



Rule of Law Institutional Strengthening  
Program (ROLISP)

# ROLISP

## Rapid Partnership Appraisal

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### **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.

<b>Shorter-term Partnership Opportunities ('Quick Wins')</b>
<ul style="list-style-type: none"><li>• Judicial IT Training Partnership</li><li>• Pro Bono Legal Education Partnership for the NIJ</li><li>• Pro Bono Training Partnership for Legal CSOs</li></ul>
<b>Longer-term Partnership Opportunities (Highest Impact)</b>
<ul style="list-style-type: none"><li>• Media and Public Outreach Partnership</li><li>• ICMS Enhancement Partnership</li><li>• 'Cisco Connected Justice' Partnership</li><li>• Mobile Access to Justice</li></ul>

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 , 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).<sup>1</sup> Contractual PPPs are defined as broad agreements 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

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<sup>1</sup> 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 about current policy and practice for PPPs in Moldova can be found at the official GoM site for PPP development: <http://www.pppmoldova.md/>

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.<sup>2</sup>

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.

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

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<sup>2</sup> The program is presented through a presentation available at the following web site:  
[http://www.unecce.org/fileadmin/DAM/ceci/ppt\\_presentations/2011/TOS\\_PPP3/1.5\\_Mr.\\_Bala.pdf](http://www.unecce.org/fileadmin/DAM/ceci/ppt_presentations/2011/TOS_PPP3/1.5_Mr._Bala.pdf)

- 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.<sup>3</sup> 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 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.

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<sup>3</sup> Moldova Economic Sector Analysis: Final Report, USAID Competitiveness Enhancement and Enterprise Development Project (CEED), p. 22.

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
<b>IT</b>	<ul style="list-style-type: none"> <li>• Cisco Networking Academy/DNT</li> <li>• S&amp;T Moldova</li> <li>• Accelerate Group</li> <li>• Deeplace</li> <li>• Daac System Integrator</li> </ul>
<b>Telecom</b>	<ul style="list-style-type: none"> <li>• Orange Telecom</li> <li>• Moldtelecom/Unite</li> </ul>
<b>Legal Services</b>	<ul style="list-style-type: none"> <li>• DLA Piper</li> <li>• Turcan Cazac</li> </ul>

<b>Media</b>	<ul style="list-style-type: none"> <li>• Unimedia</li> <li>• Association of Independent Press</li> </ul>
<b>Retail</b>	<ul style="list-style-type: none"> <li>• Daac-Hermes</li> </ul>
<b>Business Associations &amp; Implementers</b>	<ul style="list-style-type: none"> <li>• American Chamber of Commerce in Moldova (AmCham)</li> <li>• American Bar Association Rule of Law Initiative</li> <li>• Competitiveness Enhancement and Enterprise Development Project II (CEED II) - Chemonics</li> <li>• Moldova Civil Society Strengthening Program – FHI 360</li> </ul>

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<sup>4</sup> 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.

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<sup>4</sup> See [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/resources/networking.pdf](http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf)

- **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 from 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.

## **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.<sup>5</sup> 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.

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**

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<sup>5</sup> The assessment framework is available for download at <http://pdf.usaid.gov/pdf>

- **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.

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

<ul style="list-style-type: none"> <li>• <b>Increased Risk</b> refers to both development and reputational risk that ROLISP may face as a result of the partnership. <ul style="list-style-type: none"> <li><u>Example:</u> 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.</li> </ul> </li> <li>• <b>Staff Intensity</b> refers to the level of ROLISP staff involvement that may be required to bring a partnership to fruition and oversee its successful implementation. <ul style="list-style-type: none"> <li><u>Example:</u> Building the <i>Mobile Access to Justice</i> 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.</li> </ul> </li> <li>• <b>Time Horizon</b> 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. <ul style="list-style-type: none"> <li><u>Example:</u> Building the <i>Cisco Connected Justice</i> 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.</li> </ul> </li> </ul>	<b>Risks &amp; Transaction Costs</b>
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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	Pro Bono Legal Training	CSO Capacity Building	IT Training	ICMS Enhancement	Cisco Connected Justice	Media & Public Outreach	Mobile Access to Justice
Priority Factors							
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 of 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.

<b>Opportunity</b>	<b>Judicial IT Training Partnership</b>
<b>Business Sector(s)</b>	ICT
<b>Leading Companies</b>	Cisco Networking Academy, DNT (local Cisco implementing partner)
<b>ROLISP Component(s)</b>	Objective 1 (Activity 1.42 – Conduct training in the use of information technologies) and Objective 2 (Activity 2.12 – Court staff training)
<b>Project Development Challenge Addressed</b>	<p>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.</p> <p>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.</p>
<b>Business Interest</b>	As part of its global CSR focus on ICT capacity-building & workforce

	<p>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.</p> <p>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.</p> <p>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.</p>
<b>Potential Private Sector Resources</b>	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).
<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	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.
<b>Constraints/ Risks</b>	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. <sup>6</sup> This would likely need to be leveraged in order to compensate and activate the relationship with DNT.

<b>Opportunity</b>	<b>Pro Bono Legal Education Partnership for the NIJ</b>
<b>Business Sector(s)</b>	Legal Services
<b>Leading</b>	DLA Piper, Turcan Cazac Law Firm, other law firms TBD

<sup>6</sup> See [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/resources/networking.pdf](http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf)

<b>Companies</b>	
<b>ROLISP Component(s)</b>	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)
<b>Project Development Challenge Addressed</b>	<p>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.</p> <p>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 <i>before</i> 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.</p>
<b>Business