judicial sector reform and development goals and increasing the base of skilled experts. Second, DLA Piper could be interested in leveraging the partnership to explore potential entry into the Moldovan market and also market itself and its brand to Moldovan partners.

Potential Private Sector Resources	DLA Piper would provide ROLISP with access to over 4,200 lawyers worldwide including offices in Romania, Ukraine, and Russia. Through New Perimeter, DLA Piper also has strong capacity building & skills development experience particularly in working with legal education institutions similar to the National Institute of Justice. The firm would be able to infuse additional legal expertise and knowledge into ROLISP.
ROLISP & Implementing Partner Resource Contribution & Value	If this partnership moves forward, ROLISP will need to integrate it clearly and transparently into its overall capacity building approach. The NIJ will very much need to buy into it – without NIJ support, this partnership will not be possible. Ideally, this partnership would be able to infuse additional resources into ROLISP's capacity building objectives, freeing its own resources to focus on other project needs. ROLISP might be able to access pro bono services in specific areas in which it would otherwise retain specialists through subcontracting. In terms of long-term impact, the NIJ and courthouse staff would receive high-value legal training that might continue past the life of the project, given that a DLA Piper-NIJ relationship could continue beyond four years.
Constraints/ Risks	DLA Piper's New Perimeter works only with governmental and non-governmental institutions. They do not provide services for for-profit institutions. DLA Piper may therefore not be able to partner directly with Checchi. ROLISP may be able to facilitate a direct relationship between DLA Piper New Perimeter and the NIJ. In addition, while DLA Piper New Perimeter provides its labor for free, it sometimes asks for expenses such as travel to be covered.

Opportunity	**Pro Bono Training Partnership for Legal CSOs**
Business Sector(s)	Legal Services, Consulting Service
Leading Companies	DLA Piper, Turcan Cazac Law Firm, other law firms TBD, Deloitte, Ernst & Young, PWC
ROLISP Component(s)	Objective 3 (Task 3.1.2 – Build the capacity of select civil society organizations to effectively monitor and report on the implementation of reform initiatives supported through the program, Task 3.1.3 – Strengthen civil society organizations advocacy efforts with respect to anti-trafficking issues, monitoring of anti-trafficking cases, and increase public legal awareness)
Project Development Challenge Addressed	A major goal of ROLISP is to improve the ability of legal advocacy organizations to effectively monitor justice sector reforms. The project will work with a select group of CSOs to build their capacity in the areas of 1) Judicial reform strategies, 2) Effective planning for advocacy and monitoring of judicial reforms, 3) Collecting information and objective reporting on the judicial reform processes, 4) Surveying people's attitudes and recommendations

	for improvement of the judicial system; and 5) Effective communication with decision makers. Additionally, ROLISP will work with targeted civil society organization to improve their ability to monitor anti-trafficking cases and increase public legal awareness on the issues. DLA Piper and other law firms could devote pro-bono investments specifically to helping civil society organizations improve their legal advocacy skills and also specifically around anti-trafficking capacity building needs. For its part, DLA Piper dedicates much of its pro bono work in the developing world to helping hone the skills of legal advocacy CSOs and also to working on women's issues like anti-trafficking. Other firms based or working Moldova could similarly dedicated pro bono hours to improving legal advocacy skills and the understanding of Moldovan laws in particular or to improving the skills of legal advocacy CSO dedicated to anti-trafficking issues. Depending on need, ROLISP could also approach Deloitte, Ernst & Young, PWC and other accounting or consulting firms to provide taxation and organizational support through training. Initial evidence shows that certain legal advocacy organizations are weak organizationally in issues related to structure and understanding of tax law. Accounting firms could provide in-kind support in these areas if needed.
Business Interest	DLA Piper is one of largest global law firm with 77 offices across 31 countries and more than 4,200 lawyers. The firm has offices in Romania, Ukraine, and Russia, although not in Moldova. DLA Piper established has established a subsidiary nonprofit organization – called New Perimeter – to provide pro bono legal assistance primarily in the developing and post-conflict world. Its mission is to realize the firm's commitment to support legal advancement worldwide by sending teams of lawyers into the field to work alongside partners and clients whenever possible. DLA Piper New Perimeter focuses on legal education, access to justice and law reform, and women and children's rights among other issues. New Perimeter often works with civil society organizations as the primary local stakeholders. In all, the firm contributes $6-$7 million in donated legal services annually. In this potential partnership, DLA Piper could be interested in leveraging the partnership to explore potential entry into the Moldovan market and also market itself and its brand to Moldovan partners. DLA Piper might also be interested in expanding its New Perimeter work with civil society advocacy organizations in a new country. In addition, the anti-trafficking activities would fit well with New Perimeter's mission to focus on women and children's issues.
Potential Private Sector Resources	DLA Piper would provide ROLISP with access to over 4,200 lawyers worldwide including offices in Romania, Ukraine, and Russia. Through New Perimeter, DLA Piper also has strong capacity building & skills development experience particularly in working with legal education institutions similar to the National Institute of Justice. The firm would be able to infuse additional legal expertise and knowledge into ROLISP.

ROLISP & Implementing Partner Resource Contribution & Value	If this partnership moves forward, ROLISP will need to integrate it into its CSO strengthening component. For their part, CSO partners will need to see the value as well. Ideally, this partnership would be able to infuse additional resources into ROLISP's CSO strengthening objectives, freeing the project's own resources to focus on other project needs. ROLISP might be able to access pro bono services in specific areas in which it would otherwise retain specialists through direct staff work or subcontracting. In terms of long-term impact, CSOs could receive high value legal training that might be more sustainable than a comparable activity, given that a DLA Piper investments and relationships with CSOs could continue beyond ROLISP's four year lifespan.
Constraints/ Risks	DLA Piper's New Perimeter works only with governmental and non-governmental institutions. They do not provide services for for-profit institutions. DLA Piper may therefore not be able to partner directly with Checchi. ROLISP may be able to facilitate a direct relationship between DLA Piper New Perimeter and civil society organizations that are grantees or other types of project stakeholders. In addition, while DLA Piper New Perimeter provides its labor for free, it sometimes asks for expenses such as travel to be covered.

A.2 LONGER-TERM OPPORTUNITIES

The second set of partnership opportunities that have been qualified as longer-term.

Opportunity	**Media & Public Outreach**
Business Sector(s)	ICT
Leading Companies	Unimedia, Association of Independent Press, other TBD (e.g. TV networks)
ROLISP Component(s)	Objective 3 (Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society)
Project Development Challenge Addressed	One of the main issues still facing the judicial sector in Moldova today is the disconnect between the judicial sector and Moldovan citizens, whose knowledge and understanding of court proceedings and activities remains very low. A primary goal of ROLISP is to build the linkages between the judiciary and the public by improving the flow and quality of information from the judicial sector to the public and vice versa. Activity 3.3 will "improve the capacity of the judicial authorities to communicate effectively." The project will identify

	effective and sustainable methods and platforms to improve communication flow and the general knowledge and understanding of judicial sector proceedings. A partnership with Unimedia and/or the Association of Independent Press could enhance this goal by building an active role for media to help get general information to the public. Both could provide dedicated platforms through which newsworthy judicial proceedings, information, reforms, etc. would be transmitted to readers. By tapping into online and traditional media, ROLISP and its judicial sector stakeholders would reach different audiences including younger generations who receive their news only online and older readers who only read and trust the traditional media. The Association of Independent Press counts as its members most of the more objective, non-political regional newspapers, at least according to its mission. For its part, Unimedia is the country's leading and one of its most trustworthy online media outlets and would be able to add to the two-way nature of a platform in which citizens could provide feedback on the information itself.
Business Interest	Both Unimedia and the Association of Independent Press are interested in developing content related to judicial reform and court proceedings. Creating market-worthy content and story telling is a constant need in the industry. Properly conceived, one or more partnerships could assist in this direction. Unimedia has identified justice and court media monitoring as an area in which they would like to devote attention to coverage and content development. They see numerous key issues that could be addressed through media attention, ranging from work overload (each judge in Moldova oversees 26 to thirty cases a day, according to Unimedia) to corruption issues. They applied to a US Embassy grant program in the last half-year to get funding to build a new page on their site devoted to the justice sector and covering judges, but the Embassy informed them that they could not support for-profit businesses through that particular program.
Potential Private Sector Resources	Unimedia would provide access to 65,000+ daily readers through its online media platform, the most popular in Moldova. In an industry dominated by silent backers and known and unknown political connections, Unimedia enjoys strong public confidence and trust, and would therefore be an ideal neutral platform for judicial sector stories to be developed. Similarly, the Association of Independent Press is committed to objective news and serves twelve regional newspapers that can claim no political or undue influence. The association would therefore also be a positive media platform for stories about the judiciary. Last but not least, both would be able to commit writers to craft the stories, reducing project costs in that sphere.

ROLISP & Implementing Partner Resource Contribution & Value	If the project decides to pursue a media partnership, it will need to integrate it into its public information component. Ideally, this partnership would be able to infuse additional resources into ROLISP's outreach and public information objectives, freeing some of the project's own resources to focus on other project needs. Regarding the value to the project, a well-crafted media campaign would provide a much broader and deeper base of readers and customers for the judiciary or stakeholder institutions like courts of the NIJ to be able to get its message(s) across. Put simply, the project could leverage many more people through this type (or these types) of partnership(s) than would be possible with traditional outreach interventions.
Constraints/ Risks	The Judicial sector – or elements thereof – will likely be nervous about building an official relation with the media, and could be actively reluctant to enter into this relationship. On the other side, ROLISP would need to conduct due diligence on media companies like Unimedia and associations such as the Association of Independent Press in order to confirm claims of objectivity and independence as well as market size. Claims of having no silent backers or political influence should be carefully explored. Another strong potential constraint is the fact that all media companies will want to be paid for their work. Unimedia itself is still essentially a start-up and is not yet mature in terms of its financial modeling. The company will likely seek funding of some sort and will not to be convinced that non-financial collaboration and partnership is in their interest as a business. Media would need to be convinced of the value of partnership in terms of story generation and content – i.e. newsworthiness. Media in general may also by its nature be too critical and expository in pointing out deficiencies in the judicial system for the MOJ or USAID to be comfortable with this type of partnership.

Opportunity	**ICMS Enhancement Partnership**
Business Sector(s)	ICT
Leading Companies	S&T, Accelerate, Deeplace, DAAC Integrator, HP
ROLISP Component(s)	Objective 1 (Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)
Project Development Challenge Addressed	ICMS Version 3 was developed in 2011 to provide for statistical reporting and case weighting. However, it was not installed in all courts and few, if any, judges and court staffs have received training in the new functionalities or are aware of the benefits the system provides. ROLISP will support and in some cases lead a number of activities designed to educate judges and court staff on the benefits of Version 3 and how it will help them to more effectively and

	efficiently carry out their assigned responsibilities. ROLISP will also support the rollout of Version 3 to all courts, and support the NIJ to provide any needed training for using the data collected by the system to prepare better, more defensible budget proposals. Moldovan IT companies could have an important role in adapting the ICMS Version 3 into a more 'user friendly' platform for judges and staff. While it is envisioned that many design needs will be subcontracted by the project and USAID, ROLISP could also consider leveraging the IT sector for additional services and assistance, particular in the ongoing training and support needs in adapting ICMS 3.0 to court needs and the changing judicial sector landscape. Some of the larger international IT companies present in Moldova – such as Accelerate – have CSR programs under which design support to the judicial sector might fall. ROLISP could follow the CEED project's interactions with the IT sector by organizing specific "tech camps" around particular design needs, during which young designers get to show their skills in a competitive fashion with a prize awarded to the winner or winners.
Business Interest	Moldovan IT companies have an interest exploring new relationships and product development for the judicial sector in general. International companies could be interested from a CSR perspective in assisting the judicial reform process by donating services and support.
Potential Private Sector Resources	IT partners could provide various levels of support including application and platform design support, training and capacity building in IT, networking design, and network maintenance.
ROLISP & Implementing Partner Resource Contribution & Value	Much ROLISP staff time would be required in building this partnership. ICMS leaders and court staff would need to work closely with IT companies. For their part, SCM, DJA, and other key MOJ stakeholders would need to be onboard. ICMS improvement is a major goal of the project. Any additional services leveraged towards this goal could improve the effectiveness of ROLISP's intervention.
Constraints/ Risks	The biggest constraints to the potential partnership lie in the Moldovan IT sector's relative immaturity and financial weaknesses, in the fact that the project has not yet conducted a full assessment of the challenges of ICMS integration into the court system (as of this Rapid Partnership Appraisal process), and in the general and overriding interest within the IT companies themselves to contract with ROLISP on system integration for the courts first and foremost.

Opportunity	**'Cisco Connected Justice' Partnership**
Business Sector(s)	ICT
Leading Companies	Cisco, Cisco's Moldovan vendors like S&T

ROLISP Component(s)	Objective 1 (Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)
Project Development Challenge Addressed	One major impediment to judiciary effectiveness is the fact that judges and courthouses remain so completely strained under the weight of large volumes of casework. As described in the project work plan, the SCM and DJA currently lack many of the human and technical resources they need if they are to effectively administer and represent the Moldovan judiciary. ROLISP will work with judiciary staff and judges to determine ways in which the ICMS could be adapted to support additional court management processes including personnel management, strategic planning, and budgeting. New system hardware, as wells software upgrades and modifications are needed. Building off of the USAID-Cisco Global Framework Agreement[19], developed to pursue shared interests between USAID and Cisco worldwide, ROLISP could seek to adapt the Cisco Connected Justice (CCJ) platform to the Moldovan context and to improving the role of ICMS. CCJ provides a unified network platform specifically designed to automate justice workflow, removing barriers between systems and facilitating the transfer of information with rich communications through the different steps of the process. Typical CCJ benefits include a) Reduced costs, b) Enhanced operational efficiency, c) Agility to work beyond courthouse walls, and d) Improved courthouse safety. The goal of CCJ is to provide the 21st-century government architecture to reshape procedures through seamless connectivity and real-time interaction, and ubiquitous access to resources. Voice, video, and collaboration services are layered on top of the court's foundational network, along with partner solutions that offer additional capabilities to facilitate and support the court processes. If possible, a Cisco Connected Justice partnership would improve ICMS and overall court management processes in three main ways: • Enhancing a secure network foundation to address court requirements today while providing a foundation for future needs. • Providing communications and collaboration applications to address specific requirements in the justice system. These applications can be built and scaled, improving the quality of justice offered to defendants and prosecutors. • Offering solutions, partnerships, and alliances with Moldovan Cisco vendors who deliver vital court applications.
Business Interest	Cisco has a long-standing interest in expanding new markets in the developing world. Cisco has worked with USAID on a wide range of projects, most notably through the Cisco Networking Academy and Cisco Entrepreneur Institute, with the goal of building the skills and business base that would ultimately need IT solutions to complex problems. Cisco could be interested in a new type of project and a new development direction for its work with USAID. ROLISP

[19] See http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf

	might also be a unique opportunity to pilot the transformation of the Cisco Connected Justice platform to a developing world – or international and transforming justice system – context.
Potential Private Sector Resources	For the partnership to work and have value, Cisco would need to tailor the Cisco Connected Justice platform to the needs of ICMS and overall Moldovan judicial sector improvements. ROLISP would essentially serve as a pilot or beta test for Cisco, which means that Cisco would need to provide many levels of support, including training and capacity building in IT, computer networking, and network maintenance. Cisco would also provide access to its vendors in Chisinau.
ROLISP & Implementing Partner Resource Contribution & Value	Much ROLISP staff time would be required in building this partnership. ICMS managers would need to work closely with Cisco and its vendors to make sure the system is integrated vertically and horizontally. For their part, SCM, DJA, and other key MOJ stakeholders would need to be onboard and feel strongly that CJM was solving a problem.
Constraints/ Risks	The constraints and risks are many. First and foremost, it is unclear if the ICMS and CCJ can work together. It is also unclear if the CCJ actually addresses the key issues facing ICMS integration and overall management challenges with courthouses. Last but not least, it remains unclear if Cisco would be interested in or willing to adapt the CCJ to ROLISP.

Opportunity	**Mobile Access to Justice**
Business Sector(s)	ICT
Leading Companies	Orange, Moldcell, Moldtelecom
ROLISP Component(s)	Objective 3 (Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society)
Project Development Challenge Addressed	The general knowledge and understanding of court proceedings and activities among Moldovan citizens is weak. A primary goal of ROLISP will build the paths for improved flow and quality of information between the judiciary and the public, as highlighted in work plan Activity 3.3 ("improve the capacity of the judicial authorities to communicate effectively"). A partnership that brings together all three mobile phone operators in Moldova (Orange, Moldcell, Moldtelecom) along with the e-Governance Center could develop an SMS-based legal notification service for Moldovan citizens and lawyers. The system would automatically inform all related parties – interested in specific cases before Moldovan Courts – by SMS when any legal event, data, or announcement related to their case would be posted. The data would be drawn form ICMS postings, and therefore the partnerships would be intimately

	linked with development and usage of the ICMS by the courts. Ideally, certain data automatically posted to the courts' websites by the ICMS would further or simultaneously be transferred into SMS messaging and sent to those citizens and legal professionals who had subscribed to the particular system. Fully operational, the system would allow for concerned parties to no longer have to go to track down this information. The service would also provide improved access for the elderly, disabled, and others who would benefit from enhanced overall e-accessibility. Under current law, the SMS service may not be able to replace official notifications, but it would provide up-to-date basic information to any concerned individuals. Such a system would be a powerful approach to addressing the project's goal of building connections between the judiciary and public. Moreover, with the system being subscriber-based (i.e. people would need to sign up to receive messages), ROLISP would be able to provide quantifiable results on the growth of interaction between citizens and the judiciary. Finally, the initiative would also very much be in line with major e-Governance policy and objectives.
Business Interest	Mobile operators are interested in exploring new content delivery and markets, possibly in partnership with ROLISP. Such a system would provide an initial basis for exploring other possible services and products that could be rolled out as more smart phones capable of receiving 3G and 4G services come online. Orange already works in partnership with the government and other development initiatives in "pushing" social messaging ranging from HIV/AIDS awareness messaging to fundraising for orphan initiatives. Orange and other mobile operators would be interested in developing a social messaging product, such as a judicial information SMS system, that acts more as a "pull" and represents a demand – e.g. citizens and legal professionals who sign up to receive messages.
Potential Private Sector Resources	The mobile operators would provide access to millions of customers. Orange by itself has two million customers. The operators would also provide and pay for the technological architecture and expertise needed. The e-Governance Center would be an essential partner as well on many fronts, in particular through serving as pass-through to the operators themselves through its existing MOU with all three carriers on collaborating with the government (and providing short codes) to focus on issues of social importance.
ROLISP & Implementing Partner Resource Contribution & Value	The partnership would need to fall into ROLISP's public information component. Key staff members would play an active role in developing the interactions between both MOJ and court system stakeholders and the ICMS system, through which all data will need to be pulled. The MOJ will need to be an active partner. The value of the partnership – should it go forward – could be immense for the project and for the overall transparency of the judicial system. Potentially, thousands of Moldovans would have enhanced and increased access to court information. The courts themselves would have an innovative and sustainable platform for sharing information with the citizenry.

Constraints/ Risks	In partnership with the MOJ, ROLISP would likely need to have a strong role in overseeing control of content. The system will not work without clear oversight, which mobile operators will not and should not provide. The project may also need to work with mobile operators to establish a call center to handle callbacks. It remains unclear if operators would provide this support. Building this partnership will take time and effort on the part of the project. Sorting out oversight and management will be complex, as partners will range from the MOJ and e-Governance Center on the government side to all three operators on the private sector side. Technical challenges will also need to be addressed and sorted. For an SMS campaign key challenges include: a) choosing a type of SMS, b) choosing a type of frequency, c) making sure it's not viewed as spam by customers, and d) establishing consistent, quality, and controlled content. The biggest challenge in an SMS judicial information initiative will not be finding and designing an application to create the SMS messages, but rather the reliability and dependability of the content generated, which will be generated by the ICMS but managed, in the long run, by the MOJ. Finally, legal issues will need to be clarified – i.e. what kinds of information can be shared by SMS and which kinds cannot.

ANNEX B: COMPANY INTERVIEW TABLES

The assessment team interviewed more than 17 companies, business leaders, and industry associations that represent many of Moldova's priority business sectors that have potential overlap with ROLISP activities. The goal of the interviews was to explore a company's business interests and commercial or operational challenges that might overlap with ROLISP's priority goals and objectives. The following tables detail nine interviews held with a selection of companies ranging from mobile operators and IT companies to media and law firms. The company interview reports that follow are presented alphabetically.

Accelerate Group	accelerate it service grup
Business Sector/Industry: IT	**Location of Operations/Production:** Moldova & Europe
Date of Interview: June 25, 2012	**Location of Interview:** Chisinau
Company Focus/Product: • Accelerate IT has been providing individualized IT consulting, design, implementation & maintenance since 2003 • According to their profile, Accelerate IT is the only nationwide technology services partner that focuses solely on the unique computing, networking, and application needs of small businesses • Accelerate IT has served in an IT consulting capacity to thousands of clients in practically every major industry. • In addition to Moldova, the company has operations in Germany, Austria, France and the United States • The company employees 12 people in Moldova and 80 in Germany and Austria. • In Germany and Austria, Accelerate developed a systems solution designed specifically for judicial systems and courts that sped up case resolution and reduced chances for corruption (from the police on up the chain) • They provide 24-hr support through a call center (that serves Moldova and all other Accelerate markets).	
Business Interests:	

- Accelerate believes in long-term client development and is looking for long-term partnership that goes beyond business into the social realm ('serving people not just businesses')
- They pride themselves on having had clients for over 20 years
- Their main interest remains in serving Moldova's growing small business community through various ERP (Enterprise Resource Planning) solutions
- They want to invest in youth and IT Training by partnering with universities

Business Challenges:

- Corruption is endemic in the business world in Moldova. In a sense, their products and services do not fit the culture as they provide transparency and reduce opportunities for corruption
- Agreements and contracts are declared void for no real reason – contract law is weak
- Skills of youth with IT degrees are generally weak in the programming field. They want to invest more in training but are concerned about committing to agreement with universities (given problems with contracts)

CSR (if any):

- They do have CSR investments in Germany and Austria and claim the potential to integrate it into Moldovan operations.

Partnership Potential (high/medium/low): Medium/low

Program areas & Project Overlap: Accelerate could be a partner in transforming the ICMS into a more integrated and integral system for courthouses throughout Moldova (Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization))

Leverage:

- Technology, technical expertise, training experience

Previous/current engagement with USAID (if any): None known

Drawbacks (mini-due diligence): Accelerate is small and is focused on small businesses as a client base. They claim interest in working with the project, but it's unclear if they have worked with the Moldovan government before.

Point of Contact:	**Website:**
Ovidiu Tirtirau Business Developer	http://accelerate.md/en/

Str. Miorita 5 Chisinau, code: 2028 Phone: + 373 22 88 25 80 Mobile: + 373 (0)6 8 619 417 E: sales@accelerate.md	

Cisco Networking Academy	
Business Sector/Industry: ICT	**Location of Operations/Production:** Global
Dates of Interview: June 21, 2012	**Location of Interview:** Chisinau, Moldova

Company Focus/Product:

- The mission of the Cisco Networking Academy is to trains students to develop the foundational information and communication technology (ICT) skills needed to design, build, and manage networks, along with career skills such as problem solving, collaboration, and critical thinking.
- The Cisco Networking Academy uses a public-private partnership model to create the "world's largest classroom," partnering with educational institutions, nonprofits and nongovernmental organizations, governments, and community centers that provide classroom space, computer lab equipment, and qualified instructors.
- Cisco provides online curricula, teacher training, and professional development for instructors.
- With 10,000 academies in 165 countries, the Networking Academy helps individuals prepare for industry-recognized certifications and entry-level ICT careers in virtually every type of industry.

- In Moldova, the Cisco Networking Academy has contracted with the DNT Association to provide its services
- DNT opened the first Cisco Networking Academies in Moldova
- Cisco/DNT has two areas of competencies: 1) IT Training and 2) Developing social and commercial web solutions
- In its training, DNT offers 2 basic courses: “IT Essentials” and “Explore”
- IT Essentials trains on a range of basic computer skills including how to use software and troubleshooting
- They have mostly trained youth in IT Essentials, but they also have trained governmental officials, most recently a series of trainings focused on Chisinau’s district mayors and their staff.
- They customize their trainings based on customer needs

Business Interests:

- The growth of network computing has created a shortage of people, who are qualified to build, design, and maintain the infrastructure needed to communicate, do business, and govern in a world shifting to e-governance.
- This shortage exists worldwide, particularly in emerging economies where networks are being built to aid in development and growth.
- Cisco aims effectively to create a better, stronger, more skilled workforce through whom the company can create a better supply of technology specialists with whom it could work directly or directly.
- Likewise, people need access to more and better job opportunities and training that will prepare them for the global, technology-driven economy.
- The Cisco Networking Academy helps meet the growing demand for ICT professionals and improves career prospects for people around the world.
- More subtly and although they would not claim it, Cisco aims to build the demand for its products by building the skills of those who would potentially use them

Business Challenges:

- Diversifying client base and creating consistent flow of students

CSR (if any):

- Cisco globally interlinks business expansion with CSR investments and advocates using CSR investments in order to add to the supply of IT-skilled workers (both in the private and public sectors) that will meet a growing demand.

Partnership Potential (high/medium/low): High

Project Overlap: The Cisco Networking Academy "IT Essentials" module could be adapted to address Court Staff Training needs (Activity 2.12) through direct training or adapted into a TOT initiative for NIJ. USAID has made it clear that they will not pay for computer training, even though the NIJ and other judicial institution stakeholders have expressed a need for this type of training. In theory, a partnership with Cisco will allow for the training to occur without USAID paying for it (thereby satisfying USAID's requirement that ROLISP funds not be used for computer training that does not directly relate to the ICMS)	
Leverage: • Networking Academy resources including methodology and technology, technical expertise, training experience, curricula, materials, etc.	
Previous/current engagement with USAID (if any): Many partnerships throughout the world through a USAID-Cisco Global Framework Agreement.[20]	
Drawbacks (mini-due diligence): DNT is one of several local partners for the Cisco Networking Academy and will likely not be able to act independently of Cisco-corporate. Cisco itself needs to be contacted in order to probe company interest.	
Point of Contact: **Dumitru Iepure** Academy Manager T: + 373 79 770 081 T: 022 229 229 E: diepure@dnt.md **Vitalie Bordeniuc** ICT Specialist T: + 37369 900 996	**Website:** http://www.cisco.com/web/learning/netacad/index.html

[20] See http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf

Deeplace	
Business Sector/Industry: IT	**Location of Operations/Production:** Moldova
Date of Interview: June 26, 2012	**Location of Interview:** Chisinau

Company Focus/Product:

- Deeplace is a one of the leading software development and outsourcing firms in the Republic of Moldova with a focus on developing secure, scalable, expandable, and reliable business systems
- Clients range from banking, finance, and telecom IT services to education and government institutions
- Deeplace is certified in ISO 9001:2008 and IT-Mark
- The company's expertise in software development includes contracted projects and/or proprietary product development for clients. Deeplace specializes in internet business applications including Java/J2EE, .Net, PHP, Flex-based and embedded software. Over eighty percent of development staff works in Java, open source platforms, and Microsoft technology, while the remainder works in software testing services and embedded software development
- The company has often worked with developing information systems for government entities, and has helped a diverse range of government clients
- Deeplace developed an online tax reporting system for the Ministry of Finance, as well as a system of registration for non-profits for the Ministry of Justice
- Deeplace also developed a system to calculate pro bono value in terms of hours and time for non profits as part of a Soros Foundation effort

Business Interests:

- Deeplace wants to keep developing three main directions: 1) Information system for government entities, 2) Online banking, and 3) Information systems for businesses
- Mobile money for banks
- They would like to continue to develop their relationship with international development projects. They have worked on 25 such projects to date, almost entirely on a contracted

Business Challenges: None noted

CSR (if any): None noted	
Partnership Potential (high/medium/low): Medium	
Program areas & Project Overlap: Deeplace could help the ICMS develop into a more integrated and integral system for courthouses throughout Moldova. Its work with other government-based integration systems could help streamline and improve the ICMS throughout the judicial system (i.e. Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)	
Leverage: • Technology, technical expertise, training experience	
Previous/current engagement with USAID (if any): None	
Drawbacks (mini-due diligence): Deeplace will want to be paid for its services, and it's unclear how much could be done as partnership.	
Point of Contact: Veaceslav Kunev Director 6th floor, 2 Negruzzi blvd., MD 2001, Chisinau, Moldova Phone: (+373 22) 887997 Fax: (+373 22) 274086, 887975 Email: kunev@deeplace.md	**Website:** http://www.deeplace.md/en

DLA Piper	
Business Sector/Industry: Legal Services	**Location of Operations/Production:** Global
Date of Interview: June 11, 2012	**Location of Interview:** Phone

Company Focus/Product:

- DLA Piper is a global law firm with 77 offices across 31 countries and more than 4,200 lawyers. The firm has offices in Romania, Ukraine, and Russia, although not in Moldova.
- As of May 2011, it was tagged as the largest law firm in the world as measured by number of attorneys, according to the New York Law Journal.[21] The firm listed its 2009-2010 global revenues as $1.92 billion.[22]
- The firm is composed of two partnerships, DLA Piper International, and DLA Piper U.S. The two partnerships share a single management board but are not financially integrated.
- Major practice areas include arbitration, banking, competition and trade, corporate crime, corporate finance, employment, energy, hospitality and leisure, insurance, intellectual property, litigation, mergers and acquisitions, pensions, private equity, real estate, tax, technology.
- In 2005 DLA Piper established New Perimeter as a nonprofit organization to provide pro bono legal assistance primarily in the developing and post-conflict world.
- Its mission is to realize the firm's commitment to support legal advancement worldwide by sending teams of lawyers into the field to work alongside partners and clients whenever possible.
- DLA Piper New Perimeter focuses on legal education, access to justice and law reform, women and children's rights, environmental protection, economic development, and food security.
- Traditionally, the organization works in countries in which they do **not** have a presence
- DLA Piper allocates 13,000-15,000 attorney hours per year to New Perimeter, which

[21] http://www.newyorklawjournal.com/PubArticleNY.jsp?id=1202492791576&Were_Number_One_Were_Number_One_Firm_Now_Ranks_as_Worlds_Largest

[22] http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202472338838&slreturn=1&hbxlogin=1

translates to $6-$7 million in donated legal services annually.

- DLA Piper regularly partners with government, academic institutions and CSOs.

Business Interests:

- DLA Piper could be seen to have two major goals: First, they are advancing the skills and understanding of legal professionals throughout the world with the broad goal of both assisting those countries in their reform and development goals and in creating the legal skills and environment into which DLA could enter at some date in the future.
- Second, DLA Piper would effectively leverage the partnership to explore potential entry into the Moldovan market and also market itself and its brand

Business Challenges: N/A

CSR (if any): DLA Piper's New Perimeter was established as a major corporate social responsibility initiative in order for the firm to donate its services pro bono in service to international development.

Partnership Potential (high/medium/low): High

Program areas & Project Overlap: ROLISP could partner directly or indirectly with DLA Piper to leverage New Perimeter in the areas of legal education, access to justice and law reform, and, potentially, legal women's issues including trafficking. Among the possible ROLISP activities that could be included in one or more partnerships are: Activity 1.45 – Develop educational programs, Task 2.2.1 – Assist the NIJ in curriculum development, Activity 2.11 – Modernize Initial Training Content, Activity 2.12 – Development of training staff, Task 3.1.2 – Strengthen civil society organizations advocacy efforts with respect to anti-trafficking issues, monitoring of anti-trafficking cases, and increase public legal awareness

Leverage: Access to 4000+ lawyers worldwide including in Romania, Ukraine, and Russia offices; capacity building & skills development; legal expertise and knowledge

Previous/current engagement with USAID (if any): DLA Piper has partnered with several USAID programs, including the USAID LINC project in Ukraine on the establishment of a public-private partnership legal framework[23] and the Kosovo Legal Profession (KLP) Program implemented by the National Center for State Courts on legal education.[24]

Drawbacks (mini-due diligence): By Mission, DLA Piper's New Perimeter works only with governmental and non-governmental institutions. They do not provide services for for-profit institutions. DLA Piper may therefore not be able to partner directly with Checchi. ROLISP may be able to facilitate a direct relationship between DLA Piper New Perimeter and partners including the NIJ, civil society organizations, and other judicial sector institutional partners. In addition, while DLA Piper New Perimeter provides its labor for

[23] http://www.eef.org.ua/index.php?page=catalog&id=29&nid=115&print&lang=en

[24] http://www.drejtesia-ks.org/?cid=2,2

free, it sometimes asks for expenses such as travel to be covered.	
Points of Contact: **Kristen Leanderson Abrams** Program Manager and International Pro Bono Counsel E: kristen.abrams@dlapiper.com **Lisa R. Dewey** Pro Bono Partner DLA Piper US LLP 500 8th Street, N.W. Washington, DC 20004 T: 202.799.4505 E: elizabeth.dewey@dlapiper.com	**Website:** www.newperimeter.org www.dlapiper.com/us/content/new_perimeter/

MoldTelecom / Unite	
Business Sector/Industry: ICT	**Location of Operations/Production:** Moldova (country-wide)
Date of Interview: June 20, 2012	**Location of Interview:** Chisinau

Company Focus/Product:

- Moldtelecom is a national telecommunications operator in Moldova.
- Created on April 1993 as part of the national telecommunications restructuring, Moldtelecom was state asset until January 1999, when it became a Joint Stock Company with the State acting as its unique stockholder. Moldtelecom itself provides fixed telephony and Internet services.
- In March 2007, Moldtelecom launched its mobile service – called Unite – was now serves as the countries third operator.
- Unite is distinguished as the sole mobile operator that provides CDMA service.
- Moldtelecom/Unite's mobile market share is approximately 5% (compared to 75% for Orange)
- Moldtelecom has a 98% share of the fixed telephony market
- In all, Moldtelecom/Unite has about 1.2 million customers

Business Interests:

- Moldtelecom is primarily interested in gaining market share and will pursue numerous avenues to achieve this.
- The company signed an MoU with the e-Government Center and sees a strong opportunity to serve a role as the whole of government transfers its services onto the internet.

Business Challenges:

- Their biggest challenge is competing with Orange. Moldtelecom/Unite has been lobbying parliament and the government to enforce the laws on the books, which – according to the company – require government intervention when a company has a 'monopoly,' defined as more than 35% of the market
- Fixed telephony is declining in importance and the company sees little to no future in it in the long run.
- To compete, Moldtelecom/Unite must redefine and rebrand itself beyond Moldova's 'landline company.'

• Moldtelecom/Unite must expand beyond it 5% mobile market share to survive	
CSR (if any): • In its MoU with the e-Government Center, Moldtelecom/Unite promises to support social needs through partnership with the government	
Partnership Potential (high/medium/low): Hi/Medium	
Program areas & Project Overlap: Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society. The primary goal of this ROLISP activity is to "improve the capacity of the judicial authorities to communicate effectively." A partnership with Moldtelecom/Unite around SMS judicial messaging, based on the Turkish model, would go a significant distance in promoting key information sharing and transparency. Many types of messaging could be provided, ranging from general procedural information to specific information for lawyers (like hearing announcements). The system should be tied to the ICMS – essentially taking key public data that is uploaded to web sites and creating SMS messaging from it. Moldtelecom/Unite would be willing to provide funding for a tech camp (as it does with the CEED project) in order identify a developer and an ideal application solution for pulling information from ICMS (or ICMS-generated web sites)	
Leverage: • Technology, market access (2 million customers), expertise, mentoring	
Previous/current engagement with USAID (if any): none	
Drawbacks (mini-due diligence): ROLISP could need to have strong role in overseeing control of content. The system will not work without clear oversight, which Moldtelecom/Unite will not provide.	
Point of Contact: **Andrei Muntean** Director of Regulations Moldtelecom 10, Stefan cel Mare Ave., MD-2001 M: +373 673-99127 T: +373 22 570 127 E: amuntean@moldtelecom.md	**Website:** http://www.moldtelecom.md/persons/mobil

Orange Moldova	
Business Sector/Industry: ICT	**Location of Operations/Production:** Republic of Moldova
Date of Interview: June 25, 2012	**Location of Interview:** Chisinau

Company Focus/Product:

- Orange has been operating in Moldova since April 1998
- France Télécom has a 94.45% share of Orange Moldova
- Orange controls 65.4% of the Moldovan mobile market and serves two million subscribers
- The company is also an internet service provider and a fixed voice services provider for business
- Orange offers GSM coverage for 99.4% of the population, 98.9% of country' territory, and 88.5% for 3G services
- About 16-20% of subscribers use smartphones for 3G
- In 1998, Orange (then Voxtel) was the only mobile telephony services provider in the country
- A second GSM license was given to another company (Moldcell) in 1999
- A third operator, Unite, launched in 2007 and operates under the CDMA standard. The national (state-owned) telecommunications company Moldtelecom owns Unite.
- Increased competition has led to a more diverse range of services and packages, including:
    - **Orange Abonament.** Monthly subscription for call, SMS, MMS, and Internet (3 levels)
    - **Orange PrePay.** Without monthly fee.

- **Orange Business.** For corporate clients.
- **HD voice.** High quality voice service that has won global prestige and awards.[25]

Business Interests:

- Orange is interested in exploring new content delivery and markets, possibly in partnership with ROLISP
- Orange already works in partnership with the government and other development initiatives around "pushing" social messaging
- The ideal for them is to come up with a social messaging product, such as a judicial information SMS system, that acts more as a "pull" and represents a demand – e.g. citizens and legal professionals who sign up to receive messages

Business Challenges:

- Their biggest challenge is staying ahead of their competitors (Moldcell and Moldtelecom) in an increasingly competitive market
- Another is the transition from pure voice to additional services and 3G in a small developing market
- Orange needs to find the right balance in pricing cheaper Android smartphones in order not upset neighboring markets in which the same smartphones might be priced higher (leading to a distorted market)
- One challenge for SMSing is language – some regions speak Romanian, others Russian, others still, both
- Another for push SMS is that customers complain about the messaging – they see these types of messages as spam because they come unrequested
- For an SMS campaign key challenges include: a) which type of SMS, b) what type of frequency, c) making sure it's not viewed as spam by customers, d) establishing consistent, quality, and controlled content
- The biggest challenge in an SMS judicial information initiative will not be finding and designing an application to create the SMS messages, but rather the reliability and dependability of the content generated
- Most logical place with be to start with ICMS-generated web sites at the court houses

[25] Orange Moldova won the *Best Mobile Technology Breakthrough* award in the Global Mobile Awards competition of the Mobile World Congress. The award was given for "significant improvements in sound quality in mobile telephony," in this case the world's first HD voice in Moldova.

CSR (if any):

- Orange does work with the government (and other mobile carriers) by providing "short codes" for free SMSing on national campaigns for things like health messaging or, most recently, 'International Kid's Day,' which was devoted thematically to families hosting orphans

Partnership Potential (high/medium/low): High

Program areas & Project Overlap: Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society. The primary goal of this ROLISP activity is to "improve the capacity of the judicial authorities to communicate effectively." A partnership with Orange around SMS judicial messaging, based on the Turkish model, would go a significant distance in promoting key information sharing and transparency. Many types of messaging could be provided, ranging from general procedural information to specific information for lawyers (like hearing announcements). The system should be tied to the ICMS – essentially taking key public data that is uploaded to web sites and creating SMS messaging from it. Orange would be willing to provide funding for a tech camp (as it does with the CEED project) in order identify a developer and an ideal application solution for pulling information from ICMS (or ICMS-generated web sites)

Leverage:

- Technology, market access (2 million customers), expertise, mentoring

Previous/current engagement with USAID (if any): none

Drawbacks (mini-due diligence): ROLISP could need to have strong role in overseeing control of content. The system will not work without clear oversight, which Orange will not provide. The project may also need to work with Orange to establish a call center to handle callbacks. It remains unclear if Orange would provide this support.

Point of Contact:	**Website:**
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M: +373 69198118 T: +373 22 575 118 E: victoria.musteata@orange.md	

S&T	
Business Sector/Industry: IT	**Location of Operations/Production:** Moldova & Europe
Date of Interview: June 25, 2012	**Location of Interview:** Chisinau

Company Focus/Product:

- S&T Mold was founded in 1995 as a 100% owned subsidiary of S&T System Integration & Technology Distribution AG – Austria, and is one Moldova's leading IT solutions and services providers.
- S&T Mold is a unique ISO 9001:2000 certified System Integrator in the Republic of Moldova.
- Beyond Moldova, S&T has around 70 branches in 17 countries throughout Central and Eastern Europe (Albania, Austria, Bosnia-Herzegovina, Bulgaria, Czech Republic, Croatia, Hungary, Macedonia, Montenegro, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Ukraine).
- In order to successfully carry out its functions, S&T Moldova maintains a trained team of highly qualified sales representatives, technical consultants and service engineers, with a common objective - the complex and of high-quality servicing of company's clients.
- The company has developed into a provider of turn-key and mission critical solutions, providing services and products from Hewlett-Packard, Cisco Systems Inc., Microsoft, Oracle Corp., Check Point, APC and Computer Associates. S&T adds value and customizes such products through system integration for clients.
- Their main clients are drawn from the mobile telecom and banking industry, although they have worked with the Ministry of External Affairs in implementing a complex biometric passport automated tracking system at Moldovan embassies throughout Europe
- One of their primary products – which they used for the Ministry of External Affairs – is an automation integrated system that establishes a transparent process for moving document management/preparation and business product creation up and down a chain

of command as needed. Although this was originally designed for private sector clients including major banks, the system can be adapted to various clients.

Business Interests:

- Their primary business interest is to continue the progress towards becoming a full-on service provider – focused on tailored client consulting – rather than "delivering boxes"
- S&T would like to adapt their automated and integrated system for document management to other kinds of clients, such as different government agencies, as they did with the Ministry of External Affairs

Business Challenges:

- The state of the economy is weak. They are experiencing slight growth, but they don't expect much for the foreseeable future.
- Their client base and market is very narrow – banks and mobile make up the lion share of their client base
- Problems include turmoil in the Euro Zone but also a lack of leadership and realism about the economy within the Moldovan government
- Although the ICT sector is more or less on the right track, there are fewer qualified graduates coming out of school, and the best ones leave if they can (brain drain).

CSR (if any):

- S&T promotes a multi-pronged CSR program in the countries in which it operates that focuses on 1) Social involvement (S&T promotes various initiatives and projects in the field of education, science and culture as well as social and charitable projects), 2) Professional development and further education of employees, and 3) Climate protection (S&T claims to have reduced waste gas emissions in their vehicle fleet by 15-20 percent)

Partnership Potential (high/medium/low): Medium

Program areas & Project Overlap: S&T could play an important role in the evolution of the ICMS to a more integrated and integral system for courthouses throughout Moldova. As with the Ministry of External Affairs and their need to automate and enhance the process for integrating biometric passport roll out in Moldovan embassies throughout Europe, S&T's document management integrated platform could be tapped to help streamline and improve the ICMS throughout the judicial system (i.e. Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)

Leverage:

- Technology, technical expertise, training experience

Previous/current engagement with USAID (if any): None known	
Drawbacks (mini-due diligence): S&T will want to be paid for its services, and it's unclear how much could be done as partnership.	
Point of Contact: Alexander Kopanskii General Director Moldova, Chisinau, Lazo, 40, of. 31 Phone (+ 373 22) 21 86 00 Fax (+ 373 22) 22 10 12 E-mail: alexander.kopanskii@snt.md Web: http://www.snt.md	**Website:** http://www.snt.md http://www.allmoldova.com/en/shoppingmalls/officepc/snt-mold/index.html

Turcan and Cazac	LAW FIRM TURCAN CAZAC
Business Sector/Industry: Law Firm	**Location of Operations/Production:** Moldova
Date of Interview: June 27, 2012	**Location of Interview:** Chisinau

Company Focus/Product:

- Turcan Cazac (formerly known as Turcan & Turcan) is the leading business law firm from the Republic of Moldova. The firm's client portfolio includes over 350 foreign companies operating in Moldova.
- The firm specializes in commercial law and was ranked during the past twelve consecutive years as the leading commercial/corporate law firm in Moldova by the researchers of Chambers Global/Europe, Legal 500, IFLR1000, PLC Which Lawyer?, Who's Who Legal in M&A, Who's Who Legal in CIS, Best Lawyers.
- The firm is the Moldovan member of the CIS LCN* – CIS Leading Counsel Network – along with top national law firms from Almaty, Ashgabat, Baku, Bishkek, Kyiv, Moscow, Minsk, St. Petersburg and Yerevan.
- The firm has also developed a bilateral 'best friends' relationship with the leading Bucharest-based law firm Tuca Zbarcea & Associates.

- The firm is an advocate of reform and improvement of the legal environment for doing business and an active member of the Moldovan business community.
- They have 20 lawyers on staff

Business Interests:

- Assisting various international institutional lenders, such as EBRD, IFC, BSTDB, FMO, DEG, on a diversity of finance projects in the Moldovan banking sector
- Assisting various international institutional investors and private equity groups in making equity investments in the Moldovan banks
- Assisting a number of Moldovan banks on various issues of Moldovan law
- Assisting leading global money transfer service providers in their interactions with the Moldovan banking system and regulator
- Energy is a new area of law for them – there is a high interest in diversifying energy sourcing to alternative types of energy

Business Challenges:

- The misunderstanding of commercial law among the judiciary is a major challenge – decisions are made incorrectly by judges, which leads to high appeal rate and high transactions costs for clients
- There is a constant perception among parliament and citizens that laws need to be changed when things are not understood. Laws don't need to be changed sometimes; they just need to be explained better. There is a lack of solid 'legal explanatory documents'

CSR (if any): Pro bono training and work with CSOs, universities, and others.

Partnership Potential (high/medium/low): High

Program areas & Project Overlap: ROLISP could partner directly or indirectly with Turcan Cazac to in the areas of legal education, specifically around commercial law training. Among the possible ROLISP activities that could be included in one or more partnerships are: Activity 1.45 – Develop educational programs, Task 2.2.1 – Assist the NIJ in curriculum development, Activity 2.11 – Modernize Initial Training Content, Activity 2.12 – Development of training staff.

Leverage:

Previous/current engagement with USAID (if any): Yes, performed all the reregistration documents for Moldova Civil Society Strengthening Program, FHI 360, USAID

Drawbacks (mini-due diligence): Capacity building & skills development; legal expertise and knowledge

Point(s) of Contact:	**Website:**

Alexander Savva Associate M: (+373) 6064 4244 E: alexander.savva@turcanlaw.md Alexander Turcan Managing Partner Str. Pushkin 47/1-5a Chisinau, MD-2005 T: +373 22 21 20 31 F: (373 22) 223 806 E: Alexander.Turcan@TurcanLaw.md Office: (373 22) 212 031, 226 113, 211 844, 211 846	http://www.turcanlaw.md/

Unimedia	UNIMEDIA
Business Sector/Industry: Media	**Location of Operations/Production:** Moldova
Date of Interview: June 21, 2012	**Location of Interview:** Chisinau, Moldova

Company Focus/Product:

- Unimedia is a Moldovan news site, founded in 2007 as the country's first online-only newspaper.
- As of December 2011, Unimedia claimed to have 65,500 daily visits and 240,000 daily page views, placing it in the second position for Moldovan online news after the web site of the national television station.
- The site prides itself as being independent, hard-hitting, objective, and one of the few online news outlets not dominated by soft or sensational content.
- The site is not backed by a larger professional or political bankroller, unlike other media outlines, enhancing the public perception that it is not manipulated from behind the scenes.
- Radio Free Europe has described it as "a largely pro-opposition media outlet."
- The multimedia platform provides content in text, audio, video and photo formats. The company was in the process of designing a new application for smartphone and tablet use.

- An advanced search engine provides free access to a news archive.

Business Interests:

- Unimedia has identified justice and court media monitoring as an area in which they would like to devote attention into coverage and content development.
- They see numerous key issues that could be assisted through media attention, ranging from work overload (each judge in Moldova oversees 26 to thirty cases a day, according to Unimedia) to corruption issues
- They applied to US Embassy grant program in the last half year to get funding to build a new page on their site devoted to the justice sector and covering judges, but the Embassy informed them that they could not support for-profit businesses through that particular program.

Business Challenges:

- Because they do not have a 'backer' such as an outside investor or a political party, Unimedia is one of the few media outlets that relies 100% on advertisement revenue.
- This makes financial stability a constant challenge, as the advertisement market is not yet mature.
- Advertizing is still modeled on the old system of paying for the posting time period of a commercial banner, rather than the new model of payment based on "hits"
- The ad revenue is getting better (growing at 3% a year), but much more improvement is needed, including new laws that will allow for IP identification by region.
- This will allow for disaggregation of reader data according to regional and other profiles.
- Another challenge relates to the relatively weak quality of journalism students coming out of university

CSR (if any): N/A

Partnership Potential (high/medium/low): Medium

Program areas & Project Overlap: Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society. The primary goal of this ROLISP activity is to "improve the capacity of the judicial authorities to communicate effectively." A partnership with Unimedia could enhance this goal by building an active role for media to help get positive messages to the public. The country's leading and one its most trustworthy online media outlets would also add to the two-way nature of a platform in which citizens could feedback on the information itself.

Leverage: Access to 65,000+ daily readers, public confidence and trust, access to online media platform, content delivery.	
Previous/current engagement with USAID (if any): None	
Drawbacks (mini-due diligence): Unimedia is still essentially a start-up and is not yet mature in terms of its financial modeling. The company will likely seek funding of some sort and will not to be convinced that non-financial collaboration and partnership is in their interest as a business. Media in general may also by its nature be too critical and expository in pointing our deficiencies in the judicial system for the MOJ or USAID to be comfortable with this type of partnership. Finally, Unimedia itself needs to be examined in terms of its claims of having no silent backers or political influence. All of these issues should be explored in more formal due diligence if a public-private partnership with Unimedia proves worthy of further pursuit.	
Point of Contact: **Dumitru Ciorici** Co-founder str. Ștefan cel Mare 180, et. 14, of. 140 Republica Moldova, Chisinau M: 079994425E: dumitru.ciorici@interakt.md	**Website:** http://www.unimedia.md/

ANNEX C: SCOPE OF WORK

ROLISP

SSG Advisors
Scope of Work

Dated May 16, 2012

Background and Objectives

In March 2012, USAID launched a new rule of law initiative, the Rule of Law Institutional Strengthening Program (ROLISP). The program will work with Moldovan counterparts to help strengthen the institutional capacity, transparency, and accountability of key justice sector institutions in order to guarantee the independence and increase the effectiveness and professionalism of the judiciary. Among other activities, the Program will help strengthen Moldovan judicial institutions ability to effectively oversee the work of the courts; improve system wide management to ensure courts are meeting performance standards; institutionalize modern court administration and budgeting practices; increase the National Institute of Justice capacity for training judges, prosecutors and court administrators; and increase the capacity of civil society organizations to monitor and advocate for justice sector reform (including programs to combat trafficking-in-persons) and promote broader access to justice. By strengthening the stability and efficiency of institutions responsible for safeguarding democracy and the rule of law, ROLISP will contribute to an improved capacity and ability of the judiciary to respond to citizens' needs.

Description of Services

SSG contributions to ROLISP in Year 1 will focus on 1) Identifying the most strategic public-private partnerships designed to add high value additional resources to the project and 2) Developing the capacity of ROLISP staff to select, build, and manage partnerships. As a first step, SSG will conduct a project-wide partnership opportunity assessment across all project components to identify strategic partnership opportunities for ROLISP. SSG will work closely with ROLISP in order to ground all partnership opportunities in the realities of project objectives and the Moldovan judicial sector and the expectations of the project. Moreover, selection of partnership opportunities will clearly reflect the needs and priorities of the project's target institutions and stakeholders regarding private sector involvement in improving rule of law and achieving the objectives of ROLISP. As a key element of the partnership appraisal process, SSG will design a tailored workshop for select ROLISP staff to assess findings and the potential

impacts of key partnership opportunities and to begin the process of partnership selection. The strategic partnerships will draw on the added value and resources of the private sector (including technology, skills, expertise, etc) of international, national, or local firms that have the potential to dramatically impact project objectives.

In implementing this SOW, SSG Advisors will conduct the following sets of activities in prioritized order:

1. Field a SSG Partnership Advisor to Chișinău to conduct a project-wide partnership opportunity assessment to identify strategic partnership opportunities for ROLISP, including identification of potential partners and resource contributions. SSG's Partnership Advisor will be supported by a dedicated ROLISP staff member who will provide organizational and networking support. SSG will frame its approach around project objectives and targeting justice sector needs and priorities. The assessment itself will be conducted using the steps and methodology described with Activities 2 & 3 outlined below.

2. Utilizing SSG's proprietary Rapid Partnership Appraisal (RPA) methodology derived from the partnership assessment framework designed by SSG for USAID Missions, SSG Partnership Advisor will analyze the interests, challenges, needs, and issues facing the private sector and other potential partners in order to determine collaboration and partnership potential that enhance Moldovan rule of law and overall ROLISP objectives. The partnership appraisal process will be rooted in a series of meetings with key Moldovan and international businesses and private sector institutions in order to assess partnering opportunities rooted in legitimate business interests and needs. In addition, SSG will frame the RPA through meetings with key judicial institutions, other identified project stakeholders, and USAID representatives in order to elicit their perspective on private sector contributions to the project.

   The appraisal consists of steps that include:

   - Background research on the overlap between rule of law/project goals and the Moldovan economy
   - Through interviews with project management and partners, initial identification of priority judicial sector concerns and potential areas for private sector partnerships
   - Initial identification of business sectors and companies with a potential role in ROLISP partnerships
   - Initial Introduction to Partnerships orientation for ROLISP staff designed to introduce partnerships as a concept and elicit input into the RPA by project stakeholders
   - Initial framing meetings with key stakeholders including judicial sector officials, local civil society groups, USAID, and Checchi.
   - 20 to 30 interviews with major private sector representatives in order to identify ROLISP partnership opportunities

- 1-2 focus group meetings with identified business leader private sector representatives in order to collectively assess areas of overlapping interest

3. During the first trip, the SSG Partnership Advisor will conduct a half-day workshop on initial findings for ROLISP staff and USAID participants. Using SSG's Partnership Scorecard Methodology, the workshop will engage staff in defining and prioritizing partnership opportunities for ROLISP. SSG will design the workshop for ROLISP staff to play a central role in identifying and ranking project partnership opportunities (in order of importance and value to the project). The workshop will address the following issues and questions, among others:

    - What are the judicial sector activities and institutions whose effectiveness, transparency and accountability could be improved through partnership with the private sector, and why?
    - What are the major business sectors that show potential for partnership oriented toward ROLISP in the next 1-3 years?
    - What are the barriers or challenges facing these business sectors that relate to judicial sector activities and institutions?
    - What are the particular business challenges/concerns that the private sector would like help in addressing, particularly with regard to the judicial sector?
    - What Corporate Social Responsibility (CSR) issues that relate to the effectiveness, transparency and accountability of the judicial sector are important to companies?
    - What resources (investment, technology, expertise, etc.) might the private sector bring to bear in addressing the effectiveness, transparency and accountability of the Moldovan judiciary?
    - What are major potential private sector partners for USAID going forward in building ROLISP partnerships and why?
    - Within the private sector, what are the major multinational potential partners and why?
    - What are the key areas of overlap between the key issues and concerns raised in private sector interviews and dialogue and ROLISP programming and objectives?
    - What are the major constraints currently inhibiting engagement with identified potential partners, if any, and why?

4. As a key deliverable of the workshop, SSG will provide Checchi with an action plan that will provide a roadmap for ROLISP partnership building process during Year 1, including staff roles and responsibilities, timelines, and expected outputs and results. The action plan will also detail SSG's expected continued contributions for ROLISP Year 1 in assisting the partnership building process.

5. Upon return to SSG's home office, the Partnership Advisor will complete the full Rapid Partnership Appraisal Report, which will synthesize findings and outline prioritized partnership opportunities based on engagement with ROLISP staff. SSG will present the report to ROLISP over a web platform after submission.

6. In addition, SSG will also provide Checchi with language on partnership contributions to ROLISP for the project's Work Plan and Performance Monitoring Plan.

7. After completion of the assessment process, SSG will design and lead 2 to 3 web-based online training modules to be conducted for ROLISP staff over a 4-month period. Using a web-based training platform, SSG will work with staff members on several key areas including partnership management issues, the nuts and bolts of partnership building, etc.

***NOTE**: Within 6 months of the completion of this initial trip, the SSG Partnership Advisor will return to Moldova to conduct a second, check-in assignment with responsible staff in order to determine the status of partnership development and diagnose work planning adjustments that need to be taken to achieve partnership development goals. These activities will be detailed in a separate, subsequent SOW.

Deliverables

- 25-page ROLISP Partnership Assessment Report (plus annexes such as company interview reports) to be delivered within two weeks after return to home office.
- In-brief meeting with USAID/Moldova shortly after arrival and out-brief meeting with USAID/Moldova prior to departure from Moldova
- 1-hour Introduction to Partnerships orientation for ROLISP staff and USAID officials delivered at the start of the appraisal
- Half-day participatory workshop for ROLISP staff and USAID officials designed to prioritize partnership opportunities and create a partnership action plan, to be delivered within two weeks after return to home office
- 3-page exit memo on key findings delivered to COP prior to Partnership Advisor's departure from Chișinău
- 5-page action plan providing a roadmap for ROLISP partnership building process for Year 1
- 1 to 2 paragraphs on partnerships for inclusion in the ROLISP Work Plan
- Language for project PMP on partnership contributions for indicators and results
- 1-2 private sector focus groups Chișinău
- Meeting notes and reports as required
- 2 to 3 online web-trainings for staff designed to build capacity for alliance building and development

Reporting and Coordination:
The Partnership Advisor will report to, and work under the direction of the ROLISP Chief of Party, or his designee. The Advisor will be expected to coordinate closely with ROLISP staff to achieve the expected results and complete acceptable deliverables for this SOW.

Timelines and LOE
The Partnership Advisor anticipates arriving in Chișinău on June 14, 2012, and departing on June 29, 2012.

Staff	Anticipated LOE
Tom Buck, Senior Partnership Advisor	• Preparation for trip including research, consulting with ROLISP staff, and review of relevant ROLISP documents and other documents and reports relevant to the justice sector in Moldova. 5 days LOE • In-country trip for assessment and capacity building of ROLISP staff. 15 days LOE (including travel) • Finalizing post-trip reports, including ROLISP Partnership Assessment Report and Year 1 Action Plan and necessary revisions accepted by USAID/Moldova. 8 days LOE • SSG home office training development and delivery of follow-on, web-based training to ROLISP staff. Up to 10 days LOE. • Home Office Project Management of SSG activities related to ROLISP. Up to 6 days LOE during the period of May 2012 to November 2012.

ANNEX D: APPRAISAL SCHEDULE

The following is a complete schedule of meetings held during the Rapid Partnership Appraisal conducted by SSG.

Chișinău Schedule				
Meetings				
Date	**Time**	**Company/ Organization**	**Participants**	**Address / Contact # / Notes**
Monday, June 18	**9:30 – 10:30**	**ROLISP**	Project briefing meeting: • Fred Yeager (COP), Cristina Malai (DCOP), Natalia Vilcu, Luciana Iabangi, Ludmila Ungureanu (Component Leaders)	ROLISP Office 27 Armeneasca street, Chisinau, Moldova
Monday, June 18	**11:00 – 12:00**	**USAID**	Ina Pislaru, COTR	USAID Office
Tuesday, June 19	**10:00 – 11:00**	**American Chamber of Commerce in Moldova**	• Mila Malairau, Executive Director, American Chamber of Commerse	*ROLISP Office*

Chișinău Schedule				
Meetings				
Date	**Time**	**Company/ Organization**	**Participants**	**Address / Contact # / Notes**
Tuesday, June 19	**13:00-14:00**	**Association of Independent Press**	• Petru Macovei, President of the Association of Independent Press	*ROLISP Office*
Wednesday, June 20	**9:30 – 10:30**	**Moldtelecom/Unite (mobile phone company)**	• Andrei Muntean, Director of Regulations	Moldtelecom office (cell: 0673-99127)
Wednesday, June 20	**11:00 – 12:30**	**CEED II Project (USAID Contractor)**	• Doina Nistor, DCOP, CEED 2 • Ionela Ciuhrii, IT Industry Advisor, CEED 2 • Ana Chirita, Executive Director of the ICT Association	CEED office
Wednesday, June 20	**1:30 – 2:30 p.m.**	**ROLISP**	• **Capacity building event:** Fred Yeager (COP), Cristina Malai (DCOP), Natalia Vilcu, Luciana Iabangi, Ludmila Ungureanu (Component Leaders), Mihai Grosu, Nadejda Plamadeala (Program Assistants), Marcel Blanuta (Court Budgeting Specialist)	*ROLISP office*

Chișinău Schedule				
Meetings				
Date	**Time**	**Company/ Organization**	**Participants**	**Address / Contact # / Notes**
Thursday, June 21	**10:00 – 11:00**	**Unimedia (Biggest Internet News Portal)**	• Dumitru Ciorici, (owner), cell: 0-799-94425	Pani Pit Café, Translation needed
Thursday, June 21	**11:30 – 12:30**	**DNT, CISCO Academy provider**	• Vitalie Bordeniuc, Dumitru Iepure	*ROLISP office*, Translation needed
Monday, June 25	**10:00 – 11:00**	**Orange Moldova**	• **Mikael Foure,** Marketing and Communications Director	Orange office
Monday, June 25	**1:30 – 2:30**	**S&T Moldova**	• **Alexandru Copanschi**, general director	S&T office
Monday, June 25	**3:00 – 4:00 p.m.**	**Accelerate Group**	• **Ovidiu Tirtirau**	*ROLISP office*

Chișinău Schedule				
Meetings				
Date	**Time**	**Company/ Organization**	**Participants**	**Address / Contact # / Notes**
Tuesday, June 26	**9:00 – 10:00 a.m.**	**Deeplace (www.deeplace.md)**	• **Veaceslav Kunev**	Bul. Negruzzi 2, Cisinau, Moldova, Translation needed
Tuesday, June 26	**10:30 – 11:30**	**FHI360**	**Morana Smoldaka, COP**	FHI360 office
Tuesday, June 26	**2:00 – 3:00 p.m.**	**Daac System**	**Iulian Salari, Marketing Director**	ROLISP Office
Wednesday, June 27	**10:00 – 11:00**	**Turcan Cazac Law Firm**	• Octavan Cazac	Str. Puskin 47/1-5a Chisinau, MD-2005 Republic of Moldova
Thursday, June 28	**2:00 – 5:00**	**ROLISP**	• **Activity on prioritizing partnership opportunities:** Fred Yeager (COP), Cristina Malai (DCOP), Natalia Vilcu, Luciana Iabangi, Ludmila	ROLISP Office 27 Armeneasca street, Chisinau, Moldova

Chișinău Schedule				
Meetings				
Date	Time	Company/ Organization	Participants	Address / Contact # / Notes
			Ungureanu (Component Leaders), Mihai Grosu, Nadejda Plamadeala (Program Assistants), Marcel Blanuta (Court Budgeting Specialist)	

ANNEX 6 - Albania Study Trip Report

USAID
FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program (ROLISP)

REPORT ON TRIP TO ALBANIAN SCHOOL OF MAGISTRATES

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Introduction

The report includes a presentation on the trip to the School of Magistrates from the Republic of Albania on 18-19 of June, 2012. The purpose of the trip was to learn about the best practices developed and used by the School for managing the School, organizing the initial training for judicial and prosecutorial candidates and the in-service training for sitting judges and prosecutors, taking into consideration the implementation of the international standards for training magistrates.

The School of Magistrates of the Republic of Albania is a public institution with administrative, academic and financial autonomy, established to achieve the goals and tasks set forth in Law No 8136 of 31.07.1996 on the School of Magistrates of the Republic of Albania, amended through Law No 9414 of 20.05.2005. The School's organizational model follows the example of the Portuguese and the French institutions for training of magistrates.

The main tasks of the School are the initial professional training of candidates for the judiciary and as prosecutors and continuing professional training for sitting judges and working prosecutors[26]. As required by the law or at the request of interested organizations, depending on the available resources, including the funds offered by institutions or donors, the School may offer training courses for other members of the legal profession or training for court administration.

Relevant legal framework

The legal framework regulating the operation of the School is formed of regulatory acts approved by the Assembly of the Republic of Albania and of secondary regulatory acts.

The list of the acts is as follows:

[26] Today there are approximately 650 prosecutors and judges in Albania.

Law No 8136 of 31.07.1996 on the School of Magistrates of the Republic of Albania;

Internal Regulations of the School of Magistrates of the Republic of Albania with the following annexes:

Procedure for Organization of the Examination for Selection of Applicants for the School of Magistrates;

Assessment of Applicants for the Position of a Magistrate during the Initial Training;

Criteria for Selection of Trainers of the School of Magistrates, approved by Decision No 27 of the Management Council of the School of Magistrates;

Drafting the Template Program and Curriculums for the Initial Training.

Regulations on Publication of Scientific Studies by the School of Magistrates;

Internal Regulations of the Magazine “Legal Life”;

Internal Regulations of the School Library.

Strategic Goals

The School’s Development Strategy was drafted and approved for 2007-2015. It is also part of the sector strategy approved by the Ministry of Justice. The Strategy includes long-, medium- and short-term goals.

The main strategic goals of the School are the following:

Continue further development of school programs with particular emphasis on initial and continuous training of judges and prosecutors and other justice stakeholders

Development of new methods of contemporary teaching to respond better to the time demands and needs of justice.

Training of judges and prosecutors with the skills to develop investigation and fair trials, fair and efficient by following the same line with the development of legal and institutional reforms based on international standards.

Ethic formation and the development of the professional integrity of judges and prosecutors to respond to the development of rule of law, fighting corruption and the need to increase public trust in justice.

Preparation of court decisions and other procedural acts based on modern rules of writing and legal reasoning, and use of modern methods of interpreting the laws.

Training of judges and prosecutors with the knowledge and skills necessary to respond to the European integration process through the recognition and interpretation of European Union legislation and jurisprudence of the Court of Luxembourg, international law recognized by the Albanian state.

Training of judges and prosecutors with the spirit of respecting human rights through the recognition and interpretation of the ECHR and the jurisprudence of the Strasbourg Court.[27]

The institutional goals of the School are as follows:

Strengthening the financial viability of the School.

Develop pedagogical capacities giving priority judges and prosecutors as well as training of trainers with modern programs.

Creating resources for sustainability in the school budget, focusing mainly on local financial resources.

[27] The strategic goals list is quoted from the website of the School of Magistrates of Albania. To access this web page see the link http://www.magjistratura.edu.al/59-te-tjeret-per-ne.html?lang=2#185 .

Strengthening institutional cooperation of the School with Albanian and international partners.

Development of resources and theoretical and practical literature in the field of justice through the preparation of studies, books, monographs of commentaries in legal fields, and their publications.[28]

Conclusions on positive practices related to the strategic priorities established for development of the School

The strategic priorities of the School of Magistrates include specific actions intended to:

consolidate training of trainers (ToT) and improve the ToT methodology;

support European integration efforts by training on EU law;

ensure regular meetings for coordination of internship mentors of the School;

train internship mentors in ToT techniques;

draft a study on participants' initial training needs by writing a joint report of the Supreme Council of Justice, Prosecutor General's Office and the Ministry of Justice;

assess the initial training needs by means of questionnaires and/or interviews with graduates of the School;

improve communication with and among participants of the initial training in a forum on the institution's web page;

introduce e-learning techniques in the continuing training;

update and develop the continuing training curriculum;

[28] The institutional goals list is quoted from the website of the School of Magistrates of Albania. To access this web page see the link http://www.magjistratura.edu.al/59-te-tjeret-per-ne.html?lang=2#185 .

review the procedure for enrolment in the School, taking into account opinions of its graduates and the results of the initial training needs assessment;

plan study visits related to training of trainers and trainees;

consolidate the legal status of the staff of the School of Magistrates by extending them the status of public servant;

employ competent staff at the School of Magistrates;

provide additional rooms for the School;

the strategic development document of the School of Magistrates estimates the financial impact of implementing short-, medium- and long-term strategic priorities in national currency and in euro.

the estimated budget necessary to implement the Strategy provides for appropriation of funds for scientific publications of the School of Magistrates (legislation, doctrine, monographs, scientific papers, new magazines) and procurement of judicial literature.

School Administration

The School is administered by the Management Council, the Director of the School, the Pedagogic Council and the Disciplinary Commission.

The *Management Council* of the School has 15 members representing the justice sector. Thus, the Council includes the President of the Supreme Court, who also acts as the Chair of the Council, the Prosecutor General, the Vice President of the High Council of Justice, two judges and two prosecutors with extensive work experience appointed by the High Council of Justice and the Prosecutor General's Office, two representatives of the Ministry of Justice, the President of the National Chamber of Advocacy, the Dean of the Law Faculty of Tirana, the Director of the School of Magistrates, the staff responsible for initial and continuous training, two students of the School elected by secret ballot of the Assembly of Candidates for Magistrates, who participate in the initial training courses. Members of the Management Council have a four-year term.

The Management Council monitors the implementation of the criteria for selection of applicants for the position of a judge and prosecutor; announces its final list on the basis of the admission examination; decides on criteria and rules for selection, recruitment and dismissal of trainers upon the approval of the School Director, according to the budget; defines the organizational structure and criteria for recruitment of the administrative staff; approves and monitors the implementation of the School's Regulations and the annual plan submitted by the School's Director; establishes the curriculum; proposes the draft budget of the institution and examines the report of the School Director on spending of the approved budget; submits to the High Council of Justice and Prosecutor General's Office annual reports on the results of the School's work and plans for its development.

The Director of the School is appointed by the High Council of Justice at the proposal of the Management Council of the School. His /her term is four years. He/she is responsible for administration of the School and chairs the Pedagogic Council. The Director nominates candidates for the top management to be approved by the Management Council. The administrative and financial duties are also performed by the School Chancellor under the Director's supervision and authority.

The Pedagogic Council is chaired by the Director and includes full time trainers and chief trainers responsible for study subjects, appointed by the Management Council as well as one judge and one prosecutor appointed by the Management Council from among members of the Council.

The Disciplinary Commission is chaired by the Director of the School and includes one judge and one prosecutor appointed by the Management Council, who are not members of the Pedagogic Council, two full-time trainers appointed by the Pedagogic Council, two trainees elected every year by secret ballot from the Assembly of Candidates for Magistrates. The Disciplinary Commission is empowered to apply disciplinary measures to trainees who violate the disciplinary rules established by the Law on the operation of the School and the internal regulations. The Disciplinary Commission is convened by the Director of the School or at a written request of an interested person.

The disciplinary sanctions that may be applied to trainees for violations include: verbal reprimand, written reprimand, reprimand with a warning, transfer from the place of internship, reduction of monthly payments by as much as 30% for a period of three to six months, expulsion from the School.

The School Chancellor said that the Commission was seldom convened.

Conclusions on positive practices related to the management of the School

The School has a Pedagogic Council. It has the following competencies: to participate in development of the initial training curriculum and the continuing training curriculum; to approve the recommendations of the Assembly of Candidates for specialized training in law, sociology, ethics and psychology; to guide the practical work of the candidates during their professional traineeship; to carry out the final evaluation of trainees of the initial training program on the basis of results obtained during the three study years.

The School has a Disciplinary Commission for punishment of the behavior of the participants in the initial training courses.

Two participants of the initial training courses are members of the Management Council and represent the Assembly of Candidates for Magistrates.

Human Resources

Initially the School staff had 5 persons. Today the School has a staff of 23 persons. The top management of the School is employed by a decision of the Management Council of the School at the proposal of the Director.

To meet the training needs in the School and to improve the quality of the judges and prosecutors training process, the School intends to review the current organizational chart.

The employees' job descriptions were approved last year. They helped to clarify the duties to the School staff and to ensure transparency in their work.

Conclusions on positive practices related to the human resources management

The School has job descriptions for the employed staff approved and in use.

The top management is recruited by a representative body – the Management Council of the School.

The staff of the School includes a member in charge of technical support for the equipment (computers, laptops etc.).

Initial Training

Admission

Every year the High Council of Justice and the Prosecutor General decide on the number of vacancies offered to candidates for admission to the School of Magistrates.

Lately the system for examination of candidates' applications for the School courses has been revised. Thus, during the previous admission procedure both professional categories (judges and prosecutors) had a one-day written examination. The first part, assessing the intellectual qualification, consisted of an IQ test and an essay. The second part consisted of testing theoretical and practical legal knowledge by resolving two test cases. All the candidates take the same admission examination. To participate in the admission examination applicants pay an enrolment fee equivalent to approximately MDL 500 per person. In addition, starting with the 2012/2013 academic year, candidates must prove their knowledge of English or French by means of tests with international recognition or certificates with national recognition. This rule entered in force as a result of Decision No 19 of 21.06.2011 of the School's Management Council.

The admission system was revised due to the need for better knowledge of the candidates' personality, considering the role judges and prosecutors play in the society. Therefore, the IQ test and the essay test were replaced in 2012 by a test with 100 questions from a number of fields, such as geography, mother tongue and ethics. This test aims at assessing the candidates' general knowledge. Legal knowledge is tested as in the previous model.

As the Director of the School stated, the organization of the admission examination is a challenge due to the pressure of external factors, including corruption.

To ensure the admission examination results are fair when candidates' answers are evaluated, their names are sealed in envelopes that are separate from their papers. Each set of envelopes corresponding to each candidate (the envelope with the last name and the envelope with test answers) is marked by the same number (for instance, each of the two envelopes for the candidate A are numbered 1, those of the candidate B are numbered 2, etc.).

The Examination Commission is appointed by the School's Management Council the day after the examination. The Commission opens the envelope with the test papers and scores the answers without knowing the candidate's identity. The envelopes with candidates' last names are unsealed only after the score accumulated by each candidate at the examination has been determined. This is done in the presence of the candidates.

Appeals are allowed only in respect to the procedure for calculation of the score accumulated during the admission examination and not in respect to the correctness of the provided answer[29]. The appeals are examined by the Examination Commission. If the candidate is not satisfied with the decision of the Examination Commission he may appeal to the School's Management Council. If he is not satisfied with the decision of the School's Management Council he may appeal to a court of law.

The winners are those who have obtained the greatest number of points in descending order until the number of seats determined by the High Council of Justice and the Prosecutor General for both profiles is filled. However, those who have obtained less than 60% of the maximal points required are rejected.

Currently 10 judges and 7 prosecutors attend the first year of courses at the School, 8 judges attend the second year and 8 judges and 4 prosecutors attend the third year.

Initial Training Program. Students' Status

[29] Last year (2011) approximately 200 persons sat for the admission examination. Due to lack of space every year the School hires the hall of the Palace of Congress at a high price from its budget for the examination. In 2011 15 candidates filed appeals from the decisions of the Examination Commission.

The initial training program is for 3 years. The initial training of candidates includes:

one year of theoretical program at the School;

one year of traineeship at a court or a prosecutor's office under the direction of a qualified judge or prosecutor (during a week the trainees attend both the School and a court or a prosecutor's office, to acquire practical experience);

one year of working on less complicated cases as a temporary appointed judge and prosecutor under the direction of an experienced judge or prosecutor (the trainees' work is monitored and assessed by the president of the courts or the prosecutor's offices).

The initial training program is prepared by the School's Management Council; then it is sent for review and comment by the Ministry of Justice and finally is approved by the management.

The theoretical program is the same for all candidates, while the practical program of professional traineeship depend on whether the candidate has chosen to pursue training as a judge or a prosecutor.

The initial needs assessment system has two elements. The first is collection of the opinions of the participants in the initial training. This is done by means of course assessment forms. The participants' training level varies since they come from various legal education institutions, including private universities. Therefore, the second element consists in trainers monitoring trainees' performance during the first two months of theoretical training to establish each candidate's individual level of knowledge of the subjects taught and training needs.

The School has full-time trainers and half-time trainers who provide the initial training courses. The teaching methodology during the initial training includes courses, interactive seminars, 2 professional traineeship periods (active and passive),

mock trials, practice in judicial institutions, etc. Trainees graduate each course on the basis of examination held by tenured trainers. In addition, each trainee passes an annual evaluation by the Pedagogic Council of the School. During the second and the third year of study the trainees' performance during their practice is also assessed.

Mock trial, 2008

The final assessment of the candidates is carried out by the Pedagogic Council on the basis of the theoretical and practical results accumulated during the three years of study. For this the Pedagogic Council uses a complex formula for calculation of the accumulated results developed by a statistician at the request of the School.

During the first and the second year the student or the candidate receives a sum equal to ½ of the wages of a judge of the first level. In the third year the student receives a sum equal to the full salary of a judge or a prosecutor.

Appointed magistrates that resign from their appointment before the five-year term expires must refund the School the amount of money received during the theoretical and pre-professional traineeship proportional to the years not served.

Program of the Legal Research Clinic from the School of Magistrates

The structure of the School of Magistrates includes a Legal Research Clinic. Its aim is to provide the Supreme Court of Justice, the Constitutional Court and the Prosecutor General's Office of Albania legal memorandums on specific and complex cases that need comparative legal research. The students are divided in three small groups (of four candidates at most), depending on the subject and the institution that has requested the research. The final output of the Legal Research Clinic Program consists in legal memorandums that are offered to courts and prosecutors' offices that have requested it.

Trainers from the School of Magistrates and from the University of Tirana make sure the legal memorandums and the research by students are of good quality. All supervisory authorities have an extensive experience in studied legal subjects.

The Law Faculty of Utrecht University is assisting the School of Magistrates in Tirana in implementing the Program of the Legal Research Clinic. The Law Faculty of Utrecht University has a clinic program that offers pro-bono legal research to the International Criminal Court from Hague and Inter-American Court of Human Rights. The clinic program of the Law Faculty of Utrecht University is provided by a selected group of students and is directed by a team of teaching staff with wide experience in the international criminal law and the human rights. Since the test cases or litigious situations offered to trainees are taken from pending cases, the trainees' legal memorandums are confidential and may not be published.

Conclusions on positive practices related to organization and conduct of the initial training at the School

Given the risk of corruption, the admission examination is organized in a transparent manner.

To assess the candidates' general knowledge the content of the admission examination has been modified lately by including a test of general knowledge.

Starting this year knowledge of English or French was included as a compulsory condition for registration in the admission examination.

During the first two months of study trainers monitor the performance of each trainee.

The initial training courses have a strong practical nature.

The School has a Legal Clinic Program, which develops candidates' legal research, analysis and writing skills.

Continuing Training

Besides the initial training program the School provides continuing professional training for judges and prosecutors. The requirement for judges and prosecutors to participate in the continuing training is regulated by law. According to the law, the continuing training may not exceed 20 days a year and may not amount to more than 60 days in five years. Due to various reasons, one of which is the availability of human and logistical resources, the School provides around 12 days of training a year. The participation in the continuing training courses is mandatory. The School's budget covers expenses for the rooms for the continuing training and catering. Expenses for travel and accommodation in Tirana are provided by the respective courts of law and prosecutor's offices. This way the School of Magistrates does not need to provide hotel accommodations for the participants.

Mixed trainings with other professionals may be provided, if the judges and prosecutors will benefit from this. When the School organizes training of other professionals from the justice sector (for instance, when court staff is invited), the financial support is provided by the state institution responsible for this training (for instance, the Ministry of Justice). The school may not provide contract-based training services.

The School provides approximately 60 trainings every year. Training sessions are for two days. The School uses financial resources from the state budget and from international partners. The School of Magistrates invites judges and prosecutors to attend continuing training courses about 1.5 months in advance.

Continuing Training Needs Assessment

The School of Magistrates uses a complex system to assess judges and prosecutors' training needs and to prepare the continuing training program. Thus, the School *reviews training assessment questionnaires; organizes meetings with the presidents of all courts of first instance and courts of appeals; and reviews proposals from prosecutor's offices and courts (of the first level and of appeals) received in response to letters with the request to identify training subjects. In addition, the School reviews the opinions and recommendations of the High Council of Justice, the President of the Supreme Court, the Prosecutor General, the Minister of Justice, the Commission for Continuing Professional Development and the Association of Prosecutors of Albania.* To develop the continuing training calendar, the School reviews periodic publications to ascertain their relevance to problems affecting judges and prosecutors' training. The School also asks for feedback from the Pedagogic Council and the Management Council. The Management Council approves the topics of the Continuing Training Program developed on the basis of information collected in line with the Methodology for development of the continuing training program.

The School sends the continuing training calendar to all judges and prosecutors so that they can choose subjects they prefer. Further, the School prepares lists of participants, which must be approved by the High Council of Justice and the Prosecutor General.

Topics addressed during the continuing training courses include the civil law, the civil procedure law, the criminal law, the criminal procedure law, the law on juveniles and the family, the labor law, the commercial law, the administrative law, the constitutional law, the international private law, the economic criminality, human rights, etc.

The trainers of the School of Magistrates use interactive and visual teaching methods (such as Power Point presentations, video) and pedagogical methods, such as practical case studies, group work, discussions, demonstrations and simulations.

The School does not use e-learning because Internet services are not accessible throughout the country and not all judges and prosecutors know how to use a computer. Regional training is also underdeveloped.

Assessment of Continuous Training Courses

The training courses are assessed. For this trainees fill in an assessment questionnaire on the training, trainer's performance, quality of materials, scientific content, suggestions for improvement of the continuing training.

Conclusions on positive practices related to organization and conduct of the continuing training in the School

The School of Magistrates uses a complex system to assess judges and prosecutors' training needs and to prepare the continuing training program.

The training courses are also assessed.

Trainers

The School's strategic goals pertaining to recruitment of trainers are as follows:

determine and consolidate trainers selection criteria;

implement a transparent procedure for selection of trainers;

increase the number of full-time trainers;

select the best trainers in the judiciary;

improve teaching qualities of trainers by training them in teaching techniques;

develop a trainers network to cover all training subjects;

implement flexible procedures for selection of trainers, depending on the course they are teaching.

Currently in-house and freelance trainers are recruited by the Management Council at the proposal of the Director in line with the criteria established by the Council.

The initial training program involves three full-time trainers specializing in the most important areas, such as the civil law, the criminal law as well as the civil and criminal procedure.

There are also 36 employed half-time trainers, who specialize in the family law, drafting of procedural documents and legal rationale, the labor law, the commercial law, the administrative law, the constitutional law and other areas. The School also contracts with 13 specialists for specific areas, such as the right to life and property insurance, criminology and other.

Criteria for selection and recruitment of full-time and half-time trainers are approved by the Decision of the Management Council of the School. They refer mostly to the necessary work record, moral integrity, teaching experience and skills, professional experience in teaching, scientific work, knowledge of a language spoken in the EU, computer literacy, communication skills, skills for assessment of judges and prosecutors' training needs as well as of trainees.

Trainers are selected in three stages:

1. Candidates for the position of a trainer submit documents and pass an interview with the person responsible for the initial training or for the continuing training.

2. A Commission for assessment of candidates is created. After candidates are assessed the Commission can ask the candidate, depending on his/her teaching and professional experience, to hold a seminar or a discussion for a group of candidates for magistrates.

3. The Commission prepares a list of candidates selected according to the approved criteria and the score accumulated by them. The Commission submits the list and the contest results to the Director of the School, who shortlists the selected trainers and sends this shortlist for approval by the Management Council.

4. After one year of probation the contracted trainer is evaluated and either approved or dismissed.

The decision of the Management Council on Criteria for Selection of Trainers of the School of Magistrates, approved in 2009, also includes the list of documents to apply for the position of a trainer, the trainers' duties, the specific obligations of trainers for continuing training, the methods to assess trainers during the initial training and the continuing training and causes justifying the refusal of the School to hire the trainer further.

The School started training of trainers approximately 10 years ago. The School has approved the position of a staff member responsible for monitoring the trainers for compliance with prescribed training methodology. The institution provides ToT courses based on the approved curriculum. Specialized ToT courses are organized in certain specific areas (as, for instance, ToT on anti-corruption, cybercrimes, etc.). Some ToT activities are carried out with the support of the French National School for the Judiciary. Depending on the trainers' needs the ToT is organized for two days from 9:30 to 16:00 at least once a year. The ToT development process was also assisted by the expert Otilia Pacurari from Romania.

Trainers are assessed by means of anonymous questionnaires filled in by trainees and by feedback from chief trainers responsible for a certain subject. The trainers' assessment results are discussed by the respective trainer and the Director of the School.

Trainers participate in joint meetings or round tables where they discuss applied teaching techniques and share experience within the network of trainers.

ToT is mandatory for new trainers.

Conclusions on positive practices related to trainers

The School has full-time trainers. The strategic goals of the School include increasing the number of full-time trainers.

Criteria for selection of trainers and their rights and obligations are described in the statute for the trainer.

Trainers' selection may include testing candidate's teaching knowledge and skills in a practical exercise with the participants in the initial training course.

The School conducts a general ToT at least once a year.

Trainers participate in joint meetings or round tables where they discuss applied teaching techniques and share experience within the network of trainers.

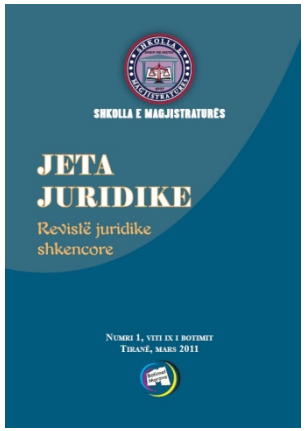
School Library and Publications

The School library has approximately 10 thousand books, brochures and magazines. The School has a reading room. The books are kept in the reading room and in bookcases along the corridor of the School. The library uses American software that allows trainees or trainers to search the literature by a number of criteria. The Library of the School procures literature on the basis of consultations with trainees and trainers. Every year around EUR 1500 are spent for this purpose. The School subscribes to a few periodic publications. The School has a shortage of space for its library and lacks sufficient financial resources for purchasing publications.

Library's reading room

Curriculum and teaching materials are updated free of charge by trainers. They are paid from the School's budget or by donations if a curriculum or teaching materials for a new study subject must be developed.

The School of Magistrates publishes manuals in compliance with the Regulations on Publication of Scientific Papers of the School of Magistrates. According to the approved regulations the School is entitled to publish manuals on law subjects related to the School's training program. Moreover, the School has approved the Internal Regulations of the Magazine "Legal Life", a quarterly publication in Albanian. Usually the summary of the magazine contains a few sections as follows: theoretical articles, legal opinions and debates, introduction in new legislation, introduction in judicial practice, knowledge of the international experience, lawyers' articles/opinions, work of the School of Magistrates, summary of articles in English.



Periodical magazine of the School of Magistrates

Conclusions on positive practices related to providing the School with the necessary legal literature

The School has developed the practice of budgeting funds for publication of its own manuals and scientific research.

The School issues the quarterly publication “Legal Life” in Albanian.

Communication and Information

The School uses a web page that has lately been modernized (see the link: http://www.magjistratura.edu.al/59-te-tjeret-per-ne.html?lang=2#49).

Information posted on the web page is also translated in English by one of the School's staff member. Now the School has two databases in place. One of them is dedicated to the judgments of the Supreme Court of Justice, the second one hosts the decisions and judgments of the European Court of Human Rights delivered against Albania.

Conclusions on positive practices related to communication and information

Information posted on the web page is translated in English by one of the School's staff members and donors and stakeholders have access to information on the work of the School.

The School develops its own legal databases useful for participants in the initial and continuing training courses.

National and International Cooperation

The Director decides how funds provided by donors will be used. The major assistance effort is focused on the implementation of the continuing training program. Donors seldom provide funds for improvement or repair of the School's building.

The School convenes donors for round tables to establish assistance areas. To do this, the School sends the calendar of courses for continuing training to donors before the meeting so that they can choose the assistance areas in advance.

If the continuing training is organized with donors' support, they pay foreign trainers and cover expenses for coffee breaks and training materials, while the School pays the national trainers.

To conduct experience-sharing programs and to benefit from the consultancy of specialists from similar institutions the School of Magistrates from Albania has signed cooperation agreements. Thus, cooperation agreements have been signed with schools of magistrates from France, Macedonia, Kosovo, Bulgaria, Germany, Croatia, and Bosnia and Herzegovina. The School is developing a Memorandum of Cooperation with the Justice Academy of Turkey. Cooperation agreements offer the possibility to share experts and trainers, to organize training activities, including ToT, and study visits, to improve the management processes in the School, as, for instance, the improvement of the School's staff and trainers recruitment process. To ensure the support necessary for implementation of provisions of the cooperation agreements, the School of Magistrates of Albania requested and obtained financial assistance from the embassies of France and Spain in Tirana.

The School has developed and maintains close relations with the civil society and invites mass media representatives to the most important events in the School (for instance, to announce the admission competition, to inform the public about simulated trials organized by trainees during the 2nd year of study or about events related to trainees graduation, etc.).

Conclusions on positive practices related to the international cooperation

Cooperation agreements signed by the School enable it to share experts and trainers, to organize training activities, including ToT, and study visits and to improve management processes within the School.

To ensure the support necessary for implementation of provisions of the cooperation agreements, the School of Magistrates of Albania requested and obtained financial assistance from the embassies of France and Spain in Tirana.

School's Office. Equipment.

School's Office

The School occupies the upper floor of a three-story building. The lower floors host a higher education institution.

Training activities are carried out mainly in the premises of the School. There is a conference room fitted with microphones for every participant and simultaneous interpretation equipment. The School has also a study room for the initial training, a computer room, a canteen, a library and rooms for the administrative staff. The School staff believes that it does not have enough rooms for training or space for staff offices.

The School has a server and, from donations, around 20 computers and 17 laptops. The Internet is accessible everywhere within the School. The staff uses an intranet network. The School has an employee responsible for management of the web page, computers and software.

Conclusions on positive practices related to equipment of the office of the School of Magistrates

The Internet is accessible everywhere within the School.

All software used within the School is licensed under a cooperation agreement signed with a private company

Financial Resources

The School of Magistrates has its own budget, appropriated separately from the state budget. The institution may accept donations and accumulate funds from sales of its own publications or papers, from payments for training of third parties and from other legal sources.

The budget of the School amounts to around EUR 400,000 a year. It is used to cover the administrative expenses of the School, wages, initial and continuing training courses and publication of legal literature. The implementation of the continuing training program and issue of some publications is also supported by donors (for instance, by UNICEF, UNDP, European Commission).

The School is subject to external audit carried out either by the Court of Accounts or, as part of a systematic process, by the Ministry of Justice.

ANNEX 7 - ICMS Training Report- June

RULE OF LAW INSTITUTIONAL STRENGTHENING PROGRAM

REPORT ON TRAINING ACTIVITIES ORGANIZED IN

JUNE, 2012

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Overview

This report contains information about the training activity by the Rule of Law Institutional Strengthening Program (ROLISP) for the period June 25-29, 2012. It is a summary of all the training activities for courts staff (Secretaries).

The trainings for court staffs were in the

Integrated Case Management System (ICMS) - Version 2.0;

This report has the following sections:

TRAINING TOPICS: the structure of training course for each specialized program;

TRAINING BENEFICIARIES: list of the courts and number of beneficiaries;

MAP OF TRAINING BENEFICIARIES: map of the courts where the trainees work;

PHOTO GALLERY: photo gallery of the training activities;

EVALUATION RESULTS: graphical presentation of the evaluation results;

TRAINING COURSE AGENDA: topics of the training;

LISTS OF TRAINEES AND EVALUATION FORM: lists of trainees for each training day and the training evaluation form;

The training activities had the goal of developing the abilities and skills of court staffs (secretaries) in the use of the Integrated Case Management System (ICMS) – Version 2.0.

The training courses were conducted at the National Institute of Justice training room. Interactive methods were used to teach the following topics for the specialized software Integrated Case Management System (ICMS) – registration of simulated cases;

Training Topics

Topics covered:

Integrated Case Management System (ICMS) – Version 2.0

Main objectives of the Integrated Case Management System (ICMS)

Integrated Case Management System (ICMS) – functions

The possibilities of the system

User instructions

Case registration

Case management

Case archiving

Listing and editing the circuit of summons

Calendar of activities

Administration of the Integrated Case Management System (ICMS)

Settings in the Integrated Case Management System (ICMS)

My notifications

Statistical reports

Training Agenda

LIST OF THE COURTS AND NUMBER OF TRAINEES: June 25 – 29, 2012:

No	**Court name**	**Total number of trainees** (Secretaries) in ICMS
	Bălţi Court of Appeal	4
	Bender Court of Appeal	3
	Cahul Court of Appeal	2
	Comrat Court of Appeal	2
	Anenii Noi District Court	2
	Bălţi District Court	2
	Basarabeasca District Court	3
	Bender District Court	2
	Briceni District Court	3
	Cahul District Court	2
	Călăraşi District Court	2
	Cantemir District Court	2

	Căuşeni District Court	3
	Ciadîr Lunga District Court	4
	Cimişlia District Court	1
	Ciocana District Court, Chişinău	3
	Circumscription Commercial Court	4
	Drochia District Court	2
	Dubăsari District Court	2
	Făleşti District Court	1
	Floreşti District Court	4
	Glodeni District Court	2
	Ialoveni District Court	3
	Leova District Court	2
	Military District Court, Chisinau	3
	Ocniţa District Court	3
	Orhei District Court	1
	Rîşcani District Court	3
	Şoldăneşti District Court	1
	Soroca District Court	3
	Ştefan Vodă District Court	4
	Străşeni District Court	3
	Taraclia District Court	3
	Teleneşti District Court	2
	Ungheni District Court	4
	Vulcăneşti District Court	1
	TOTAL	**91**

Map of training Beneficiaries

Photo Gallery

Photo Gallery on Google Picasa web albums:

(Ctrl+Click to follow link)

ICMS Training, June 25-29 2012

BALTI

Court name	Number of trainees
Bălţi Court of Appeal	4
Bălţi District Court	2
Briceni District Court	3
Drochia District Court	2
Glodeni District Court	2
Ocniţa District Court	3
Rişcani District Court	3
Şoldăneşti District Court	1
Soroca District Court	3
Fălesti District Court	1
Floreşti District Court	4
Ungheni District Court	4
Teleneşti District Court	2
TOTAL	**34**

CHISINAU

Court name	Number of trainees
Ciocana District Court, Chişinău	3
Circumscription Commercial Court	4
Military District Court, Chisinau	3
Basarabeasca District Court	3
Orhei District Court	1
Călăraşi District Court	2
Ialoveni District Court	3
Cimişlia District Court	1
Străşeni District Court	3
TOTAL	**23**

BENDER

Court name	Number of trainees
Bender Court of Appeal	3
Anenii Noi District Court	2
Bender District Court	2
Căuşeni District Court	3
Dubăsari District Court	2
Ştefan Vodă District Court	4
TOTAL	**16**

CAHUL

Court name	Number of trainees
Cahul Court of Appeal	2
Cahul District Court	2
Leova District Court	2
Cantemir District Court	2
Taraclia District Court	3
TOTAL	**11**

COMRAT

Court name	Number of trainees
Comrat Court of Appeal	2
Ciadîr Lunga District Court	4
Vulcăneşti District Court	1
TOTAL	**7**

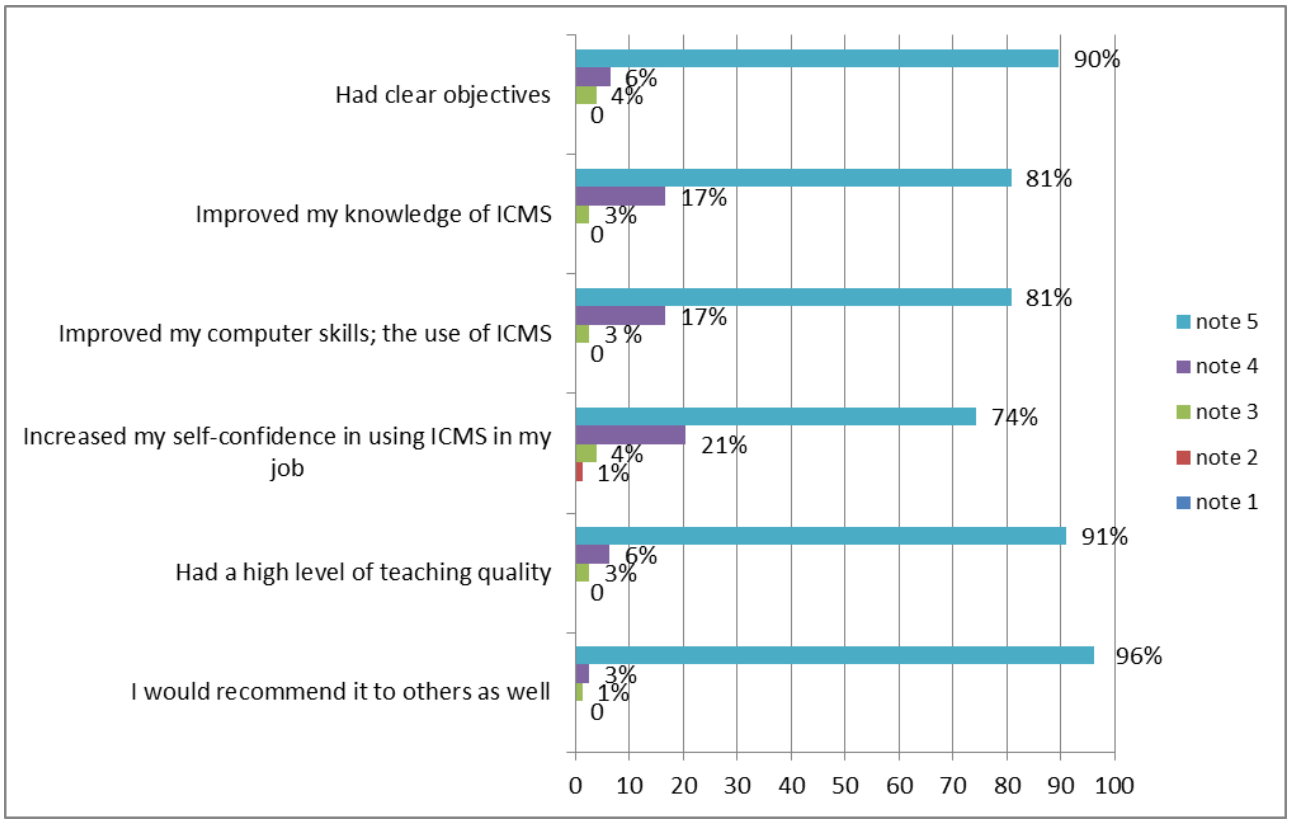
r each day (see Annex nr. 1)

ssed using an Ev n Form (See Annex No. 3

The evaluation forms were analyzed and the results are graphically pr
percentages of the total number of questionnaires completed by the
staff).

5.1. THE TRAINING COURSE: (%)

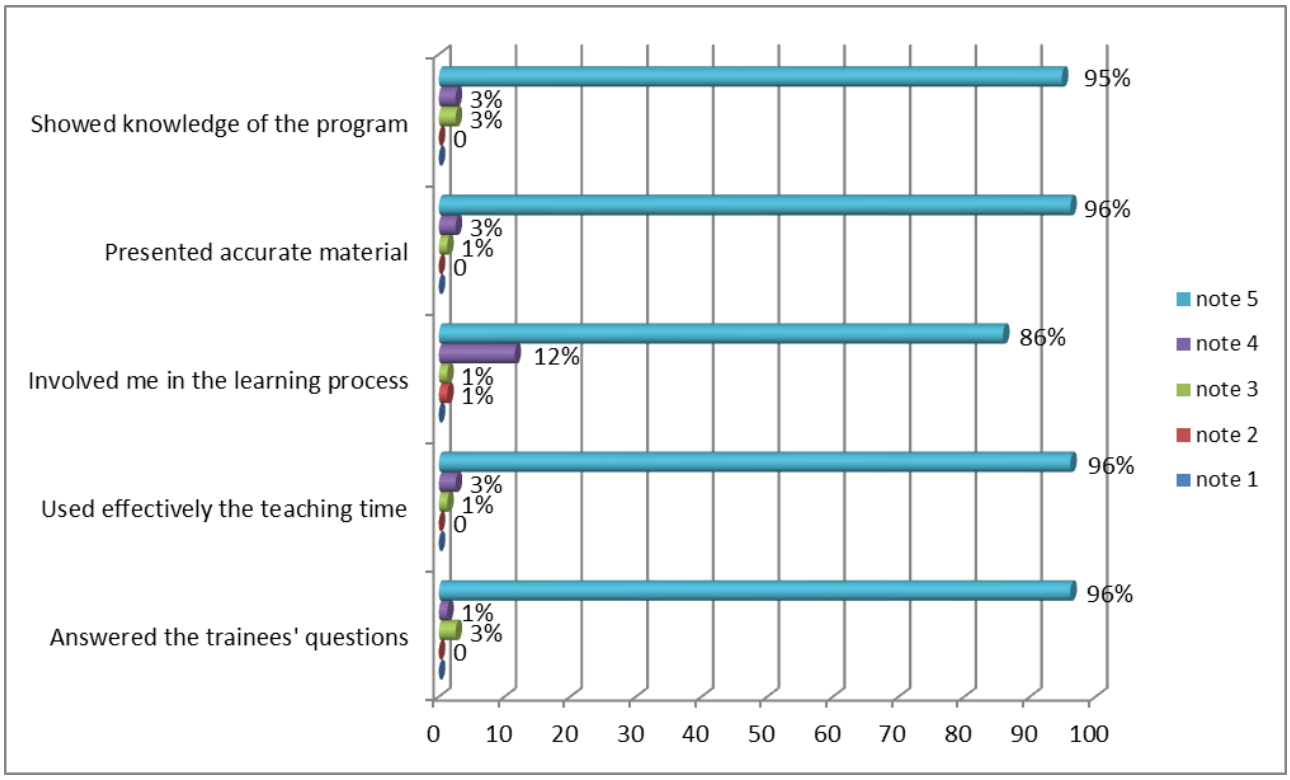
(Grade *each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.1. The training course (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Had clear objectives	-	-	3	5	69
2	Improved my knowledge of ICMS	-	-	2	13	63
3	Improved my computer skills; the use of ICMS.	-	-	2	13	63
4	Increased my self-confidence in using ICMS in my job	-	1	3	16	58
5	Had a high level of teaching quality	-	-	2	5	71
6	I would recommend it to others as well	-	-	1	2	75

5.2. The Trainer: (%)

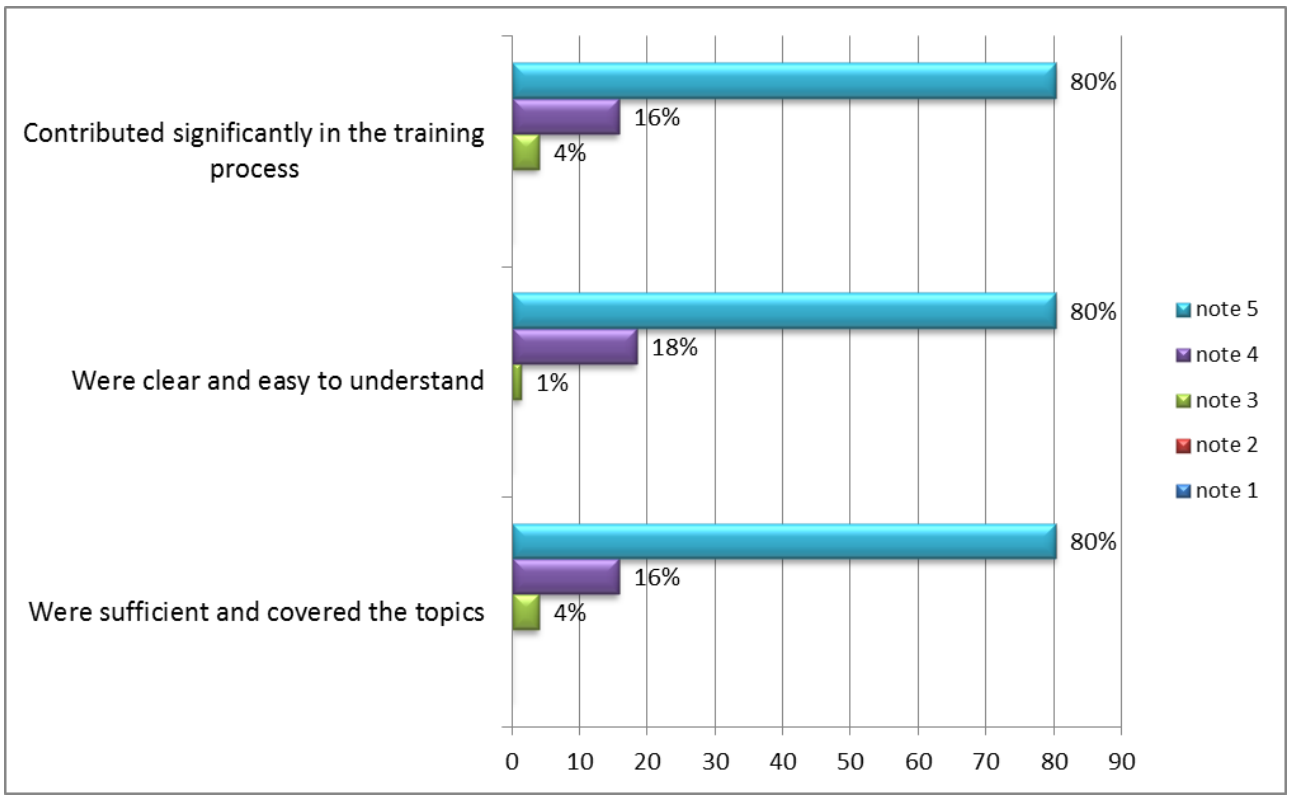
(*Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.2. The Trainer: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Showed knowledge of the program	-	-	2	2	74
2	Presented accurate material	-	-	1	2	75
3	Involved me in the learning process	-	1	1	9	67
4	Used effectively the teaching time	-	-	1	2	75
5	Answered the trainees' questions	-	-	2	1	75

5.3. THE TEACHING MATERIALS: (%)

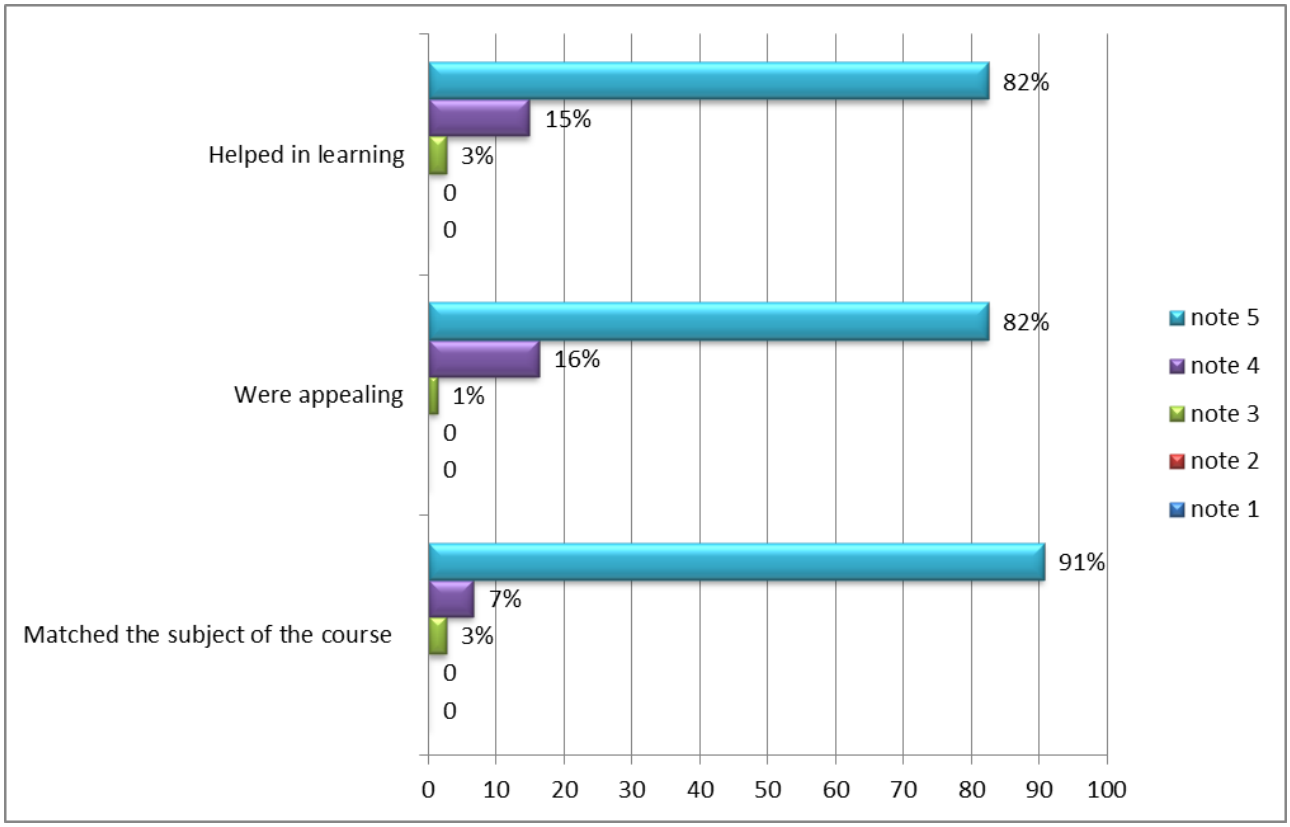
(*Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.3. The teaching materials: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Contributed significantly in the training process	-	-	3	12	61
2	Were clear and easy to understand	-	-	1	14	61
3	Were sufficient and covered the topics	-	-	3	12	61

5.4. THE TEACHING METHODS: (%)

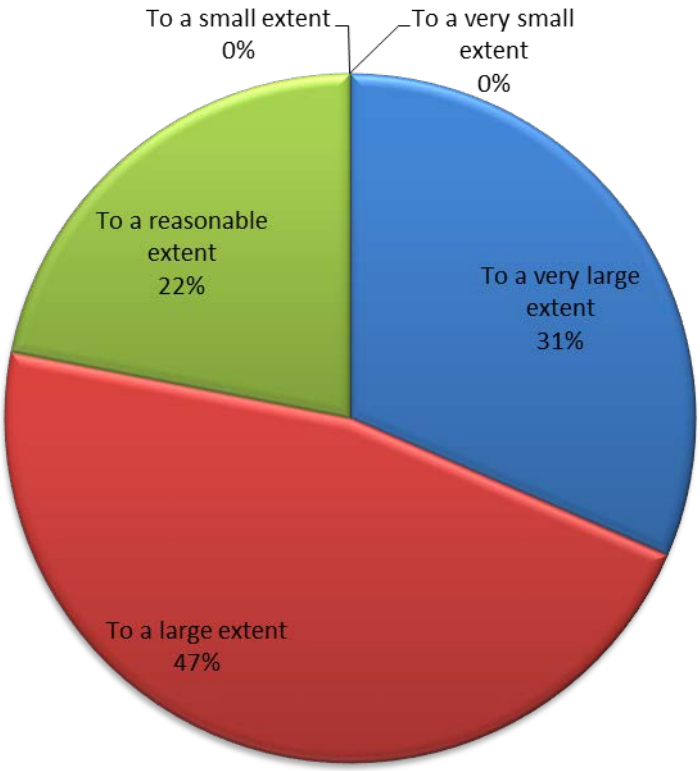
(*Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.4. The teaching methods: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Helped in learning	-	-	2	11	61
2	Were appealing	-	-	1	12	61
3	Matched the subject of the course	-	-	2	5	68

5.5. TO WHAT EXTENT HAVE THE TOPICS DISCUSSED IN THE TRAINING MET YOUR EXPECTATIONS? (%)

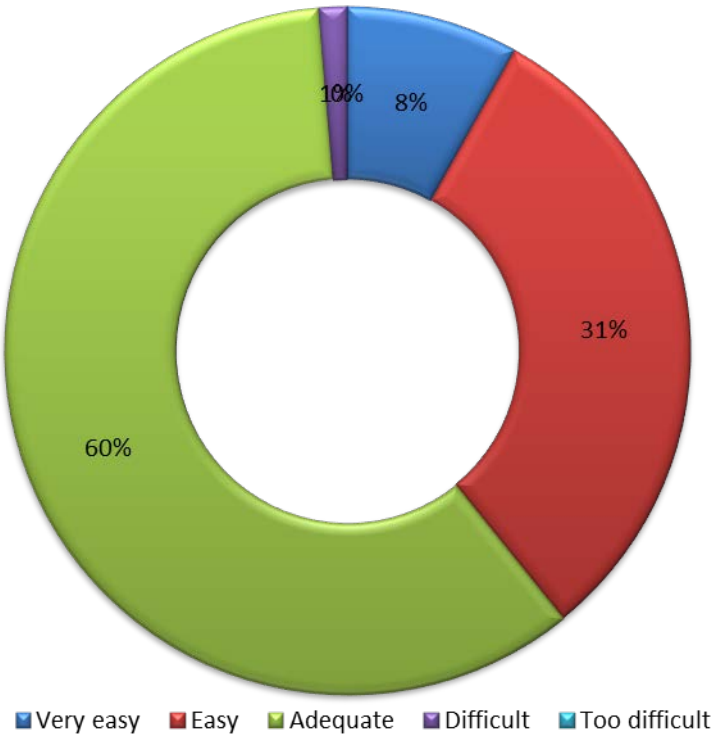
(1.To a very large extent; 2. To a large extent; 3. To a reasonable extent; 4. To a small extent; 5. To a very small extent.)



5.5. To what extent have the topics discussed within the training met your expectations? (No abs)		
1	To a very large extent	23
2	To a large extent	34
3	To a reasonable extent	16
4	To a small extent	-
5	To a very small extent	-

5.6. EVALUATE THE LEVEL AT WHICH THE TOPICS WERE COVERED: (%)

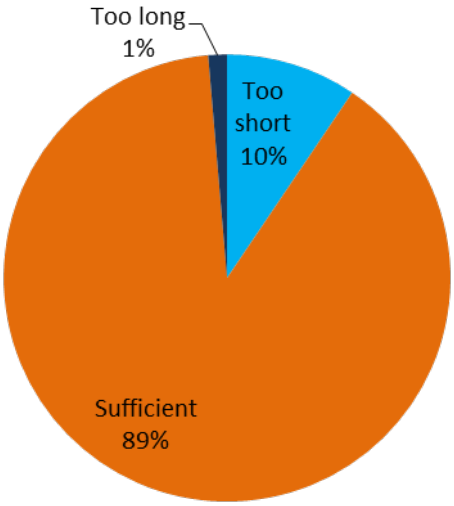
(1. Very easy; 2. Easy; 3. Adequate; 4. Difficult; 5. Too difficult.)



5.6. Evaluate the level at which the topics were covered: (No abs)		
1	Very easy	6
2	Easy	23
3	Adequate	44
4	Difficult	1
5	Too difficult	-

5.7. THE TEACHING TIME SEEMED TO YOU: (%)

(1. Too short; 2. Sufficient; 3. Too long)



5.7. The teaching time seemed to you: (No abs)		
1	Too short	7
2	Sufficient	66
3	Too long	1

5.8. WHAT DO YOU THINK WERE THE STRONG POINTS OF THIS TRAINING COURSE?

Presentation of a more efficient and more convenient way of working with the Integrated Case Management System. ***(3 comments)***

Clear way of use of ICMS. ***(3 comments)***

Trainer's teaching quality. ***(2 comments)***

Explanation of some details of ICMS that were unclear but necessary for my work.

The software seemed interesting and mostly easy to use.

Trainer's good knowledge of the software.

Practical use of the information provided by trainers. ***(2 comments)***

I think in my case all points and topics were strong points. ***(2 comments)***

Training on ICMS, a profound study of all its functionalities; I learned things I have never known.

Presentation of necessary information.

Topic of judgments publication on the court's web page.

Highly qualitative organization of the training course; the questions to be discussed were discussed.

The course improved the level of knowledge of ICMS considerably.

Theoretical knowledge was combined with the practical.

I improved my proficiency in using ICMS.

The whole training course was entertaining and beneficial.

The training course contributed considerably to court clerks' work, making it much easier and as simple as possible.

Practical work. Individual work. Combination of the theory with practice.

I think the strong points consisted in court clerk and judge's work, which improved my knowledge.

I think the strong point of the training course related to saving summons.

I think the strong point of the training course on ICMS consisted in enforcement of judgments.

I think the strong points of this training course consisted in the way all issues and questions of court clerks addressed to the trainer were explained and solved.

Improvement of knowledge on operation and use of the software.

The training course was accessible for the participants, even for those who used ICMS software for the first time.

The information of this training course was presented in a very good and easy to understand way.

I think new things, which we had not known previously, were explained.

It was a very successful training course, especially for the newly-employed court staff.

Personally I learned many new things and I think this will help in my work. ***(2 comments)***

It enhanced my work capacity and made my job easier.

Clarity of the explanation of the software.

The emphasis was made on new elements of the software. We had real possibility to tackle our knowledge gaps in respect to the Integrated Case Management System.

It improved skills of working with the Integrated Case Management System (ICMS).

I acquired lots of information within a short time period; it was a very clear course. ***(3 comments)***

Participants' involvement in the training course.

I think the strong points of this training course consisted in reducing court clerk's overlapped work.

Possibility to learn and, at the same time, to perform actions within the software, to practice working on a computer and to ask questions during the course.

Logical sequence of explanations of the studied topics.

5.9. WHAT DO YOU THINK THE WEAK POINTS OF THE TRAINING COURSE WERE?

I think there were no weak points of the training course. ***(13 comments)***

I think only one day of training is not enough to remember all. ***(2 comments)***

I had not seen any weak points of the training course.

The training course seemed interesting to me and I had not noticed any weak points in it.

The software features many subtleties that require more time to learn.

Little attention was paid to the Court Hearings Calendar.

I think that sometimes the course should have focused more on court clerks' work.

5.10. How do you intend to use the knowledge and skills acquired during the training course further?

In my daily work. ***(25 comments)***

I think to inform my workmates and to use the software correctly as learned.

I will try to access this software as often as possible, least I should avoid what I have learned, and, maybe, to participate in such training courses as often as possible.

To use them in practice, to work with the software more.

I want to use them more efficiently and to apply them in the future.

As extensively as possible, helping my workmates with issues they have in using ICMS 2.0.

I will use the knowledge and skills acquired during the training course in my work and they will help us very much in the future. ***(2 comments)***

Hopefully in the future we will have opportunities to participate in such courses to improve our knowledge.

I will use them in practice and will share my knowledge with other coworkers.

I will use all skills acquired today in my work.

I intend at least to try to work with this software.

I intend to use the knowledge acquired during the training course further in practice.

At work in the court where I work.

I think to share with my workmates what I have learned during this training course.

I will use the knowledge acquired during this course in practice of using the case management system in order to make the court work easier.

Yes, I think I should try and work with this software. ***(2 comments)***

5.11. Proposals

Let the training course last 2-3 days in order to allow a better learning and remembering of all the information.

Seminars should be organized more often. ICMS should be improved and used to facilitate the work in the court. ***(3 comments)***

I propose, and, indeed, this is desirable, that such seminars be organized as often as possible in order to acquire more knowledge.

Training of the staff of the Center for Special Telecommunications, who often do not know how to troubleshoot issues encountered by the court staff when using ICMS.

Organize such seminars repeatedly in the future. ***(2 comments)***

We want training intended to deepen our knowledge about the court hearing audio recording system Femida. ***(6 comments)***

I propose that seminars in this area be organized more often.

Organization of courses on using ICMS and Femida SRS for the novice court clerks.

Make the court clerk's work easier.

Let such kind of seminars be organized oftener.

To ensure a high level of use of this software in all courts, it is good to have a relevant specialist in every court or, as the case may be, to hold training courses regularly for newly employed staff.

Introduce modifications in the software exactly as required by court clerks. More time is needed for a deeper training.

Address software bugs that have been detected in the court work

I request that ICMS 3.0 be implemented in courts.

Organize training courses at the judges' offices in districts.

Let the participants in the course explain their work and difficulties they have encountered in more details.

6. Annexes

6.1. Annex No. 1. List of trainees for each day

Day 1 : June, 25 2012

No	Name, surname	Position	Court name
1	Romanciuc Olesea	Secretary	Călăraşi District Court
2	Pelin Tatiana	Secretary	Ungheni District Court

3	Păun Nicoleta	Secretary	Military District Court
4	Шилова Снежана	Secretary	Ciadîr Lunga District Court
5	Puica Eudochia	Secretary	Făleşti District Court
6	Rizova Ludmila	Secretary	Taraclia District Court
7	Gorlenco Inga	Secretary	Cahul District Court
8	Ostafi Natalia	Secretary	Cantemir District Court
9	Badel Veronica	Secretary	Drochia District Court
10	Varvarici Cristina	Secretary	Ciocana District Court, Chişinău
11	Ţarălungă Ecaterina	Secretary	Bălţi Court of Appeal
12	Blaj Eleonora	Secretary	Bălţi Court of Appeal
13	Станчева Л. В.	Secretary	Ciadîr Lunga District Court
14	Cojocaru Nadejda	Secretary	Ştefan Vodă District Court
15	Gherasimovici Liuba	Secretary	Ştefan Vodă District Court
16	Tipa Ana	Secretary	Teleneşti District Court
17	Pavlov Elena Ion	Secretary	Dubăsari District Court
18	Railean Tatiana	Secretary	Floreşti District Court

Day 2 : June, 26 2012

No	Name, surname	Position	Court name
1	Antonova Ecaterina	Secretary	Ungheni District Court
2	Мечикарь Елена	Secretary	Ciadîr Lunga District Court
3	Торчу Татьана	Secretary	Ciadîr Lunga District Court
4	Palii Tatiana	Secretary	Ocniţa District Court
5	Pavlovschi Dina	Consultant	Şoldăneşti District Court
6	Stolearenco Tamara	Secretary	Căuşeni District Court
7	Plămădeală Ludmila	Secretary	Bălţi District Court
8	Nica Irina	Secretary	Military District Court
9	Guglea Ala	Secretary	Cahul Court of Appeal
10	Petucovschi Diana	Secretary	Bălţi Court of Appeal
11	Chirca Viorica	Secretary	Bălţi Court of Appeal
12	Boghi Mihaela	Secretary	Circumscription Commercial Court
13	Lupaşco Oxana	Secretary	Circumscription Commercial Court
14	Stratu Victor	Secretary	Basarabeasca District Court
15	Danu Olga	Consultant	Bender Court of Appeal
16	Pşeniţa Denis	Secretary	Briceni District Court
17	Guţu Olga	Secretary	Anenii Noi District Court
18	Dabija Ana	Secretary	Călăraşi District Court
19	Bonbuţa Mariana	Secretary	Anenii Noi District Court

Day 3 : June, 27 2012

No	Name, surname	Position	Court name
1	Pelin Liliana	Secretary	Străşeni District Court
2	Gurjni Angela	Secretary	Rîşcani District Court
3	Coţuc Oxana	Secretary	Rîşcani District Court
4	Bastiuc Anna	Secretary	Rîşcani District Court
5	Gospodarenco Tatiana	Secretary	Military District Court
6	Melnic Tatiana	Secretary	Glodeni District Court
7	Cocostirco Aliona	Secretary	Vulcăneşti District Court
8	Durlescu Alexei	Secretary	Cimişlia District Court
9	Munteanu Cristina	Secretary	Soroca District Court
10	Cervatiuc Mariana	Secretary	Ocniţa District Court
11	Hasan Silvia	Secretary	Leova District Court
12	Oboroc Vladimir	Secretary	Ungheni District Court
13	Postică Natalia	Secretary	Ungheni District Court
14	Savin Oxana	Secretary	Orhei District Court
15	Suruceanu Maria	Secretary	Ialoveni District Court
16	Manduca Maria	Secretary	Cantemir District Court
17	Ciobanu Andrei	Secretary	Bender District Court
18	Gortolomei Petru	Secretary	Căuşeni District Court

Day 4 : June, 28 2012

No	Name, surname	Position	Court name
1	Marit Aliona	Secretary	Dubăsari District Court
2	Roman Mihai	Secretary	Glodeni District Court
3	Aprodu Ecaterina	Secretary	Străşeni District Court
4	Vameş Natalia	Secretary	Briceni District Court
5	Bragarenco Svetlana	Secretary	Ştefan Vodă District Court
6	Poiană Victoria	Secretary	Ialoveni District Court
7	Albu Olga	Secretary	Bender District Court
8	Furtună Anna	Secretary	Taraclia District Court
9	Traci Anna	Secretary	Bender Court of Appeal
10	Severin Svetlana	Secretary	Cahul Court of Appeal
11	Ceretcu Daniela	Secretary	Drochia District Court
12	Railean Tatiana	Secretary	Floreşti District Court
13	Postolachi Mariana	Secretary	Soroca District Court
14	Perşinov Ana	Secretary	Basarabeasca District Court
15	Niculiţă Lilia	Secretary	Basarabeasca District Court
16	Ciobanu Mariana	Secretary	Leova District Court
17	Sînică Anna	Secretary	Ciocana District Court, Chişinău
18	Eşanu Diana	Secretary	Teleneşti District Court

Day 5 : June, 29 2012

No	Name, surname	Position	Court name
1	Hilotii Polina	Secretary	Circumscription Commercial Court
2	Bulai Galina	Secretary	Ştefan Vodă District Court
3	Mahu Elena	Secretary	Floreşti District Court
4	Sochircă Silvia	Secretary	Ocniţa District Court
5	Bandalac Stela	Secretary	Briceni District Court
6	Ajdej Svetlana	Secretary	Cahul District Court
7	Cheleş Natalia	Secretary	Comrat Court of Appeal
8	Mihnioglo Elena	Secretary	Comrat Court of Appeal
9	Vasluian Ina	Secretary	Căuşeni District Court
10	Tincu Ludmila	Secretary	Soroca District Court
11	Munteanu Margareta	Secretary	Floreşti District Court
12	Tataru Lucia	Secretary	Ialoveni District Court
13	Creţu Rodica	Secretary	Circumscription Commercial Court
14	Focşa Elena	Secretary	Bender Court of Appeal
15	Деривалкова Мария	Secretary	Taraclia District Court
16	Baltaga Olga	Secretary	Străşeni District Court
17	Vasilos Snejana	Secretary	Bălţi District Court
18	Sarsarici Corina	Secretary	Ciocana District Court, Chişinău

6.2. Annex No. 2. Training Course Agenda

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Instituțiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

Training Course Agenda:

INTEGRATED CASE MANAGEMENT SYSTEM

Version 2.0

General goals of the training course

In terms of knowledge and understanding:

Understanding of the operation and use of the Integrated Case Management System;

Knowledge of the regulatory framework in force on use of the Integrated Case Management System;

Awareness of the role of the court clerk using the Integrated Case Management System.

In terms of application:

Management of cases by the court clerk through the Integrated Case Management System after the case trial is closed.

Publication of court judgments on the web page of the court.

In terms of integration:

Awareness of the way of cooperation between a court clerk user and other users within the Integrated Case Management System.

Contribution to observance of court users' rights and interests by efficient use of the Integrated Case Management System.

Contribution to an efficient case management within the court of law.

09.00 – 10.30	Main goals of the Integrated Case Management System and its benefits for users and court users. General description of the Integrated Case Management System and the role of a court clerk user. Case management (all cases, my cases, challenged cases, cases subject to enforcement) Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
10.30 – 10.45	Coffee break
10.45 – 12.15	Case management until the hearing (general data on the case, participants, documents).

	Summons. Listing and editing of the summons flow. Use of templates. Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
12.15 – 13.15	Lunch
13.15 – 14.45	Minutes. Use of templates. Appeals; Enforcement of judgments. Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
14.45 – 15.00	Coffee break
15.00 – 16.45	Case summary. Case actions card; Calendar of tasks. Calendar of court hearings. Creation of a personal calendar. Printing the list of cases scheduled for trial. <u>Final assessment of the course/knowledge: working with a case by a court clerk user within the Integrated Case Management.</u>

	Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*

6.3. Annex No. 3. Training evaluation form

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Instituțiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

TRAINING EVALUATION FORM

Date :		Court:	
First name, Last name		Position:	

Please the grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree. Check just one grade for each statement.

The training course:

	1	2	3	4	5
Had clear objectives					
Improved my knowledge of ICMS					
Improved my computer skills; the use of ICMS					
Increased my self-confidence in using ICMS in my job					

Had a high level of teaching quality					
I would recommend it to others as well					

The trainer:

	1	2	3	4	5
Showed knowledge of the program					
Presented accurate material					
Involved me in the learning process					
Used effectively the teaching time					
Answered the trainees' questions					

The teaching materials :

	1	2	3	4	5
Contributed significantly in the training process					
Were clear and easy to understand					
Were sufficient and covered the topics					

The teaching methods:

	1	2	3	4	5
Helped in learning					
Were appealing					
Matched the subject of the course					

To what extent have the topics discussed within the training met your expectations?

☐ To a very large extent ☐ To a large extent ☐ To a reasonable extent

☐ To a small extent ☐ To a very small extent

Evaluate the level to which the topics were covered:

☐ Very easy ☐ Easy ☐ Adequate ☐ Difficult ☐ Too difficult

The teaching time seemed to you:

☐ Too short ☐ Sufficient ☐ Too long

To your opinion, what were the strengths of this training course?

……
…….

To your opinion, what were the weaknesses of this training course?

……
…….

How do you intend to further use the knowledge and skills acquired within the training?

……
…….

Suggestions

……
……
….

Thank you!

ANNEX 8 - ICMS Training Report – July

USAID FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Instituțiilor Statului de Drept

Rule of Law Institutional Strengthening Program

REPORT ON TRAINING ACTIVITIES ORGANIZED IN

July, 2012

July, 2012

Author: Mihai Grosu, Program Assistant

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Overview

The evaluation report contains information about the training activity within Rule of Law Institutional Strengthening Program (ROLISP) for the period of July 09-13, 2012. It is a summary of all the training activities for the courts staff (Secretaries).

The courses included trainings in the following software:

Integrated Case Management System (ICMS) - Version 2.0;

The Report consists of several sections:

TRAINING TOPICS: the structure of training course for each specialized program;

TRAINING BENEFICIARIES: list of the courts and number of beneficiaries;

MAP OF TRAINING BENEFICIARIES: graphical presentation of the training beneficiaries - map;

PHOTO GALLERY: banner of photo gallery for the training activities;

EVALUATION RESULTS: graphical presentation of the evaluation results;

TRAINING COURSE AGENDA: general goals of the training course;

LISTS OF TRAINEES AND EVALUATION FORM: lists of trainees in each training day and the training assessment tool;

The training activities have been aimed at developing the abilities and skills of the court staff (secretaries) in the use of the following specialized program: Integrated Case Management System (ICMS) – Version 2.0.

The training courses have been conducted at the National Institute of Justice training room. Interactive methods have been used to teach classes, as follows:

For the specialized software Integrated Case Management System (ICMS) – registration of simulated cases;

Training Topics

Topics covered:

Integrated Case Management System (ICMS) – Version 2.0

Main objectives of the Integrated Case Management System (ICMS);

Integrated Case Management System (ICMS) – functions;

The possibilities of the system;

User instructions;

Case registration;

Case management;

Case archiving;

Listing and editing the circuit of summons;

Calendar of activities;

Administration of the Integrated Case Management System (ICMS);

Settings in the Integrated Case Management System (ICMS);

My notifications;

Statistical reports.

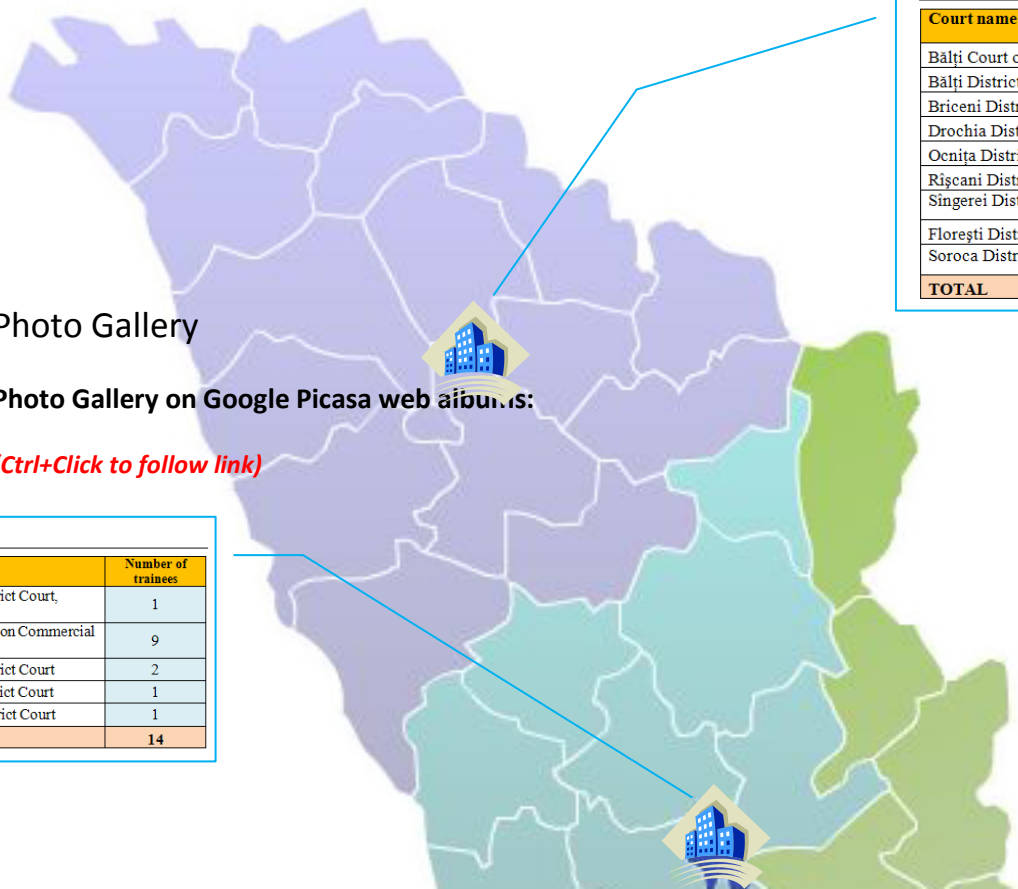
Training Agenda

LIST OF THE COURTS AND NUMBER OF TRAINEES: July 09 – 13, 2012:

No	**Court name**	**Total number of trainees** (court staff) in ICMS
	Bălţi Court of Appeal	6
	Bender Court of Appeal	3
	Cahul Court of Appeal	4
	Comrat Court of Appeal	2
	Bălţi District Court	7
	Bender District Court	4
	Briceni District Court	3
	Circumscription Commercial Court	9
	Comrat District Court	6

	Drochia District Court	1
	Dubăsari District Court	1
	Floreşti District Court	2
	Hînceşti District Court	1
	Ialoveni District Court	2
	Leova District Court	2
	Ocniţa District Court	1
	Rîşcani District Court	2
	Ciocana District Court, Chişinău	1
	Sîngerei District Court	3
	Soroca District Court	2
	Ştefan Vodă District Court	1
	Străşeni District Court	1
	Taraclia District Court	1
	TOTAL	**65**

Map of training Beneficiaries



BALTI

Court name	Number of trainees
Bălţi Court of Appeal	6
Bălţi District Court	7
Briceni District Court	3
Drochia District Court	1
Ocniţa District Court	1
Rîşcani District Court	2
Sîngerei District Court	3
Floreşti District Court	2
Soroca District Court	2
TOTAL	**27**

Photo Gallery

Photo Gallery on Google Picasa web albums:

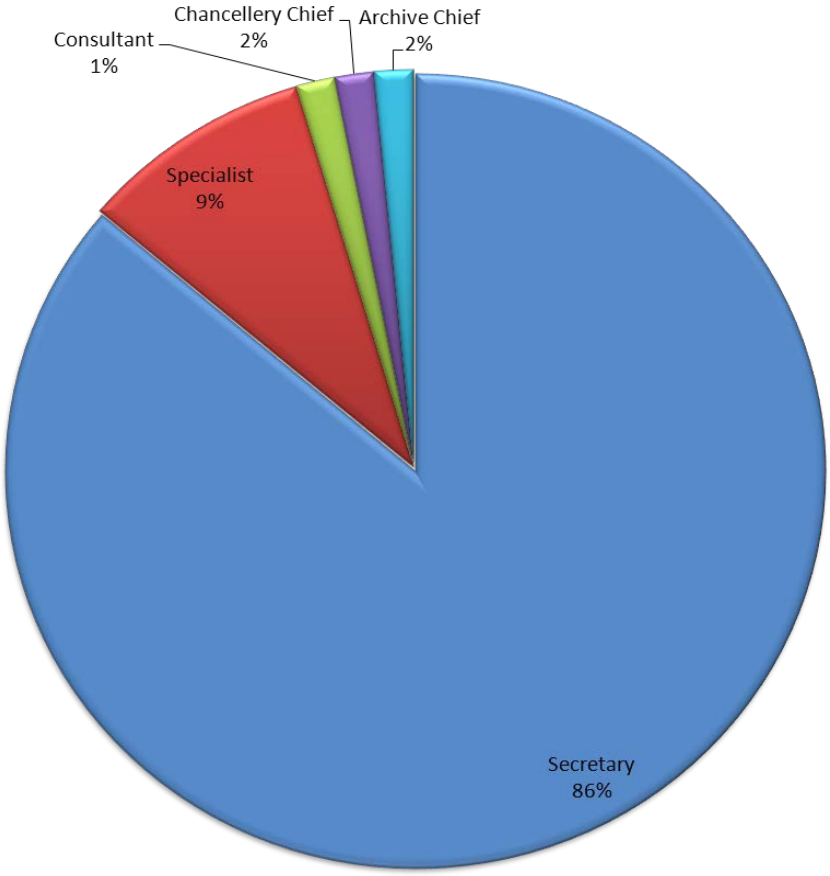
(Ctrl+Click to follow link)

CHISINAU

Court name	Number of trainees
Ciocana District Court, Chişinău	1
Circumscription Commercial Court	9
Ialoveni District Court	2
Străşeni District Court	1
Hînceşti District Court	1
TOTAL	**14**

ICMS Training July 09-13, 2012

List of beneficiaries for each day (see Annex nr. 1)



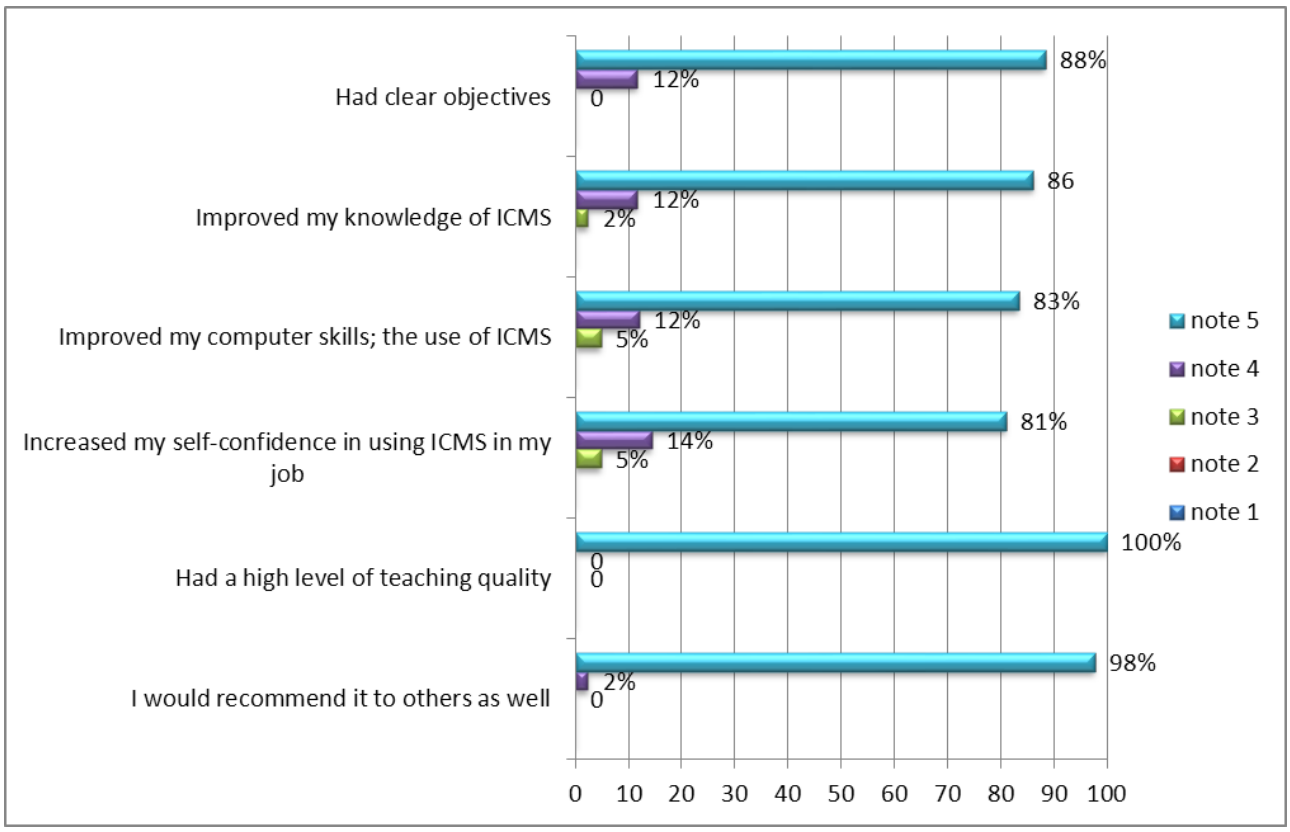
Evaluation Results.

The training activities have been assessed using an assessment tool – the Evaluation Form (See Annex No. 3)

The processed results of the evaluation are graphically presented below, as percentages of the total number of questionnaires completed by the trainees (the court staff).

5.1. THE TRAINING COURSE: (%)

(*The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)

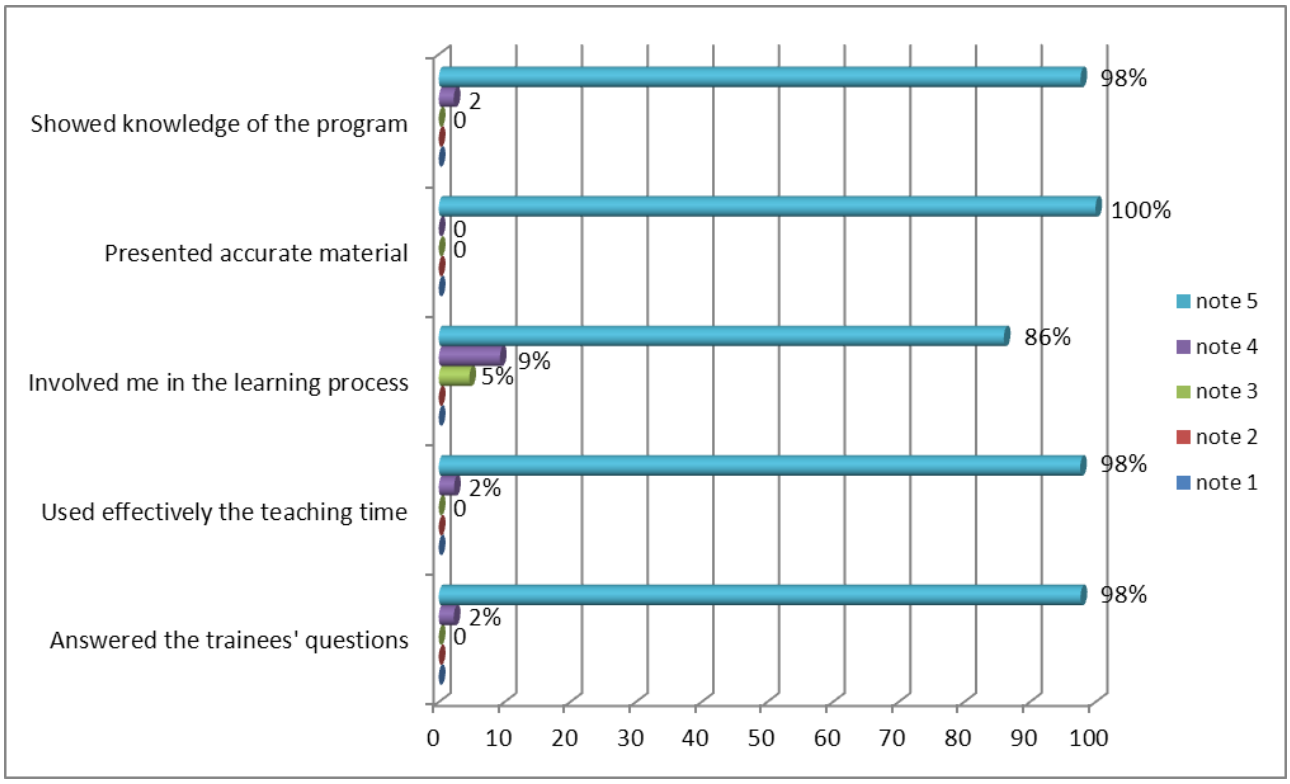


5.1. The training course (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Had clear objectives	-	-	-	5	38
2	Improved my knowledge of ICMS	-	-	1	5	37
3	Improved my computer skills; the use of ICMS.	-	-	2	5	35
4	Increased my self-confidence in using ICMS in my job	-	-	2	6	34
5	Had a high level of teaching quality	-	-	-	-	44

6	I would recommend it to others as well	-	-	-	1	42

5.2. THE TRAINER: (%)

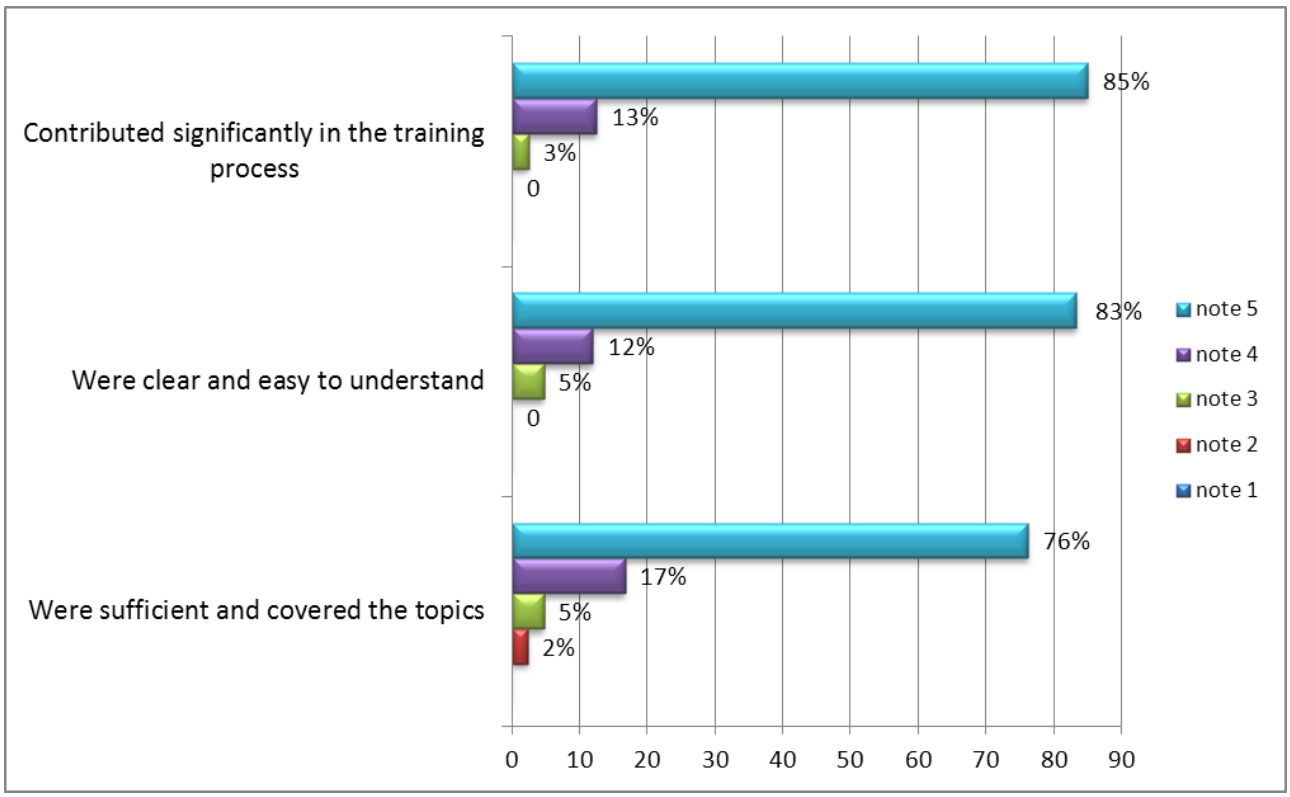
(*The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.2. The Trainer: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Showed knowledge of the program	-	-	-	1	43
2	Presented accurate material	-	-	-	-	43
3	Involved me in the learning process	-	-	2	4	37
4	Used effectively the teaching time	-	-	-	1	42
5	Answered the trainees' questions	-	-	-	1	43

5.3. THE TEACHING MATERIALS: (%)

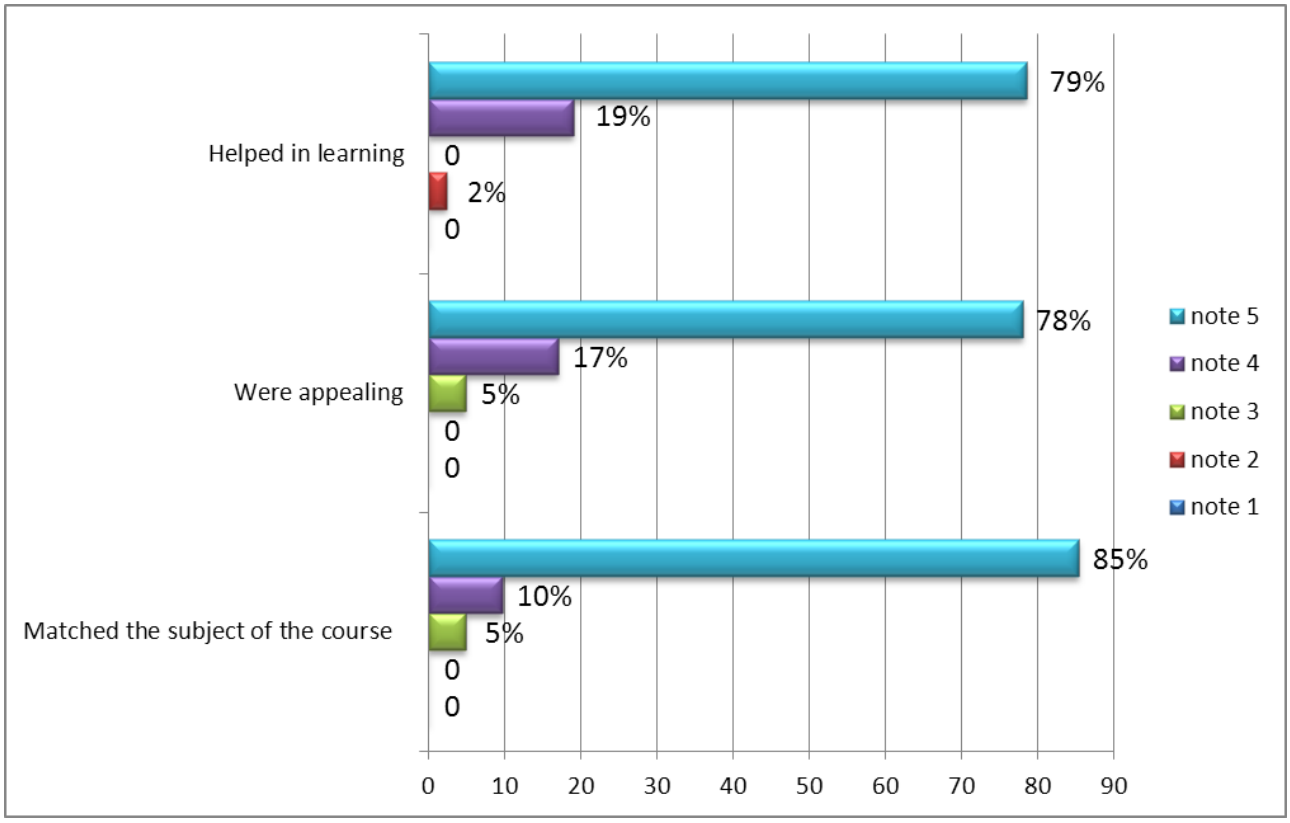
(*The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.3. The teaching materials: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Contributed significantly in the training process	-	-	1	5	34
2	Were clear and easy to understand	-	-	2	5	35
3	Were sufficient and covered the topics	-	1	2	7	32

5.4. THE TEACHING METHODS: (%)

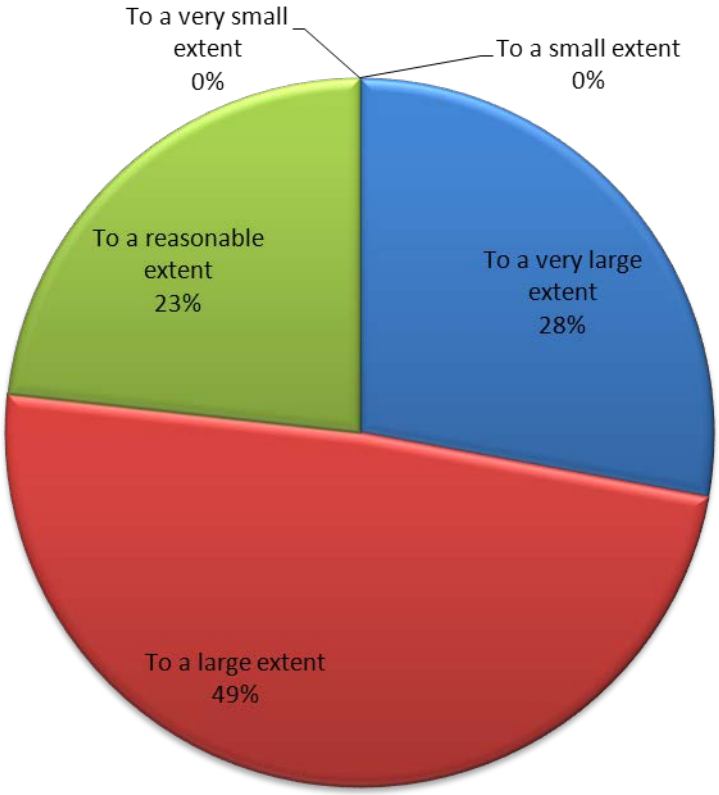
(*The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.4. The teaching methods: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Helped in learning	-	1	-	8	33
2	Were appealing	-	-	2	7	32
3	Matched the subject of the course	-	-	2	4	35

5.5. TO WHAT EXTENT HAVE THE TOPICS DISCUSSED WITHIN THE TRAINING MET YOUR EXPECTATIONS? (%)

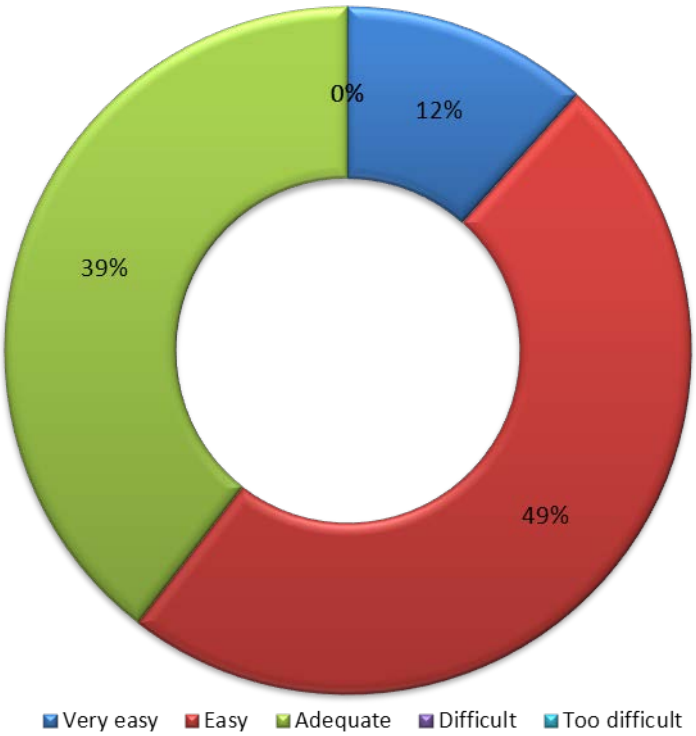
(1.To a very large extent; 2. To a large extent; 3. To a reasonable extent; 4. To a small extent; 5. To a very small extent.)



5.5. To what extent have the topics discussed within the training met your expectations? (No abs)		
1	To a very large extent	12
2	To a large extent	21
3	To a reasonable extent	10
4	To a small extent	-
5	To a very small extent	-

5.6. EVALUATE THE LEVEL TO WHICH THE TOPICS WERE COVERED: (%)

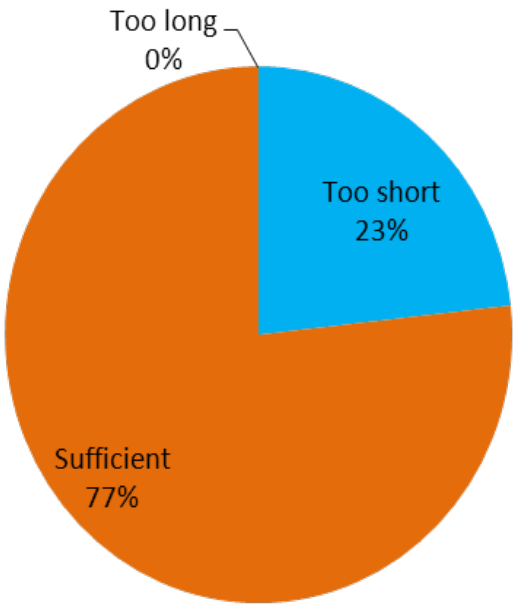
(1. Very easy; 2. Easy; 3. Adequate; 4. Difficult; 5. Too difficult.)



5.6. Evaluate the level to which the topics were covered: (No abs)		
1	Very easy	5
2	Easy	21
3	Adequate	17
4	Difficult	-
5	Too difficult	-

5.7. THE TEACHING TIME SEEMED TO YOU: (%)

(1. Too short; 2. Sufficient; 3. Too long)



5.7. The teaching time seemed to you: (No abs)		
1	Too short	10
2	Sufficient	33
3	Too long	-

5.8. WHAT DO YOU THINK THE STRONG POINTS OF THIS TRAINING COURSE WERE?

A compact method of teaching the information that otherwise would require more time to be acquired.

I improved my knowledge on using the Integrated Case Management System (ICMS). *(2 comments)*

I learned all stages of the work with the Integrated Case Management System.

All staff, irrespective of the position held, was trained on all stages and compartments of the software.

The strong points were that all trainers were highly qualified and used accessible training methods corresponding to the training topic.

I saw that by using the software our job becomes easier in some cases.

The trainers explained some rather confusing or difficult aspects in detail.

The trainer explained in detail how to work with the case management system.

The teaching tactics; a better and easier way to manage cases; improvement of knowledge.

Explanation of some questions related to case management.

The trainers' teaching skills.

The strong points were that we worked together and learned much new information.

The Integrated Case Management System itself.

Improvement of working skills.

Step-by-step explanation. *(2 comments)*

We crammed every section of the Integrated Case Management System.

The good quality of teaching and the teaching aids used in the training facilitated fast learning.

The trainers explained us very well how the Integrated Case Management System functions and how to use it.

Each trainee was paid special attention. Those who did not understand something or lagged behind their mates were explained again.

Accessible and coherent language used to explain the material.

5.9. WHAT DO YOU THINK THE WEAK POINTS OF THE TRAINING COURSE WERE?

Limited time for training and the amount of information that is rather large for a new employee.

The training should have lasted for more than one day. *(2 comments)*

I think we have a very large work amount and do not manage to use the software fully in our work.

Server failure during the training.

I think there were not weak points. Everything was explained in a pleasant and polite manner.

I have been employed recently (just for a little more than one month) and it's difficult for me to acquire all information at once.

Too much information for newcomers.

5.10. HOW DO YOU INTEND TO USE THE KNOWLEDGE AND SKILLS ACQUIRED DURING THE TRAINING COURSE FURTHER?

As previously. Because I will know how to work with some options when the new version is installed.

I will use the acquired knowledge and skills responsibly.

I will try to use the knowledge acquired during the training whenever possible.

In my work at Balti Court of Appeals.

In my daily work. *(7 comments)*

I will use the knowledge acquired during the training in my work, for the benefit of court users.

We want to implement this software and everything else that makes our work easier.

I will share it to my colleagues in the court where I work. I will also use the acquired knowledge at the highest level.

Directly in my work. *(2 comments)*

I will continue to use this software, as we did it before, because I've got convinced that it answers some questions on cases very quickly.

I will use the acquired knowledge in my work as a court clerk in the District Commercial Court.

I would be good to use the acquired skills in practice. *(2 comments)*

5.11. PROPOSALS

To organize more such trainings in the future, at least when the software version is updated. *(5 comments)*

To organize training courses teaching us new things regularly.

To review the list of case categories so as to comply with the latest amendments to the law.

To further simplify the work of the regular court staff, taking into account the large work amount.

To implement the software wider in the work, taking into account the large work amount.

To implement the latest ICMS version as soon as possible.

To increase the number of scanned pages to be included in documents.

To train all court clerks and judges in using this software.

You did very well. I am very content with how we were treated. Proposals: keep up the good job.

To organize more such trainings (particularly for newcomers). To improve the software.

To organize a similar seminar introducing in the third version of the software.

6. Annexes

6.1. Annex No. 1. List of trainees for each day

Day 1 : July, 09 2012

No	Name, surname	Position	Court name
1	Derivalcova Nadejda	Secretary	Taraclia District Court
2	Inna Cruc	Secretary	Bălţi District Court
3	Beghiu Nina	Secretary	Leova District Court
4	Ţurcan Fomina	Secretary	Soroca District Court
5	Puşcaş Lilia	Specialist	Bălţi Court of Appeal
6	Snatinschii Natalia	Chancellery Chief	Bălţi Court of Appeal
7	Semionică Oxana	Specialist	Bălţi Court of Appeal

8	Clapco Rodica	Specialist	Bălţi Court of Appeal
9	Zaharcu Inga	Specialist	Bălţi Court of Appeal
10	Moşneguţu Ramona	Secretary	Floreşti District Court
11	Coţoviţchii Olga	Secretary	Străşeni District Court
12	Costin Aliona	Secretary	Soroca District Court
13	Pocorschi Diana	Secretary	Rîşcani District Court
14	Hapaţuc Marina	Secretary	Circumscription Commercial Court
15	Scoarţă Ina	Consultant	Circumscription Commercial Court
16	Plugaru Lilia	Secretary	Ialoveni District Court
17	Conea Diana	Secretary	Drochia District Court
18	Ermurache Svetlana	Secretary	Bender District Court

Day 2 : July, 10 2012

No	Name, surname	Position	Court name
1	Albot Victoria	Secretary	Rîşcani District Court
2	Grăjdianu Antonina	Secretary	Bălţi District Court
3	Cechina Mariana	Secretary	Sîngerei District Court
4	Clius Ludmila	Secretary	Briceni District Court
5	Danalachi Maria	Specialist	Leova District Court
6	Antohi Galina	Secretary	Bender District Court
7	Ranga Silvia	Secretary	Hînceşti District Court
8	Anghel Nadejda	Secretary	Ialoveni District Court
9	Andronic Veronica	Secretary	Ciocana District Court, Chişinău
10	Sarî Tatiana	Secretary	Comrat District Court
11	Gradinar Stepanida	Secretary	Comrat District Court
12	Flocea Margareta	Secretary	Cahul Court of Appeal
13	Camenşcic Rodica	Secretary	Bender Court of Appeal

Day 3 : July, 11 2012

No	Name, surname	Position	Court name
1	Boişteanu Ana	Secretary	Cahul Court of Appeal
2	Tricolici Simion	Secretary	Bender Court of Appeal
3	Valuţa Dora	Secretary	Ocniţa District Court
4	Ţurcan Ala	Secretary	Circumscription Commercial Court
5	Grozdeva Olga	Secretary	Comrat District Court
6	Velicoglo Liubov	Secretary	Comrat District Court
7	Cordun Liliana	Secretary	Briceni District Court
8	Volosciuc Elena	Secretary	Bălţi District Court
9	Jelea Andriana	Secretary	Circumscription Commercial Court
10	Vornicescu Olesea	Archive Chief	Circumscription Commercial Court
11	Ciobanu Diana	Secretary	Sîngerei District Court
12	Cîssa Liubovi	Secretary	Comrat District Court
13	Ceban Valeria	Secretary	Bălţi District Court

Day 4 : July, 12 2012

No	Name, surname	Position	Court name
1	Russ Eugeniu	Secretary	Dubăsari District Court
2	Pînzari Elena	Secretary	Cahul Court of Appeal
3	Florea Liliana	Secretary	Floreşti District Court
4	Tizu Svetlana	Secretary	Bălţi Court of Appeal
5	Bolduma Meadea	Secretary	Briceni District Court
6	Melnic Mihaela	Secretary	Comrat District Court
7	Ursu Mariana	Secretary	Sîngerei District Court
8	Botezatu Ion	Specialist	Circumscription Commercial Court
9	Danilescu Natalia	Secretary	Circumscription Commercial Court
10	Codreanu Inna	Secretary	Bălţi District Court
11	Chistruga Rodica	Secretary	Bălţi District Court
12	Ilieş Svetlana	Secretary	Bender Court of Appeal

Day 5 : July, 13 2012

No	Name, surname	Position	Court name
1	Buguleţ Irina	Secretary	Cahul Court of Appeal
2	Beşleaga Veaceslav	Secretary	Bender District Court
3	Şagîn Victoria	Secretary	Ştefan Vodă District Court
4	Ilaşciuc Olga	Secretary	Bălţi District Court
5	Vdovidenco Valentina	Secretary	Circumscription Commercial Court
6	Deleu Ana	Secretary	Circumscription Commercial Court
7	Ţiganu Victoria	Secretary	Bender District Court
8	Uzun Natalia	Secretary	Comrat Court of Appeal
9	Satirova Marina	Secretary	Comrat Court of Appeal

6.2. Annex No. 2. Training Course Agenda

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Instituțiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

Training Course Agenda:

INTEGRATED CASE MANAGEMENT SYSTEM

Version 2.0

General goals of the training course

In terms of knowledge and understanding:

Understanding of the operation and use of the Integrated Case Management System;

Knowledge of the regulatory framework in force on use of the Integrated Case Management System;

Awareness of the role of the court clerk using the Integrated Case Management System.

In terms of application:

Management of cases by the court clerk through the Integrated Case Management System after the case trial is closed.

Publication of court judgments on the web page of the court.

In terms of integration:

Awareness of the way of cooperation between a court clerk user and other users within the Integrated Case Management System.

Contribution to observance of court users' rights and interests by efficient use of the Integrated Case Management System.

Contribution to an efficient case management within the court of law.

09.00 – 10.30	Main goals of the Integrated Case Management System and its benefits for users and court users. General description of the Integrated Case Management System and the role of a court clerk user. Case management (all cases, my cases, challenged cases, cases subject to enforcement) Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
10.30 – 10.45	Coffee break
10.45 – 12.15	Case management until the hearing (general data on the case, participants, documents).

	Summons. Listing and editing of the summons flow. Use of templates. Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
12.15 – 13.15	Lunch
13.15 – 14.45	Minutes. Use of templates. Appeals; Enforcement of judgments. Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
14.45 – 15.00	Coffee break
15.00 – 16.45	Case summary. Case actions card; Calendar of tasks. Calendar of court hearings. Creation of a personal calendar. Printing the list of cases scheduled for trial. <u>Final assessment of the course/knowledge: working with a case by a court clerk user within the Integrated Case Management.</u>

	Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*

6.3. Annex No. 3. Training evaluation form

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Instituțiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

TRAINING EVALUATION FORM

Date :		Court:	
First name, Last name		Position:	

Please the grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree. Check just one grade for each statement.

The training course:

	1	2	3	4	5
Had clear objectives					
Improved my knowledge of ICMS					
Improved my computer skills; the use of ICMS					
Increased my self-confidence in using ICMS in my job					

Had a high level of teaching quality					
I would recommend it to others as well					

The trainer:

	1	2	3	4	5
Showed knowledge of the program					
Presented accurate material					
Involved me in the learning process					
Used effectively the teaching time					
Answered the trainees' questions					

The teaching materials :

	1	2	3	4	5
Contributed significantly in the training process					
Were clear and easy to understand					
Were sufficient and covered the topics					

The teaching methods:

	1	2	3	4	5
Helped in learning					
Were appealing					
Matched the subject of the course					

To what extent have the topics discussed within the training met your expectations?

☐ To a very large extent ☐ To a large extent ☐ To a reasonable extent

☐ To a small extent ☐ To a very small extent

Evaluate the level to which the topics were covered:

☐ Very easy ☐ Easy ☐ Adequate ☐ Difficult ☐ Too difficult

The teaching time seemed to you:

☐ Too short ☐ Sufficient ☐ Too long

To your opinion, what were the strengths of this training course?

……
…….

To your opinion, what were the weaknesses of this training course?

……
…….

How do you intend to further use the knowledge and skills acquired within the training?

……
…….

Suggestions

……
……
….

Thank you!

ANNEX 9 - FEMIDA Audio Training Report

Rule of Law Institutional Strengthening Program (ROLISP)

USAID Contract No. AID-117-C-12-00002

Prepared by: Mihai Grosu, Program Assistant
Activity Office: USAID/Moldova
COR: Ina Pislaru,
September 30, 2012

Submitted October 2, 2012 by:
Frederick G. Yeager, Chief of Party
Checchi and Company Consulting, Inc.
ROLISP Program
27 Armenesca Street
Chisinau, Moldova

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Overview

This report is a summary of the audio recording training by the Rule of Law Institutional Strengthening Program (ROLISP) for courts' secretaries in September 2012.

The training covered the **Court Audio Recording System SRS "FEMIDA."**

This Report covers the following:

TRAINING TOPICS: the structure of training course for each specialized program;

TRAINING BENEFICIARIES: list of the courts and number of beneficiaries;

MAP OF TRAINING BENEFICIARIES: graphical presentation of the training beneficiaries - map;

PHOTO GALLERY: banner of photo gallery for the training activities;

EVALUATION RESULTS: graphical presentation of the evaluation results;

TRAINING COURSE AGENDA: general goals of the training course;

LISTS OF TRAINEES AND EVALUATION FORM: lists of trainees in each training day and the training assessment tool;

The goal of the training activities was to develop the abilities and skills of the court secretaries in using the Court Audio Recording System SRS "FEMIDA".

The training courses were conducted at the National Institute of Justice training room. Interactive methods were used to teach the classes. Audio recording equipment like that installed in the courts was used during the training to give trainees hands-on experience in using the equipment. Trainees used the equipment to recorded simulated court hearings during the classes.

Training Topics

Topics covered:

Court Audio Recording System SRS "FEMIDA"

The structure of the SRS Femida system;

Recording of the entire hearing session in the court with the creation of the minutes in real time;

Sequence of actions for the continuation of the actual process recording;

Sequence of actions for the simplified recording of the trial;

Sequence of actions for the audition of the recorded trial;

Maintenance of the system, i.e., renaming, deleting and importing the processes;

Editing the models of the „SRS Femida" system.

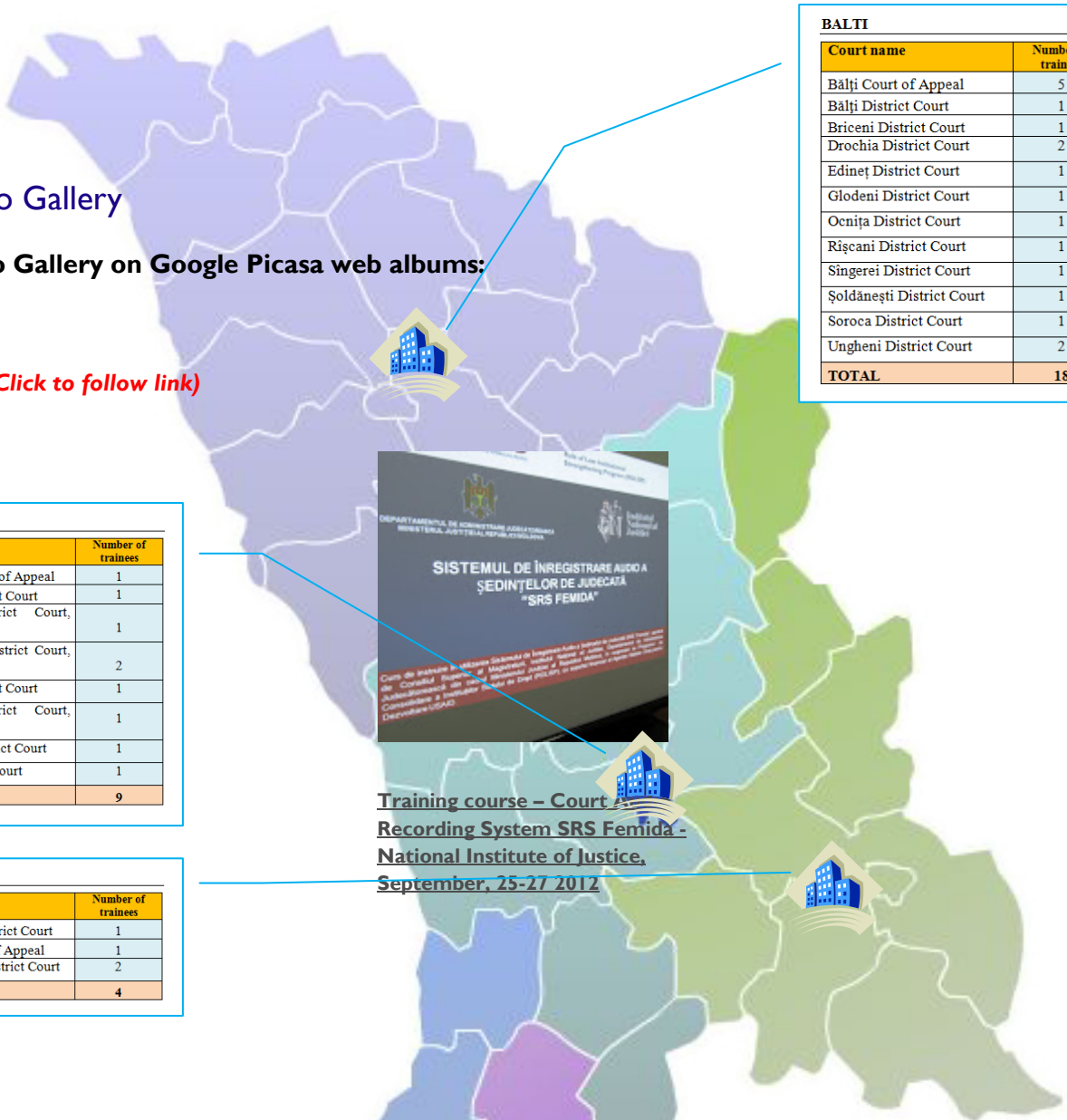
Training Agenda

LIST OF THE COURTS AND NUMBER OF TRAINEES: September 25 – 27, 2012:

No	Court name	Total number of trainees (Secretaries) in SRS Femida
1	Anenii Noi District Court	1
2	Balți Court of Appeal	5
3	Balți District Court	1
4	Basarabeasca District Court	1
5	Bender Court of Appeal	1
6	Briceni District Court	1
7	Cahul Court of Appeal	1
8	Cahul District Court	1
9	Cantemir District Court	1
10	Chisinau Court of Appeal	1
11	Ciadîr – Lunga District Court	1
12	Cimislia District Court	1
13	Ciocana District Court, Chisinau	1
14	Commercial District Court, Chisinau	2
15	Comrat Court of Appeal	1
16	Drochia District Court	2
17	Edinet District Court	1
18	Glodeni District Court	1
19	Hîncesti District Court	1
20	Leova District Court	2
21	Military District Court, Chisinau	1
22	Nisporeni District Court	1

23	Ocnita District Court	1
24	Orhei District Court	1
25	Rîscani District Court	1
26	Sîngerei District Court	1
27	Soldanesti District Court	1
28	Soroca District Court	1
29	Stefan Voda District Court	2
30	Taraclia District Court	1
31	Ungheni District Court	2
	TOTAL	**40**

Map of training Beneficiaries



BALTI

Court name	Number of trainees
Bălţi Court of Appeal	5
Bălţi District Court	1
Briceni District Court	1
Drochia District Court	2
Edineţ District Court	1
Glodeni District Court	1
Ocniţa District Court	1
Rîşcani District Court	1
Sîngerei District Court	1
Şoldăneşti District Court	1
Soroca District Court	1
Ungheni District Court	2
TOTAL	**18**

Photo Gallery

Photo Gallery on Google Picasa web albums:

(Ctrl+Click to follow link)

CHISINAU

Court name	Number of trainees
Chisinau Court of Appeal	1
Cimişlia District Court	1
Ciocana District Court, Chisinau	1
Commercial District Court, Chisinau	2
Hînceşti District Court	1
Military District Court, Chisinau	1
Nisporeni District Court	1
Orhei District Court	1
TOTAL	**9**

BENDER

Court name	Number of trainees
Anenii Noi District Court	1
Bender Court of Appeal	1
Ştefan Vodă District Court	2
TOTAL	**4**

Training course – Court A. Recording System SRS Femida - National Institute of Justice, September, 25-27 2012

List of beneficiaries for each day (see Annex nr. 1)

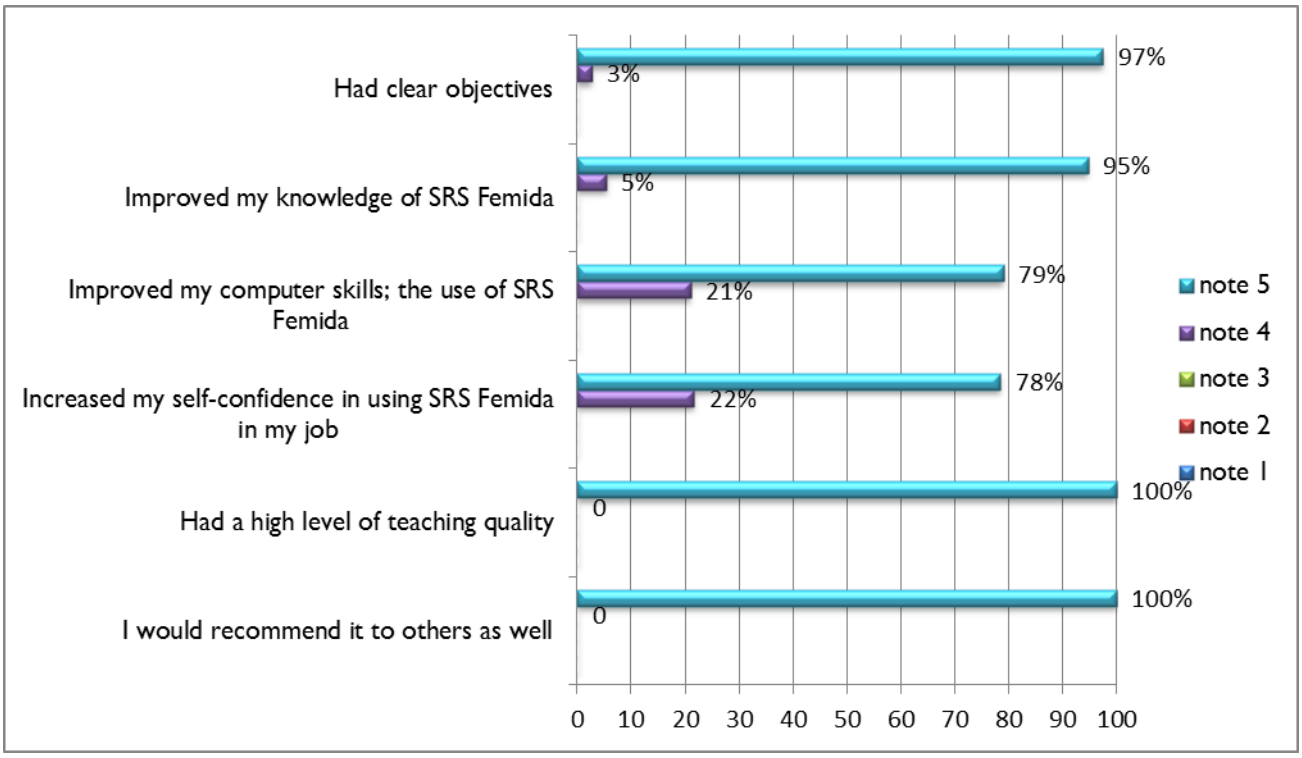
Evaluation Results.

The training activities have been assessed using an assessment tool – the Evaluation Form (See Annex No. 3)

The results of the evaluation are graphically presented below,

5.1. THE TRAINING COURSE: (%)

(*Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)

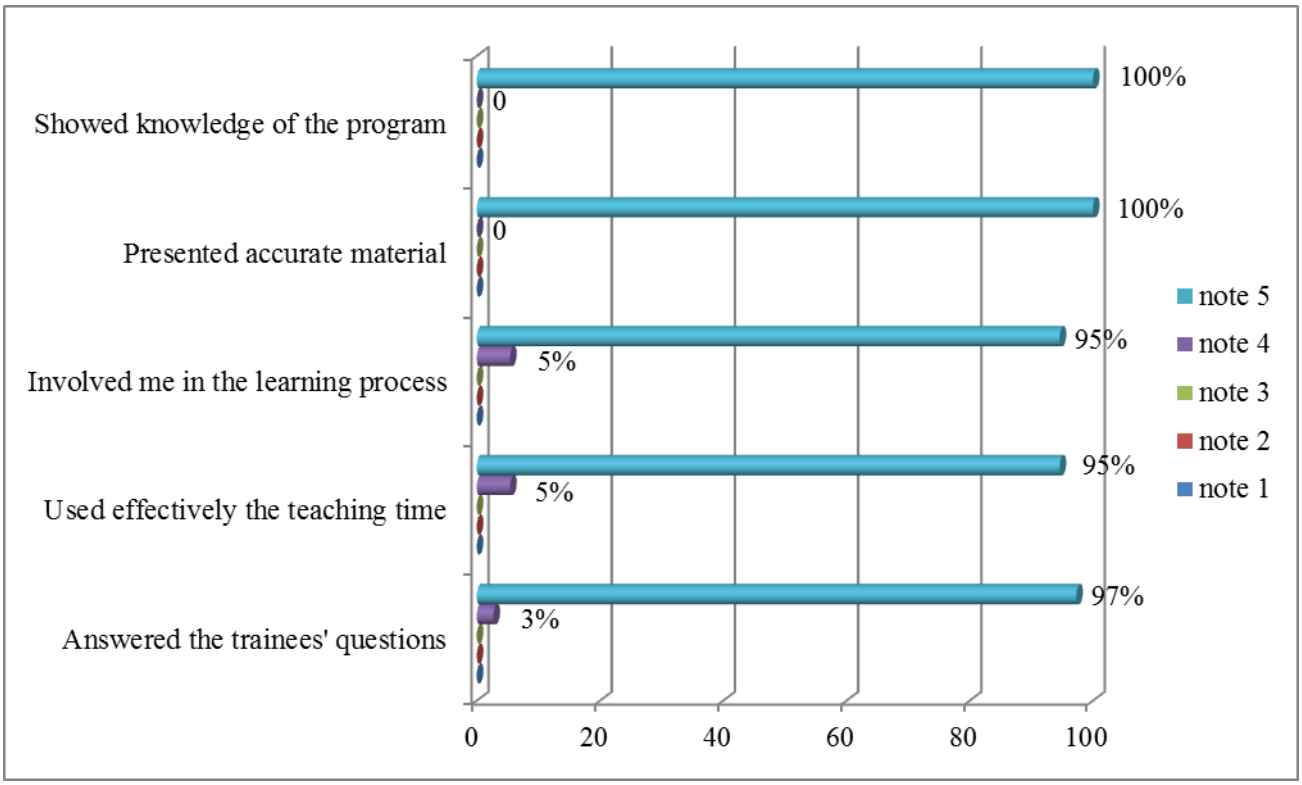


5.1. The training course (No abs)		Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Had clear objectives	-	-	-	1	36
2	Improved my knowledge of SRS Femida	-	-	-	2	35
3	Improved my computer skills; the use of SRS Femida.	-	-	-	8	30

4	Increased my self-confidence in using SRS Femida in my job	-	-	-	8	29
5	Had a high level of teaching quality	-	-	-	-	37
6	I would recommend it to others as well	-	-	-	-	37

5.2. THE TRAINER: (%)

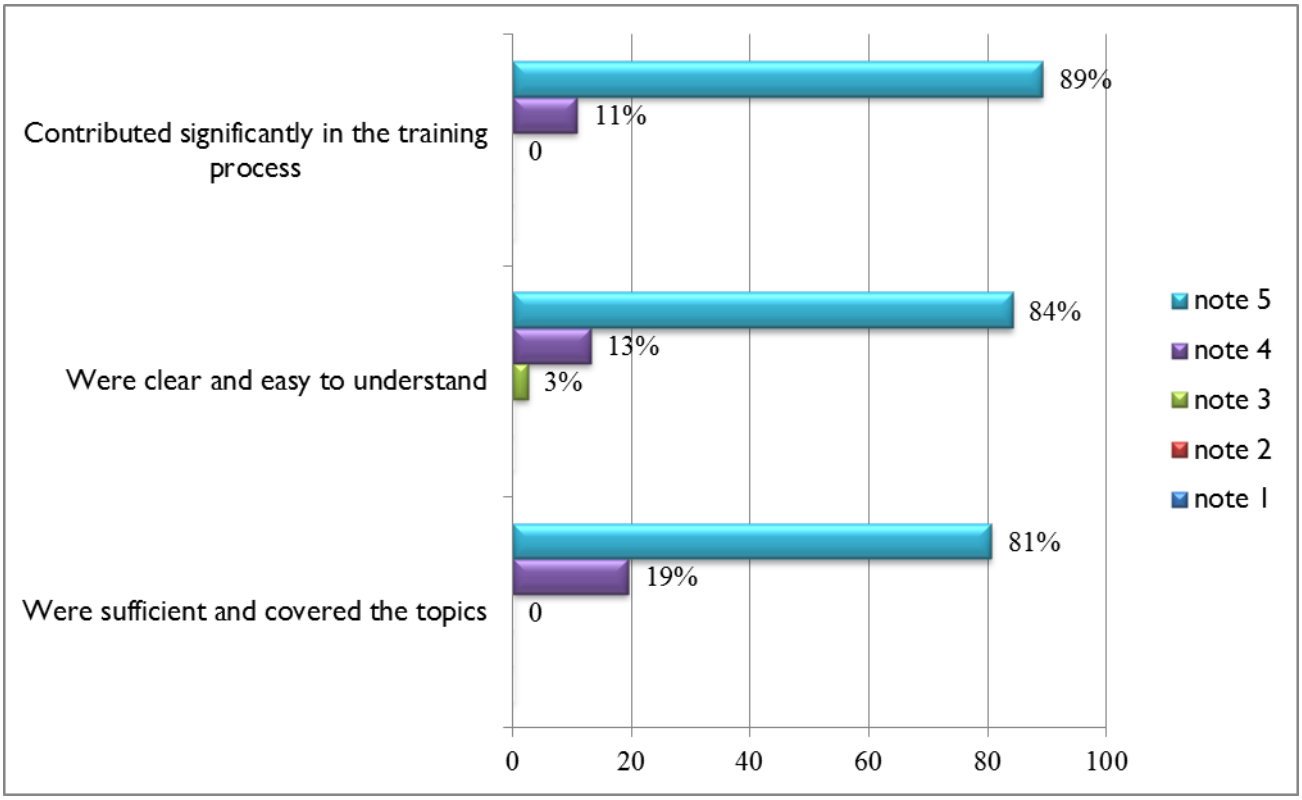
(*The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.2. The Trainer: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Showed knowledge of the system	-	-	-	-	37
2	Presented accurate material	-	-	-	-	38
3	Involved me in the learning process	-	-	-	2	35
4	Used effectively the teaching time	-	-	-	2	35
5	Answered the trainees' questions	-	-	-	1	36

5.3. THE TEACHING MATERIALS: (%)

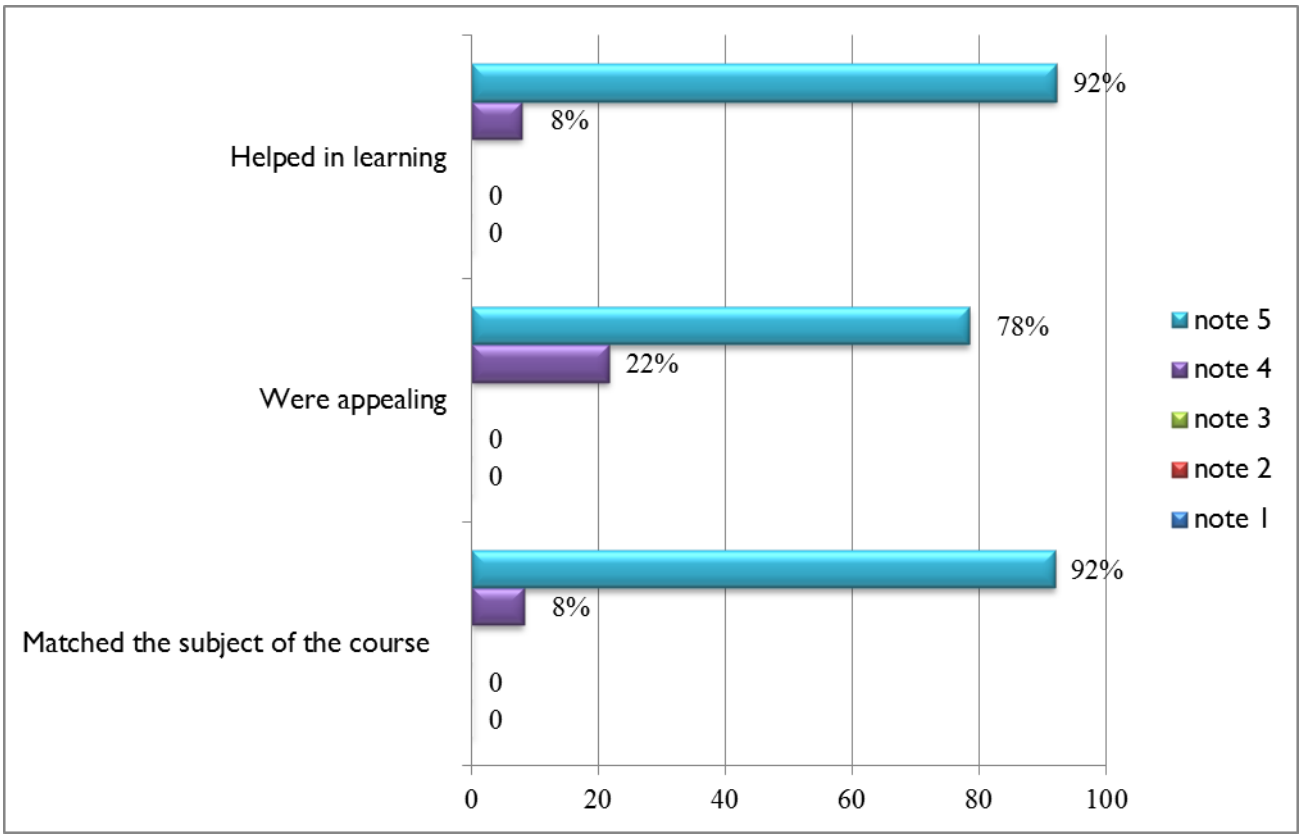
(*Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.*)



5.3. The teaching materials: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Contributed significantly in the training process	-	-	-	4	33
2	Were clear and easy to understand	-	-	1	5	32
3	Were sufficient and covered the topics	-	-	-	7	29

5.4. THE TEACHING METHODS: (%)

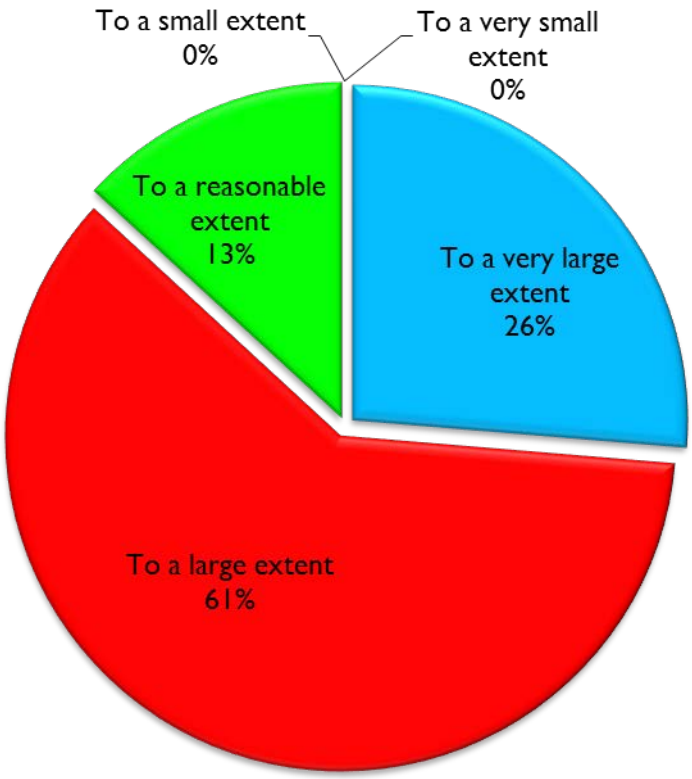
(Grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree.)



5.4. The teaching methods: (No abs)		The grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree				
		1	2	3	4	5
1	Helped in learning	-	-	-	3	35
2	Were appealing	-	-	-	8	29
3	Matched the subject of the course	-	-	-	3	34

5.5. TO WHAT EXTENT HAVE THE TOPICS DISCUSSED WITHIN THE TRAINING MET YOUR EXPECTATIONS? (%)

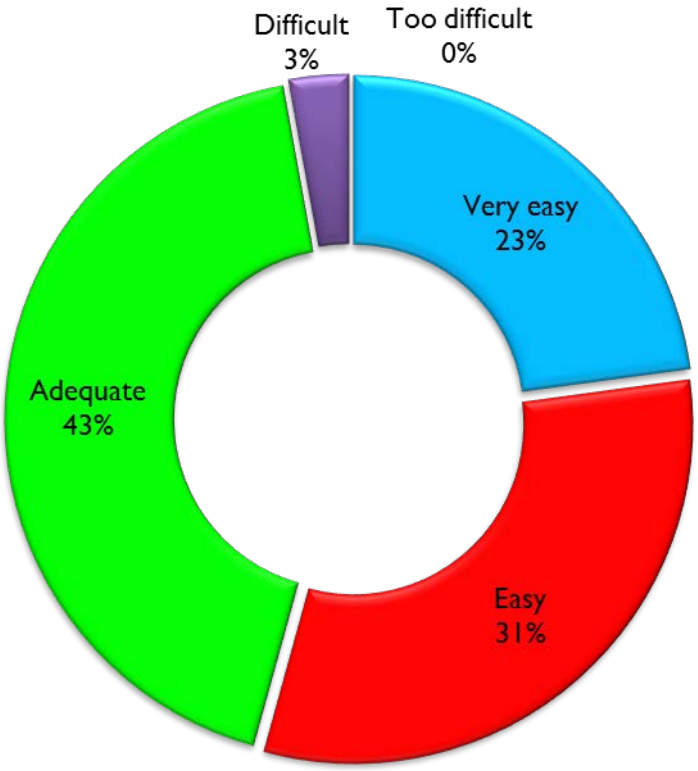
(1.To a very large extent; 2. To a large extent; 3. To a reasonable extent; 4. To a small extent; 5. To a very small extent.)



5.5. To what extent have the topics discussed within the training met your expectations? *(No abs)*		
1	To a very large extent	10
2	To a large extent	23
3	To a reasonable extent	5
4	To a small extent	-
5	To a very small extent	-

5.6. EVALUATE THE LEVEL TO WHICH THE TOPICS WERE COVERED: (%)

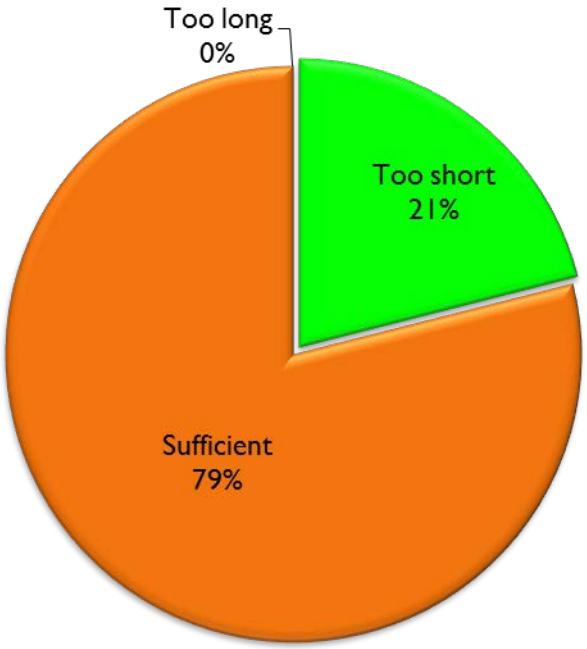
(1. Very easy; 2. Easy; 3. Adequate; 4. Difficult; 5. Too difficult.)



5.6. Evaluate the level to which the topics were covered: (No abs)		
1	Very easy	8
2	Easy	11
3	Adequate	15
4	Difficult	1
5	Too difficult	-

5.7. THE TEACHING TIME SEEMED TO YOU: (%)

(1. Too short; 2. Sufficient; 3. Too long)



5.7. The teaching time seemed to you: (No abs)		
1	Too short	8
2	Sufficient	30
3	Too long	-

5.8. WHAT DO YOU THINK THE STRONG POINTS OF THIS TRAINING COURSE WERE?

Trainer's good knowledge of the system SRS Femida.

Practical use of the information provided by trainers. (2 comments)

Trainer's teaching quality. (2 comments)

I think in my case all points and topics were strong points. (2 comments)

Training on SRS Femida, a profound study of all its functionalities; I learned things I have never known.

The course improved my level of knowledge of SRS Femida considerably.

Theoretical knowledge was combined with practical.

The training course contributed considerably to court clerks' work, making it much easier and as simple as possible.

Practical work. Individual work. Combination of the theory with practice.

I think the strong points of this training course consisted in the way all issues and questions of court clerks addressed to the trainer were explained and solved.

Improvement of knowledge on operation and use of the software.

The training course was accessible for the participants, even for those who used SRS Femida system software for the first time.

The information of this training course was presented in a very good and easy to understand way.

Personally I learned many new things and I think this will help in my work. (2 comments)

Logical sequence of explanations of the studied topics.

It improved the knowledges respecting the use of the audio recording system of court meetings SRS Femida .

I have received enough knowledges for using SRS Femida system.

Trainers with high level training.

Participants' involvement in the training course.

5.9. WHAT DO YOU THINK THE WEAK POINTS OF THE TRAINING COURSE WERE?

I think there were no weak points of the training course. (3 comments)

I had not seen any weak points of the training course. (2 comments)

The training course seemed interesting to me and I had not noticed any weak points in it. (3 comments)

5.10. How do you intend to use the knowledge and skills acquired during the training course further?

I will use them in practice and will share my knowledge with other coworkers.

I will use all skills acquired today in my work.

I intend at least to try to work with this software.

In my daily work. (5 comments)

At work in the court where I work.

Yes, I think I should try and work with this system SRS Femida. (2 comments)

We will try to record in SRS Femida

To use them in practice, to work with the software more.

I want to use them more efficiently and to apply them in the future.

Day by day in performing the work tasks .

Practice apply of the presented methods and proposals to the today seminar.

5.11. Proposals

The trainings course would be welcomed more frequently and that will make the secretary's work more efficiently.

Seminars should be organized more often so that other persons get this knowledge**.**

Organize such seminars more often so that it is possibility for more secretaries to participate more.

Organize more often such seminars, at least 2 times per year, to deepen the knowledge in the given system.

I intend to use the acquired knowledges and abilities from the training course at work.

We need new computers, rooms and printers.

I would propose all the court secretaries be trained.

I propose that seminars in this area be organized more often.

Make the court clerk's work easier.

Let such kind of seminars be organized more often.

We want training intended to deepen our knowledge about the court hearing audio recording system Femida. ***(6 comments)***

Organize training courses at the judges' offices in districts.

6. Annexes

6.1. Annex No. 1. List of trainees for each day

Day 1 : September, 25 2012

No	Name, surname	Position	Court name
1	Jelea Andriana	Secretary	Commercial District Court, Chisinau
2	Benchez Natalia	Secretary	Anenii Noi District Court
3	Roman Mihai	Secretary	Glodeni District Court
4	Ciobanu Angela	Secretary	Ungheni District Court
5	Tincu Ludmila	Secretary	Soroca District Court
6	Melnic Marta	Secretary	Edinet District Court
7	Nita Evelina	Secretary	Ciocana District Court, Chisinau
8	Ciumac Carolina	Secretary	Sîngerei District Court
9	Salagor Cristina	Secretary	Cahul District Court
10	Manoli Liliana	Secretary	Cantemir District Court
11	Savin Oxana	Secretary	Orhei District Court
12	Cusniriuc Rodica	Secretary	Balti Court of Appeal
13	Duca Zinaida	Secretary	Balti Court of Appeal

Day 2 : September, 26 2012

No	Name, surname	Position	Court name
1	Topciu Tatiana	Secretary	Ciadîr – Lunga District Court
2	Pîrlitau Diana	Secretary	Balti District Court
3	Cervatiuc Mariana	Secretary	Ocnita District Court
4	Postica Natalia	Secretary	Ungheni District Court
5	Turcanu Tatiana	Secretary	Balti Court of Appeal
6	Badel Veronica	Secretary	Drochia District Court
7	Furtuna Anna	Secretary	Taraclia District Court
8	Tcaci Anna	Secretary	Bender Court of Appeal
9	Stratu Victor	Secretary	Basarabeasca District Court
10	Andrei Ojoga	Secretary	Chisinau Court of Appeal
11	Hasan Silvia	Secretary	Leova District Court
12	Gospodarenco Tatiana	Secretary	Military District Court, Chisinau

Day 3 : September, 27 2012

No	Name, surname	Position	Court name
1	Galescu Liliana	Secretary	Soldanesti District Court
2	Clius Ludmila	Secretary	Briceni District Court
3	Minzelevschi Ana	Secretary	Drochia District Court
4	Bulai Galina	Secretary	Stefan Voda District Court
5	Bragarenco Svetlana	Secretary	Stefan Voda District Court
6	Podgorneac Anatolie	Secretary	Hîncesti District Court
7	Lungu Victoria	Secretary	Rîscani District Court
8	Tofan Elena	Secretary	Nisporeni District Court
9	Gavinciuc Alina	Chief of archives	Balti Court of Appeal
10	Iacobciuc Vitalina	Secretary	Balti Court of Appeal
11	Melnic Mihaela	Secretary	Commercial District Court, Chisinau
12	Danalochi Maria	Secretary	Leova District Court
13	Ajder Svetlana	Secretary	Cahul Court of Appeal
14	Durlescu Alexei	Secretary	Cimislia District Court
15	Hanganu Mariana	Specialist	Comrat Court of Appeal

6.2. Annex No. 2. Training Course Agenda

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Institutiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

Training Course Agenda:

COURT AUDIO RECORDING SYSTEM

SRS ”FEMIDA”

General goals of the training course

In terms of knowledge and understanding:

Understanding of the operation and use of the Court Audio Recording System SRS ”FEMIDA”;

Knowledge of the regulatory framework in force on use of the Court Audio Recording System SRS ”FEMIDA”;

Awareness of the role of the court clerk using the Court Audio Recording System SRS ”FEMIDA”.

In terms of application:

Management of cases by the court clerk through the Court Audio Recording System SRS ”FEMIDA” after the case trial is closed.

Publication of court judgments on the web page of the court.

In terms of integration:

Awareness of the way of cooperation between a court clerk user and other users within the Court Audio Recording System SRS ”FEMIDA”.

Contribution to observance of court users' rights and interests by efficient use of the Court Audio Recording System SRS "FEMIDA".

Contribution to an efficient case management within the court of law.

09.00 – 10.30	Understanding of the operation and use of the Court Audio Recording System SRS "FEMIDA"; Knowledge of the regulatory framework in force on use of the Court Audio Recording System SRS "FEMIDA"; Awareness of the role of the court clerk using the Court Audio Recording System SRS "FEMIDA". Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
10.30 – 10.45	Coffee break
10.45 – 12.15	The structure of the SRS Femida system; Recording of the entire hearing session in the court with the creation of the minutes in real time; Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
12.15 – 13.15	Lunch
13.15 – 14.45	Sequence of actions for the continuation of the actual process recording; Sequence of actions for the simplified recording of the trial; Sequence of actions for the audition of the recorded trial;

	Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*
14.45 – 15.00	Coffee break
15.00 – 16.45	• Maintenance of the system (renaming, deleting and importing the processes); • Editing the models of the „SRS Femida" system. <u>Final assessment of the course/knowledge: working with a case by a court clerk user within the SRS Femida.</u> Practical work Questions/answers *trainers: Mihai GROSU, program assistant, Rule of Law Institutional Strengthening Program (USAID), Tatiana CIAGLIC, consultant of the Department of Judicial Administration*

6.3. Annex No. 3. Training evaluation form

Annex no. 3.

Rule of Law Institutional Strengthening Program

Programul de Consolidare a Institutiilor Statului de Drept

DEPARTMENT OF JUDICIAL ADMINISTRATION

MINISTRY OF JUSTICE OF THE REPUBLIC OF MOLDOVA

TRAINING EVALUATION FORM

Date : _____ Court: _____

First name, Last name _____ Position: _____

Please the grade each item listed below on a 1 to 5 scale; 1- you fully disagree, 5 - you fully agree. Check just one grade for each statement.

1. **The training course:**

	1	2	3	4	5
Had clear objectives					
Improved my knowledge of SRS Femida					
Improved my computer skills; the use of SRS Femida					
Increased my self-confidence in using SRS Femida in my job					
Had a high level of teaching quality					
I would recommend it to others as well					

2. **The trainer:**

	1	2	3	4	5
Showed knowledge of the program					
Presented accurate material					
Involved me in the learning process					
Used effectively the teaching time					
Answered the trainees' questions					

3. **The teaching materials :**

	1	2	3	4	5
Contributed significantly in the training process					
Were clear and easy to understand					
Were sufficient and covered the topics					

4. **The teaching methods:**

	1	2	3	4	5
Helped in learning					
Were appealing					
Matched the subject of the course					

5. **To what extent have the topics discussed within the training met your expectations?**

☐ To a very large extent ☐ To a large extent ☐ To a reasonable extent

☐ To a small extent ☐ To a very small extent

6. **Evaluate the level to which the topics were covered:**

☐ Very easy ☐ Easy ☐ Adequate ☐ Difficult ☐ Too difficult

7. **The teaching time seemed to you:**

☐ Too short ☐ Sufficient ☐ Too long

8. **To your opinion, what were the strengths of this training course?**

……
……

9. **To your opinion, what were the weaknesses of this training course?**

……
……

……

10. **How do you intend to further use the knowledge and skills acquired within the training?**

……
……

11. **Suggestions**

……
……

Thank you!

ANNEX 10 - Court Equipment Needs Report

USAID
FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program (ROLISP)

Equipment Needs Inventory of the Moldovan Courts

Rule of Law Institutional Strengthening Program (ROLISP)
USAID Contract No. AID-117-C-12-00002

Prepared by: Cristina Malai, DCOP
Activity Office: USAID/Moldova
COR: Ina Pislaru,
March 30, 2012

Submitted October 4, 2012 by:
Frederick G. Yeager, Chief of Party
Checchi and Company Consulting, Inc.
ROLISP Program
27 Armenesca Street
Chisinau, Moldova

Report on Equipment Needs Inventory of Moldovan Courts

This Report is the equipment needs inventory specified in the current year work plan Activity 1.37 Identify Equipment Needs.

Automation of the judiciary is a priority for the Republic of Moldova. Electronic management of case files will contribute to more efficient and transparent case management, will help judicial authorities collect and assess information about the performance of courts and individual judges, and will provide data that will serve as basis for an accurate estimate of the level of funding that the judiciary requires for a smooth functioning.

Recognizing this priority, the USAID Rule of Law Institutional Strengthening Program (ROLISP) work plan activities include compiling an equipment needs inventory. During May-June 2012, ROLISP engaged in court visits to every Moldovan court in which it collected information about each court's equipment inventory and its equipment needs and compiled that need in this report.[30]

At a Ministry of Justice-led ICMS Working Group[31], ROLISP was asked to provide information to the Working Group about the equipment needs of the courts. The request was made to give the MOJ/ICMS Working Group information that would guide its discussions on the condition of court equipment and the additional equipment needed to ensure a smooth, uninterrupted functioning of the Integrated Case Management System (ICMS).

The ROLISP members of the MOJ/ICMS Working Group were aware that the Department of Judicial Administration (DJA) has also been collecting information about courts' equipment needs. ROLISP had also received the Center for Special Telecommunications' (CTS) list of courts' equipment needs compiled in August 2012.

So that the MOJ/ICMS Working Group would receive a complete understanding of court needs, ROLISP combined the three sources of information and presented it to the Working Group. This Report contains the information submitted to the MOJ/ICMS Working Group. In light of the planned ICMS migration onto the M-cloud in late 2012-early 2013, ROLISP proposed that the information on courts' equipment needs collected from ROLISP, DJA, and CTS and included in this report be discussed with the e-Government Center.

[30] The information about the identified equipment needs has been included in the individual court profiles, which are part of the *Court Assessment Report* that ROLISP developed in cooperation with the Superior Council of Magistracy and the MOJ's Department of Judicial Administration. *The Court Assessment Report* will be publicly presented and discussed at a meeting of Moldovan court presidents on October 18, 2012

[31] The MOJ/ICMS Working Group was organized by the MOJ to provide guidance and assistance in upgrading exiting IT systems, including ICMS and Femida audio recording and to provide compliance with the Government of Moldova's plans for developing cloud computing. Component 1 staff participates in the MOJ/ICMS Working Group.

The following tables, when considered together, give an accurate picture of Moldovan courts' current equipment inventory and their needs for the near future.

- **Table 1** is an inventory of each court's equipment gathered by ROLISP during the court visits.
- **Table 2** lists the equipment needs of each court as identified by the courts during the court visits.
- **Table 3** gives the courts' equipment needs collected by the DJA during 2012.
- **Table 4** lists the equipment needs of the Moldovan courts as identified by the CTS in August 2012.

TABLE 1. COURTS' EQUIPMENT INVENTORY

SOURCE: Information collected by ROLISP during the May-June 2012 court visits.

No	Court name	Server	External Data Storage System	Router/Firewall	Rack & accessories	Rack-mountable Console	Smart UPS	Computers available	Working computers	Notebook	Printers available	Working printers	UPS available	Working UPS	Scanners	Copy machines	SRS Femida equipment sets	Telephones	Faxes	Air-conditioners	Refrigerators	TV/Video set	Video conference system	PC Projector	Electronic terminal	Postage Meters	Power supply stabilizer
1	Supreme Court of Justice, Chisinau	1	1	1	1	1	1	176	121	7	110	110	34	34	15	8	7		4	65	20	1	1			1	1
2	Chisinau Court of Appeals	2	2	2	2	2	2	163	163		52	52			3	3	13		2	19							
3	Bălți Court of Appeals	1	1	1	1	1	1	68	68		25	25	65	65	3	2	5			26				1			
4	Bender Court of Appeals	1	1	1	1	1	1	26	26	2	14	14	24	24	2	4	3		3	8		2		1			
5	Cahul Court of Appeals	1	1	1	1	1	1	32	32		15	15	31	31	2		2		3	21	8				1		
6	Comrat Court of	1	1	1	1	1	1	16	16		8	8	11	11		3	2		1			1					

	Appeals																										
7	Botanica District Court, Chisinau	1	1	1	1	1	1	86	64		48	43	38	30	7	3	5	33	5	19	2	1					
8	Buiucani District Court, Chisinau	1	1	1	1	1	1	59	59		47	47	26	26	2	2	2	19	2	13	3	1				1	1
9	Centru District Court, Chişinău	1	1	1	1	1	1	67	67		38	38	40		14	4	1	7	4	15	3						
10	Ciocana District Court, Chişinău	1	1	1	1	1	1	61	43		57	45			2		2		2	25		1					
11	Rîşcani District Court, Chisinau	1	1	1	1	1	1	78	30		54	25	45	20	4	5	3	17	4	36	6						
12	Bălţi District Court	1	1	1	1	1	1	73	73		35	35			3	5	4		3	11	3	1					
13	Bender District Court	1	1	1	1	1	1	21	21		15	15	20	20	5	3	2	8	2	12	7	2					
14	Anenii Noi District Court	1	1	1	1	1	1	31	23	1	20	18	16	14	7	3	2	8	2	4	2						
15	Basarabeasca District Court	1	1	1	1	1	1	15	15		14	14			4	2	1		1		5						
16	Briceni District Court	1	1	1	1	1	1	22	22		6	6			2		2		2	6							
17	Cahul District Court	1	1	1	1	1	1	37	37		33	33			3		4		3	17	8	2					
18	Cantemir District Court	1	1	1	1	1	1	13	13		13	13	3	3	1	1	1		2								
19	Călăraşi District Court	1	1	1	1	1	1	25	25		19	19	8		6		3		3								
20	Căuşeni District	1	1	1	1	1	1	23	23		19	19			2		2										

	Court																										
21	Ceadîr-Lunga District Court	1	1	1	1	1	1	23	23		15	15	8	8		1	3										
22	Cimişlia District Court	1	1	1	1	1	1	14	14		9	9	7	7	1	4	2	8	1	7	1						
23	Comrat District Court	1	1	1	1	1	1	32	32		13	13			2	5	4		2	10		4					
24	Criuleni District Court	1	1	1	1	1	1	24	24		14	14			6	2	3		1			1					
25	Donduşeni District Court	1	1	1	1	1	1	15	15		17	17	13	13	1	4	1										
26	Drochia District Court	1	1	1	1	1	1	26	26	6	22	22				1	3		2	2							
27	Dubăsari District Court	1	1	1	1	1	1	24	24		14	14	12	12	1	4	1			8							
28	Edineţ District Court	1	1	1	1	1	1	35	35	1	21	21	15	15	1	6	2	9	2	15							
29	Făleşti District Court	1	1	1	1	1	1	20	20		56	56					3		3	9	1						
30	Floreşti District Court	1	1	1	1	1	1	29	29		19	19			2	1	3			3							
31	Glodeni District Court	1	1	1	1	1	1	17	17		16	16	13	13	1		3		1								
32	Hîncești District Court	1	1	1	1	1	1	46	40		20	15			3		4	13	3			1		1			
33	Ialoveni District Court	1	1	1	1	1	1	28	28		19	19	20	20	1	4	4	6	2	9		1					
34	Leova District Court	1	1	1	1	1	1	18	17		16	15	4	4	2		2		3								

35	Nisporeni District Court	1	1	1	1	1	1	26	26	10	2	2	8	8	3	1	4			15	2	1					
36	Ocniţa District Court	1	1	1	1	1	1	12	12		7	7	8	8	1		2		1								
37	Orhei District Court	1	1	1	1	1	1	32	24		31	21	21	19	5	4	2		2			2					1
38	Rezina District Court	1	1	1	1	1	1	25	25		17	17	22	22	2	3	5	4	2	9		1					
39	Rîşcani District Court	1	1	1	1	1	1	20	20		20	20	10	10	1	3	3		2	7							
40	Sîngerei District Court	1	1	1	1	1	1	29	23		20	17	21	21	1	2	1		2	2	1						
41	Soroca District Court	1	1	1	1	1	1	29	29		25	25			4	5	2			21	1						1
42	Străşeni Distict Court	1	1	1	1	1	1	48	48		24	24	28	28	9	6	3	9	2	14	12	1					
43	Şoldăneşti District Court	1	1	1	1	1	1	17	17		11	11			1	2	2	9	1	6							
44	Ştefan Vodă District Court	1	1	1	1	1	1	20	20		18	18				5	2			10		2					1
45	Taraclia District Court	1	1	1	1	1	1	20	20		15	15	10	10	1	2	2		2	4							
46	Teleneşti District Court	1	1	1	1	1	1								1	3	2										
47	Ungheni District Court	1	1	1	1	1	1	26	26		27	27	26	26	3	4	3	15	3								
48	Vulcăneşti District Court	1	1	1	1	1	1	26	26		16	16	19	19	3	7	2		4	10	2	1					
49	Military District Court , Chisinau							10	10		6	6	5	5			2		1	1							

50	Commercial District Court, Chisinau	1	1	1	1	1	1	41	41		24	24			1	1	4										
	TOTAL	**50**	**50**	**50**	**50**	**50**	**50**	**1824**	**1652**	**27**	**1176**	**1109**	**631**	**546**	**144**	**128**	**145**	**165**	**90**	**459**	**87**	**27**	**1**	**3**	**1**	**2**	**5**

TABLE 2. COURTS' EQUIPMENT NEEDS

SOURCE: Information collected by ROLISP during the May-June 2012 court visits.

No.	Court name	Computers	Printers	UPS	Scanners	Notebooks	Copy machines	SRS Femida equipment sets	Telephones	Faxes	Air-conditioners	Refrigerators	Postage Meters	Power supply stabilizer	Electrical monitor	TV / Video Set
1	Supreme Court of Justice, Chisinau	75	61		20	10					60	20			1	
2	Chisinau Court of Appeals	56	53	62	25		2	15		5	14					
3	Bălți Court of Appeals							2								
4	Bender Court of Appeals	17	15	19	2		2	1		4	4					
5	Cahul Court of Appeals	21	14	21	2			1					1	1		
6	Comrat Court of Appeals	32		30	3			5							1	
7	Botanica District Court, Chisinau	22	20	30	20			15		5						
8	Buiucani District Court, Chisinau	27	20													
9	Centru District Court, Chișinău	19	5	19	5			19		18						

10	Ciocana District Court, Chişinău	18	18	18	13			11		5						
11	Rîşcani District Court, Chisinau	25	20	30	2			3		5			1			
12	Bălţi District Court	5	3	8	9			5		7	15					
13	Bender District Court	10	10		2		2	1								
14	Anenii Noi District Court	3	2	8				1		1						
15	Basarabeasca District Court	4	1					2					1			
16	Briceni District Court	38	20	38	6		4	3		3	15			2	1	
17	Cahul District Court	30	30	32	15			5			5		1	1	1	
18	Cantemir District Court	8	8	18	2		5	3		2						
19	Călăraşi District Court	10	10	27	2			2		1						
20	Căuşeni District Court	5			7		3	3			17					
21	Ceadîr-Lunga District Court	18	5	28	3			2		2				1	1	
22	Cimişlia District Court	3	3	4	1			1								
23	Comrat District Court	8	8		2											
24	Criuleni District Court	2	12		6		1									
25	Donduşeni District Court	4	3	2	1		2	1			3					
26	Drochia District Court	6	6		2			1			8			1		

27	Dubăsari District Court	10	5		5			2								
28	Edineţ District Court	15	15	25	1			5			5					
29	Făleşti District Court	3	5	10	1			3		1	5					
30	Floreşti District Court	19	15		8			5			5		1			
31	Glodeni District Court	5	5	8	1			2		1				1		
32	Hînceşti District Court	2	8		1			1		1						
33	Ialoveni District Court	25	10	9	2			6								
34	Leova District Court	3	3	13	1			2								
35	Nisporeni District Court	5	5		2			1								
36	Ocniţa District Court	9	14	13	5			3		1			1			
37	Orhei District Court	2	5	5	8			1		1						
38	Rezina District Court	-	5								3					
39	Rîşcani District Court	15	15	10	3		2	1		2	7					
40	Sîngerei District Court	-	3		2		1	1		1	2		1			
41	Soroca District Court	20	20	20	10		5	8							1	5
42	Străşeni Distict Court	4		10			2			1						1
43	Şoldăneşti District Court	2	2	2	1			2								
44	Ştefan Vodă District Court	10	10	2	2			3							1	
45	Taraclia District Court	23	23	23	12		3	3			15		1			3

46	Teleneşti District Court	-	1		1			3					1			
47	Ungheni District Court	16	16		8		4			2						
48	Vulcăneşti District Court	15		15			2	1		3	15		1			
49	Military District Court , Chisinau	10	13	13				1	10	1	7					
50	Commercial District Court, Chisinau		1		8			9	8	3	23	5				
	TOTAL	**679**	**546**	**572**	**232**	**10**	**40**	**165**	**18**	**76**	**228**	**25**	**10**	**7**	**7**	**9**

TABLE 3. COURTS' EQUIPMENT NEEDS

SOURCE: Department of Judicial Administration, August 2012.

No.	Court name	Computers	Printers	UPS	Scanners	Multifunctional (printer/copier/scanner)	SRS Femida equipment sets	Faxes
1	Supreme Court of Justice, Chisinau					5	12	7
2	Chisinau Court of Appeals	32	27	32	19	3	1	1
3	Bălți Court of Appeals	10	10	10	1	1	1	4
4	Bender Court of Appeals	17	15	19	2	1	1	0
5	Cahul Court of Appeals	10	3	0	4	1	0	0
6	Comrat Court of Appeals	2	0	2	2	3	10	5
7	Botanica District Court, Chisinau	22	20	30	20	3	0	0
8	Buiucani District Court, Chisinau		0			1	0	15
9	Centru District Court, Chișinău	19	5	10	5	3	0	5
10	Ciocana District Court, Chișinău	18	18	18	13	3	3	5
11	Rîșcani District Court, Chisinau	25	20	30	2	2	4	7
12	Bălți District Court	5	3	3	9	1	0	1
13	Bender District Court	10	10	10	3	1	0	1

14	Anenii Noi District Court	2	2	8		1	2	1
15	Basarabeasca District Court	2	4	12	2	1	3	2
16	Briceni District Court	6	12	21	6	1	1	0
17	Cahul District Court	3	7	0	9	1	8	2
18	Cantemir District Court	8	8	10	2	1	2	1
19	Călăraşi District Court	10	10	27	2	1	3	0
20	Căuşeni District Court	7	7	7	1	1	2	1
21	Ceadîr-Lunga District Court		2	10	1	1	1	0
22	Cimişlia District Court	3	3	4	1	2	0	2
23	Comrat District Court	6	6	12	4	1	3	2
24	Criuleni District Court	10	18	20	10	1	5	1
25	Donduşeni District Court	5	1	5	1	1	0	0
26	Drochia District Court		0	0		1	1	2
27	Dubăsari District Court	10	6	8	8	1	4	0
28	Edineţ District Court	4	0	10		1	0	1
29	Făleşti District Court	3	5	10	1	1	0	0
30	Floreşti District Court	5	8	5	1	1	2	1
31	Glodeni District Court	5	5	8	1	1	1	1
32	Hînceşti District Court	2	8	5	1	1	2	0

33	Ialoveni District Court	6	8	13	2	1	1	0
34	Leova District Court		0	13		1	2	2
35	Nisporeni District Court	2	4	6	2	1	4	1
36	Ocnița District Court	9	14	13	5	1	1	1
37	Orhei District Court	2	5	5	8	1	0	0
38	Rezina District Court		0	0		1	1	2
39	Rîşcani District Court	5	5	10	3	1	1	1
40	Sîngerei District Court	3	3	3	1	1	6	2
41	Soroca District Court	8	8	12	8	2	0	1
42	Străşeni Distict Court	4	2	10		1	2	1
43	Şoldăneşti District Court	2	2	2	2	1	0	0
44	Ştefan Vodă District Court	1	0	0	2	1	3	0
45	Taraclia District Court	3	5	13	5	1	3	1
46	Teleneşti District Court	6	6	13	2	2	3	2
47	Ungheni District Court	8	10	10	4	1	2	1
48	Vulcăneşti District Court	2	2	2	2	1	1	1
49	Military District Court , Chisinau	3	3	7	1	1		1
50	Commercial District Court, Chisinau		6					
	TOTAL	**325**	**326**	**478**	**178**	**67**	**102**	**85**

TABLE 4. COURTS' EQUIPMENT NEEDS

SOURCE: Center for Special Telecommunications (CTS), August 2012.

No.	Court name	OS Windows	Office	Antivirus	Client Active Directory License	Router	Power supply stabilizers	Tape Storage (for archiving audio records)
1	Supreme Court of Justice, Chisinau	0	0	0	0	1	1	1
2	Chisinau Court of Appeals	32	32	178	178	1	1	1
3	Bălți Court of Appeals	10	10	69	69	1	1	1
4	Bender Court of Appeals	17	17	43	43	1	1	1
5	Cahul Court of Appeals	10	10	40	40	1	1	1
6	Comrat Court of Appeals	2	2	32	32	1	1	1
7	Botanica District Court, Chisinau	22	22	86	86	1	1	1
8	Buiucani District Court, Chisinau	10	10	40	40	1	1	1
9	Centru District Court, Chișinău	19	19	86	86	1	1	1
10	Ciocana District Court, Chișinău	18	18	61	61	1	1	1
11	Rîșcani District Court, Chisinau	25	25	55	55	1	1	1

12	Bălţi District Court	5	5	66	66	1	1	1
13	Bender District Court	10	10	26	26	1	1	1
14	Anenii Noi District Court	2	2	25	25	1	1	1
15	Basarabeasca District Court	2	2	18	18	1	1	1
16	Briceni District Court	6	6	28	28	1	1	1
17	Cahul District Court	3	3	38	38	1	1	1
18	Cantemir District Court	8	8	21	21	1	1	1
19	Călăraşi District Court	10	10	35	35	1	1	1
20	Căuşeni District Court	7	7	28	28	1	1	1
21	Ceadîr-Lunga District Court	0	0	26	26	1	1	1
22	Cimişlia District Court	3	3	19	19	1	1	1
23	Comrat District Court	6	6	34	34	1	1	1
24	Criuleni District Court	10	10	33	33	1	1	1
25	Donduşeni District Court	5	5	26	26	1	1	1
26	Drochia District Court	5	5	20	20	1	1	1
27	Dubăsari District Court	10	10	26	26	1	1	1
28	Edineţ District Court	4	4	35	35	1	1	1
29	Făleşti District Court	3	3	24	24	1	1	1
30	Floreşti District Court	5	5	31	31	1	1	1

31	Glodeni District Court	5	5	22	22	1	1	1
32	Hînceşti District Court	2	2	42	42	1	1	1
33	Ialoveni District Court	6	6	30	30	1	1	1
34	Leova District Court	0	0	17	17	1	1	1
35	Nisporeni District Court	2	2	22	22	1	1	1
36	Ocnița District Court	9	9	21	21	1	1	1
37	Orhei District Court	2	2	26	26	1	1	1
38	Rezina District Court	0	0	28	28	1	1	1
39	Rîşcani District Court	5	5	25	25	1	1	1
40	Sîngerei District Court	3	3	22	22	1	1	1
41	Soroca District Court	8	8	33	33	1	1	1
42	Străşeni Distict Court	4	4	36	36	1	1	1
43	Şoldăneşti District Court	2	2	18	18	1	1	1
44	Ştefan Vodă District Court	1	1	15	15	1	1	1
45	Taraclia District Court	3	3	23	23	1	1	1
46	Teleneşti District Court	6	6	27	27	1	1	1
47	Ungheni District Court	8	8	37	37	1	1	1
48	Vulcăneşti District Court	2	2	20	20	1	1	1
49	Military District Court , Chisinau	3	3	13	13	1	1	1

50	Commercial District Court, Chisinau	0	0	41	41	1	1	1
	TOTAL	**340**	**340**	**1767**	**1767**	**50**	**50**	**50**

ANNEX 11- Training Needs Assessment Report

USAID
FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program (ROLISP)

COURTS TRAINING NEEDS ASSESSMENT REPORT

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INTRODUCTION

The Rule of Law Institutional Strengthening Program (ROLISP) managed by the United States Agency for International Development (USAID) developed this Training Needs Assessment Report (Report). The goal of ROLISP is to consolidate the institutional capacity, transparency and responsibility of key justice-sector institutions to guarantee their independence and to increase the efficiency and professionalism of the judiciary.

This Report is based on the information collected during the court visits conducted by ROLISP, Superior Council of Magistracy (SCM) and Department of Judicial Administration (DAJ) (collectively referred to as the Documentation Team) during May 7, 2012 – July 5, 2012. The Report is not focused on the training needs of judges, as the National Institute of Justice (NIJ) has its own tool of annual assessment of their training needs. The Report aims to highlight the training needs and priorities of the courts staff so that further measures to improve the court staff's knowledge and skills in the areas identified below are undertaken and additional training activities are developed and planned on local and central levels.

The primary focus of this Report is to determine the gap in capability of court staff to use the Integrated Case Management System, skills of the court staff to use the audio recording software and to perform their other professional duties, such as case management, archiving, human resource management, procurement, accounting, etc. A training need exists when there is a gap between what is required of a person to perform competently and what he/she actual knows. A training needs assessment is a way to determine if a training need exists and if it does, what training is required to fill the gap.

This Report reveals that several functionalities of the Integrated Case Management System are not used or are improperly used by the court staff. It also shows that the court staff lacks knowledge in case management, case archiving, budget planning, public procurement procedure, writing transcripts of court hearings, etc.

METHODOLOGY

The methodology used by ROLISP to identify training needs involved: a) data collection through checklists, b) interviews, c) attitude survey, and c) data analysis.

The Documentation Team developed checklists covering many areas, including the training needs. The SCM sent the checklists to all courts. In May and July 2012, the Documentation Team visited every court to collect the information. The team members talked to court presidents and staff, received completed checklists and were given tours of the facilities.

ROLISP processed the information indicated in the checklists and provided during the interviews and identified and listed the training needs of the court staff.

LIMITATIONS

The information in this Report is exclusively based on data provided by the court presidents and staff on the date of visits and on the checklists and subsequent telephone conversations with the court staff.

COURTS TRAINING NEEDS ASSESSMENT

Supreme Court of Justice

Integrated Case Management System Training Topics

Using case registration module

Using case random assignment module

Using hearings scheduling module

Using performance measuring module

Using case search engine

Saving samples of documents (minutes, rulings, judgments) in ICMS

Saving and editing documents (minutes, rulings, judgments) in *Draft* and *Final* statuses in ICMS

Using case transfer module

Audio Recording Software Training Topics

The Supreme Court of Justice does not need the audio recording equipment and software to record court hearings.

Other Training Topics

International legal assistance in criminal cases.

ECHR provisions and practices in national jurisprudence.

Methodology to prepare procedural acts.

Theoretical and practical issues in criminal cases. Unifying judicial practice.

Criminal and civil procedural acts.

Court clerks' activity.

Human resources management.

Chisinau Court of Appeals

Integrated Case Management System Training Topics

Using hearings scheduling module

Printing the list of hearings from ICMS

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Applying Guidelines on Court Clerks' Activity

Balti Court of Appeals

Integrated Case Management System Training Topics

Using case random assignment module

Using case search engine

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Applying Guidelines on Court Clerks' Activity

Planning budgets

Public procurement

Bender Court of Appeals

Integrated Case Management System Training Topics

Using case registration module

Using random case assignment module

Managing log of judges blocked from assignment

Using hearings scheduling module

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Cahul Court of Appeals

Integrated Case Management System Training Topics

Using case random assignment module

Managing log of judges blocked from assignment

Using the case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Applying Guidelines on Court Clerks' Activity

Peculiarities of applying legislation

Criminal and civil procedural acts

Comrat Court of Appeals

Integrated Case Management System Training Topics

Using case random assignment module

Using case search engine

Saving documents (summons, rulings, and judgments) in ICMS.

Changing the status of a document from *Draft* into *Final*

Audio Recording Software Training Topics

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

- - - - - - -

Botanica District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using case search engine

Using performance assessment module

Using appeal and cassation requests registration module

Entering enforcement data

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses and enforcement orders

Human resource management

Communication and public relations

Buiucani District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using performance assessment module

Using search engine

Using hearings scheduling module

Saving and editing documents in ICMS

Registering summons

Using appeal and cassation requests registration module

Entering enforcement data

Printing the list of hearings

Using decisions publishing module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses and enforcement orders

Managing the archive

Centru District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using performance assessment module

Using search engine

Using hearings scheduling module

Saving and editing documents in ICMS

Using summons templates

Using appeal and cassation requests registration module

Entering enforcement data

Printing the list of hearings

Using decisions publishing module

Editing decisions before publishing

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses and enforcement orders

Human resource management

Communication and public relations

Ciocana District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using performance assessment module

Using appeal and cassation requests registration module

Entering enforcement data

Printing the list of hearings

Managing human resources

Saving samples of documents (transcripts, rulings, judgments)

Entering results of hearings

Entering data on suspension of the proceedings

Using decisions publishing module

Editing decisions before publishing

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses and enforcement orders

Managing cases by chancellery staff

Human resource management

Communication and public relations

Riscani District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using performance assessment module

Using appeal and cassation requests registration module

Entering enforcement data

Printing the list of hearings

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses and enforcement orders

Human resource management

Communication and public relations

Balti District Court

Integrated Case Management System Training Topics

Registering cases in ICMS

Using case categories

Entering new trial participants

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Communication and public relations

Accounting

Bender District Court

Integrated Case Management System Training Topics

Using case random assignment module

Managing specialized panels of judges

Using hearings scheduling module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Playing back audio recordings

Using audio recordings to prepare transcripts of hearings

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Anenii Noi District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using the log of judges blocked from assignment

Using appeal and cassation requests module

Entering enforcement data

Managing ICMS users

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

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Basarabeasca District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Peculiarities of applying legislation

Criminal and civil procedural acts

Briceni District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using ICMS settings

Using hearings scheduling module

Publishing decisions

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Guidelines on court clerks' activity

Budget planning

Public procurement procedure

Cahul District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using case transfer module

Using appeal and cassation requests module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Human resources management

Guidelines on court clerks' activity

Cantemir District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using summons module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Human resources management

Guidelines on court clerks' activity

Calarasi District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using summons module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

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Causeni District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using search engine

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Communication and public relations

Ceadir-Lunga District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings

Guidelines on court clerks' activity

Cimislia District Court

Integrated Case Management System Training Topics

Using case random assignment module

Entering data on state fee

Managing specialized panels of judges

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Guidelines on court clerks' activity

Comrat District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Managing specialized panels of judges

Using case merge module

Using summons templates

Using hearings scheduling module

Using the electronic statistical module

Using case transfer module

Audio Recording Software Training Topics

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Communication and public relations

Criuleni District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using the electronic statistical module

Using appeal and cassation requests module

Entering enforcement data

Using case transfer module

Audio Recording Software Training Topics

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Human resources management

Donduseni District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using hearings scheduling module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Public procurements

Human resources management

Communication and public relations

Drochia District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using search engine

Saving documents in ICMS

Printing the list of hearings

Managing specialized panel of judges

Using hearings scheduling module

Using appeal and cassation requests module

Entering enforcement data

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Public procurements

Human resources management

Communication and public relations

Dubasari District Court

Integrated Case Management System Training Topics

Saving documents in ICMS

Printing the list of hearings

Using hearings scheduling module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Human resources management

Edinet District Court

Integrated Case Management System Training Topics

Using case random assignment module

Saving documents in ICMS

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Guidelines on court clerks' activity

Human resources management

Falesti District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using electronic statistical module

Saving documents in ICMS

Using summons temnplates

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Legal procedure of destroying case files and organizing the archive

Public procurement

Human resources management

Communication and public relations

Floresti District Court

Integrated Case Management System Training Topics

Using case random assignment module

Saving documents in ICMS

Using hearings scheduling module

Using summons templates

Saving transcripts of hearings in ICMS

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing human resources via ICMS

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Human resources management

Glodeni District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using electronic statistical module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Drafting minutes of economic cases

Drafting minutes of criminal cases with plea of guilty

Drafting minutes on criminal cases with several defendants where cause against one of them is terminated due to an agreement between parties

Drafting minutes on civil cases in the absence of both parties

Drafting minutes on civil cases when the plaintiff requests the trial of the case in their absence

Drafting minutes on administrative cases

Guidelines on court clerks' activity implementation

File disposal procedures

Human resource management in public administration: legal aspects

Preparation of personnel files, labor cards

Court website: information it must contain; practice in other countries

Staff motivation. Staff motivational activities. Administrative and interpersonal communication. Conflict management. Psychological aspects of working with staff

Public procurements: legal provisions and working practices

Guideline implementation

Drafting reports

Public procurements: legal provisions and working practices

Role of the educational psychologist in the court hearing, rights and obligations

Simultaneous translation during court hearings

Public procurements: legal provisions and working practices

Public relations concepts; methods and practices of public relations; management and assessment

Public information. Law on access to information. Protection of personal data. Public access to files

Ways to form and promote the image of the court. Communication strategies and plans. Practices of other countries

Hinceşti District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using electronic statistical module

Managing specialized panels of judges

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Ialoveni District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using summons templates

Using appeal and cassation requests module

Entering enforcement data

Using hearings scheduling module

Printing the list of hearings

Managing human resources via ICMS

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Human resources management

Communication and public relations

Leova District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Using hearings scheduling module

Printing the list of hearings

Managing human resources via ICMS

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Human resources management

Communication and public relations

Nisporeni District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using electronic statistical module

Using appeal and cassation requests module

Entering enforcement data

Using hearings scheduling module

Printing the list of hearings

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Guidelines on court clerks' activity

Ocnita District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Entering results of hearings

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of court hearings, statements of witnesses

Case files archiving

Procedure to destroy case files

Public procurement

Human resources management

Web page management

Orhei District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using search engine

Using appeal and cassation requests module

Entering enforcement data

Publishing decisions

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resource management

Communication and public relations

Rezina District Court

Integrated Case Management System Training Topics

Using case random assignment module based on case weights

Using electronic statistical module

Managing ICMS users

Using summons templates

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing human resources

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resource management

Communication and public relations

Riscani District Court

Integrated Case Management System Training Topics

Using case random assignment module

Managing the log of judges blocked from assignment

Entering enforcement data

Printing the list of hearings

Managing ICMS users

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Conduct and ethics of civil servants

Legal procedure of destroying case files

Human resource management

Singerei District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using hearings scheduling module

Saving transcripts of hearings

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Managing ICMS users

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resource management

Communication and public relations

Soroca District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resource management

Communication and public relations

Straseni Distict Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Procedure to archive case files

Soldanesti District Court

Integrated Case Management System Training Topics

Entering cases in ICMS

Using case random assignment module

Using summons templates

Printing the list of hearings

Managing ICMS users

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Human resources management

Public procurement

Stefan Voda District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Human resources management

Taraclia District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Telenesti District Court

Integrated Case Management System Training Topics

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Human resources management

Communication and public relations

Ungheni District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using hearings scheduling module

Using appeal and cassation requests module

Entering enforcement data

Printing the list of hearings

Using performance assessment module

Using case transfer module

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Human resources management

Communication and public relations

Vulcanesti District Court

Integrated Case Management System Training Topics

Using case random assignment module

Using appeal and cassation requests module

Entering enforcement data

Using case search engine

Using case transfer module

Audio Recording Software Training Topics

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Human resources management

Military District Court, Chisinau

Integrated Case Management System Training Topics

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Audio Recording Software Training Topics

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Other Training Topics

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Commercial District Court, Chisinau

Integrated Case Management System Training Topics

Using case random assignment module

Using case transfer module

Using search engine

Using appeal and cassation requests module

Entering enforcement data

Using case search engine

Printing the list of hearings

Publishing decisions

Audio Recording Software Training Topics

Recording court hearings

Saving audio recordings on the server

Saving audio recordings on CDs

Archiving audio recordings

Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009

Other Training Topics

Transcripts of hearings, statements of witnesses

Human resources management

Annex 12 - Moldovan Courts Training Profiles

USAID FROM THE AMERICAN PEOPLE

Rule of Law Institutional Strengthening Program (ROLISP)

Moldovan Courts

Training Profiles

Rule of Law Institutional Strengthening Program (ROLISP
USAID Contract No. AID -117-C-12-00002

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September 30, 2012

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The methodology used by ROLISP to develop court training profiles involved data collection through checklists distributed to courts, interviews with court staff during the court site visits, and follow-up telephone conversations with court presidents and staff.

ROLISP processed the information indicated in the checklists and provided during the interviews and follow-up telephone conversation to develop the court training profiles included in this Report.

LIMITATIONS

The Report does not include the training needs of judges, as the National Institute of Justice (NIJ) has its own tool to annually assess their training needs. The Report, instead, aims to highlight the training needs and priorities of the courts staff. The court training profiles included in this Report will also serve as basis for developing the topics for future court staff training activities.

The information in this Report is exclusively based on data provided by the court presidents and staff on the date of the site visits, checklists data, and subsequent telephone conversations with the court staff.

COURTS TRAINING PROFILES

Nr.	Court name	Integrated Case Management System Training Topics	Audio Recording Software Training Topics	Other Training Topics
1	**Supreme Court of Justice, Chisinau**	Using case registration module Using case random assignment module Using hearings scheduling module Using performance measuring module Using case search engine Saving samples of documents (minutes, rulings, judgments) in ICMS Saving and editing documents (minutes, rulings, judgments) in *Draft* and *Final* statuses in ICMS Using case transfer module	The Supreme Court of Justice does not need the audio recording equipment and software to record court hearings.	International legal assistance in criminal cases. ECHR provisions and practices in national jurisprudence. Methodology to prepare procedural acts. Theoretical and practical issues in criminal cases. Unifying judicial practice. Criminal and civil procedural acts. Court clerks' activity. Human resources management.
2	**Chisinau Court of Appeals**	Using hearings scheduling module Printing the list of hearings from ICMS Using case transfer module	Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the	Transcripts of court hearings Applying Guidelines on Court Clerks' Activity

			server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
3	**Bălţi Court of Appeals**	Using case random assignment module Using case search engine Using case transfer module	Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings Applying Guidelines on Court Clerks' Activity Planning budgets Public procurement
4	**Bender Court of Appeals**	Using case registration module Using random case assignment module Managing log of judges blocked from assignment Using hearings scheduling module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings
5	**Cahul Court of Appeals**	Using case random assignment module Managing log of judges blocked from assignment Using the case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings	Transcripts of court hearings Applying Guidelines on Court Clerks' Activity Peculiarities of applying legislation

			No. 212/8 dated June 18, 2009	Criminal and civil procedural acts
6	**Comrat Court of Appeals**	Using case random assignment module Using case search engine Saving documents (summons, rulings, and judgments) in ICMS. Changing the status of a document from *Draft* into *Final*	Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	--
7	**Botanica District Court, Chisinau**	Using case random assignment module Using case search engine Using performance assessment module Using appeal and cassation requests registration module Entering enforcement data Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses and enforcement orders Human resource management Communication and public relations
8	**Buiucani District Court, Chisinau**	Using case random assignment module Using performance assessment module Using search engine	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs	Transcripts of court hearings, statements of witnesses and enforcement orders Managing the archive

		Using hearings scheduling module Saving and editing documents in ICMS Registering summons Using appeal and cassation requests registration module Entering enforcement data Printing the list of hearings Using decisions publishing module Using case transfer module	Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
9	**Centru District Court, Chişinău**	Using case random assignment module Using performance assessment module Using search engine Using hearings scheduling module Saving and editing documents in ICMS Using summons templates Using appeal and cassation requests registration module Entering enforcement data	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses and enforcement orders Human resource management Communication and public relations

		Printing the list of hearings Using decisions publishing module Editing decisions before publishing Using case transfer module		
10	**Ciocana District Court, Chişinău**	Using case random assignment module Using performance assessment module Using appeal and cassation requests registration module Entering enforcement data Printing the list of hearings Managing human resources Saving samples of documents (transcripts, rulings, judgments) Entering results of hearings Entering data on suspension of the proceedings Using decisions publishing module Editing decisions before publishing	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses and enforcement orders Managing cases by chancellery staff Human resource management Communication and public relations

		Using case transfer module		
11	**Rîşcani District Court, Chisinau**	Using case random assignment module Using performance assessment module Using appeal and cassation requests registration module Entering enforcement data Printing the list of hearings Managing human resources Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses and enforcement orders Human resource management Communication and public relations
12	**Bălţi District Court**	Registering cases in ICMS Using case categories Entering new trial participants Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Communication and public relations Accounting
13	**Bender District Court**	Using case random assignment module Managing specialized panels of judges	Saving audio recordings on CDs Playing back audio recordings	Human resources management

		Using hearings scheduling module	Using audio recordings to prepare transcripts of hearings Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
14	**Anenii Noi District Court**	Using case random assignment module Using the log of judges blocked from assignment Using appeal and cassation requests module Entering enforcement data Managing ICMS users Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	--
15	**Basarabeasca District Court**	Using case random assignment module Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation	Peculiarities of applying legislation Criminal and civil procedural acts

			on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
16	**Briceni District Court**	Using case random assignment module Using ICMS settings Using hearings scheduling module Publishing decisions Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings Guidelines on court clerks' activity Budget planning Public procurement procedure
17	**Cahul District Court**	Using case random assignment module Using case transfer module Using appeal and cassation requests module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings Human resources management Guidelines on court clerks' activity
18	**Cantemir District Court**	Using case random assignment module Using summons module Using appeal and cassation requests module Entering enforcement data	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings	Transcripts of court hearings Human resources management Guidelines on court clerks' activity

		Printing the list of hearings Managing human resources Using case transfer module	Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
19	**Călăraşi District Court**	Using case random assignment module Using summons module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Managing human resources Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	--
20	**Căuşeni District Court**	Using case random assignment module Using search engine Managing human resources Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resources management Communication and public relations
21	**Ceadîr-Lunga District Court**	Using case random assignment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the	Transcripts of court hearings Guidelines on court clerks' activity

			server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
22	**Cimişlia District Court**	Using case random assignment module Entering data on state fee Managing specialized panels of judges	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resources management Guidelines on court clerks' activity
23	**Comrat District Court**	Using case random assignment module based on case weights Managing specialized panels of judges Using case merge module Using summons templates Using hearings scheduling module Using the electronic statistical module Using case transfer module	Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resources management Communication and public relations
24	**Criuleni District Court**	Using case random assignment module based on case weights Using the electronic statistical module	Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Human resources management

		Using appeal and cassation requests module Entering enforcement data Using case transfer module		
25	**Donduşeni District Court**	Using case random assignment module Using hearings scheduling module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Public procurements Human resources management Communication and public relations
26	**Drochia District Court**	Using case random assignment module Using search engine Saving documents in ICMS Printing the list of hearings Managing specialized panel of judges Using hearings scheduling module Using appeal and cassation requests module Entering enforcement data	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Public procurements Human resources management Communication and public relations

		Using case transfer module		
27	**Dubăsari District Court**	Saving documents in ICMS Printing the list of hearings Using hearings scheduling module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Human resources management
28	**Edineţ District Court**	Using case random assignment module Saving documents in ICMS Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Guidelines on court clerks' activity Human resources management
29	**Făleşti District Court**	Using case random assignment module based on case weights Using electronic statistical module Saving documents in ICMS	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation	Transcripts of court hearings, statements of witnesses Legal procedure of destroying case files and organizing the archive

		Using summons temnplates Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Managing human resources Using case transfer module	on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Public procurement Human resources management Communication and public relations
30	**Floreşti District Court**	Using case random assignment module Saving documents in ICMS Using hearings scheduling module Using summons templates Saving transcripts of hearings in ICMS Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Managing human resources via ICMS Using performance assessment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Human resources management

31	**Glodeni District Court**	Using case random assignment module based on case weights Using electronic statistical module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Drafting minutes of economic cases Drafting minutes of criminal cases with plea of guilty Drafting minutes on criminal cases with several defendants where cause against one of them is terminated due to an agreement between parties Drafting minutes on civil cases in the absence of both parties Drafting minutes on civil cases when the plaintiff requests the trial of the case in their absence Drafting minutes on administrative cases Guidelines on court clerks' activity implementation File disposal procedures Human resource management in public administration: legal aspects Preparation of personnel files, labor cards Court website: information it must contain; practice in other countries Staff motivation. Staff motivational activities. Administrative and interpersonal communication. Conflict management. Psychological aspects of

				working with staff Public procurements: legal provisions and working practices Guideline implementation Drafting reports Public procurements: legal provisions and working practices Role of the educational psychologist in the court hearing, rights and obligations Simultaneous translation during court hearings Public procurements: legal provisions and working practices Public relations concepts; methods and practices of public relations; management and assessment Public information. Law on access to information. Protection of personal data. Public access to files Ways to form and promote the image of the court. Communication strategies and plans. Practices of other countries
32	**Hîncești District Court**	Using case random assignment module based on case weights	Saving audio recordings on CDs	Human resources management

		Using electronic statistical module Managing specialized panels of judges Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
33	**Ialoveni District Court**	Using case random assignment module Using summons templates Using appeal and cassation requests module Entering enforcement data Using hearings scheduling module Printing the list of hearings Managing human resources via ICMS Using performance assessment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Human resources management Communication and public relations
34	**Leova District Court**	Using case random assignment module Using appeal and cassation requests module	Recording court hearings Saving audio recordings on the server	Transcripts of court hearings, statements of witnesses Human resources management

		Entering enforcement data Using hearings scheduling module Printing the list of hearings Managing human resources via ICMS Using performance assessment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Communication and public relations
35	**Nisporeni District Court**	Using case random assignment module based on case weights Using electronic statistical module Using appeal and cassation requests module Entering enforcement data Using hearings scheduling module Printing the list of hearings Using performance assessment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of court hearings, statements of witnesses Guidelines on court clerks' activity
36	**Ocniţa District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs	Transcripts of court hearings, statements of witnesses Case files archiving

		Entering results of hearings Using case transfer module	Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Procedure to destroy case files Public procurement Human resources management Web page management
37	**Orhei District Court**	Using case random assignment module Using search engine Using appeal and cassation requests module Entering enforcement data Publishing decisions Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resource management Communication and public relations
38	**Rezina District Court**	Using case random assignment module based on case weights Using electronic statistical module Managing ICMS users Using summons templates Using appeal and cassation requests module Entering enforcement data Printing the list of hearings	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resource management Communication and public relations

		Managing human resources Using case transfer module		
39	**Rîşcani District Court**	Using case random assignment module Managing the log of judges blocked from assignment Entering enforcement data Printing the list of hearings Managing ICMS users Using performance assessment module Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of hearings, statements of witnesses Conduct and ethics of civil servants Legal procedure of destroying case files Human resource management
40	**Sîngerei District Court**	Using case random assignment module Using hearings scheduling module Saving transcripts of hearings Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Managing ICMS users Using performance assessment module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resource management Communication and public relations

		Using case transfer module		
41	**Soroca District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resource management Communication and public relations
42	**Străşeni District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of hearings, statements of witnesses Procedure to archive case files
43	**Şoldăneşti District Court**	Entering cases in ICMS Using case random assignment module	Recording court hearings Saving audio recordings on the server	Transcripts of hearings, statements of witnesses Human resources management

		Using summons templates Printing the list of hearings Managing ICMS users Using performance assessment module Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Public procurement
44	**Ştefan Vodă District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using performance assessment module Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of hearings, statements of witnesses Human resources management
45	**Taraclia District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation	Transcripts of hearings, statements of witnesses

			on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	
46	**Teleneşti District Court**	Using case transfer module	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of hearings, statements of witnesses Human resources management Communication and public relations
47	**Ungheni District Court**	Using case random assignment module Using hearings scheduling module Using appeal and cassation requests module Entering enforcement data Printing the list of hearings Using performance assessment module Using case transfer module	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Human resources management Communication and public relations
48	**Vulcăneşti District Court**	Using case random assignment module Using appeal and cassation requests module Entering enforcement data Using case search engine	Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings	Transcripts of hearings, statements of witnesses Human resources management

		Using case transfer module	No. 212/8 dated June 18, 2009	
49	**Military District Court , Chisinau**	N/A	N/A	N/A
50	**Commercial District Court, Chisinau**	Using case random assignment module Using case transfer module Using search engine Using appeal and cassation requests module Entering enforcement data Using case search engine Printing the list of hearings Publishing decisions	Recording court hearings Saving audio recordings on the server Saving audio recordings on CDs Archiving audio recordings Deleting audio recordings from the server in line with the SCM Regulation on Audio Recording of Court Hearings No. 212/8 dated June 18, 2009	Transcripts of hearings, statements of witnesses Human resources management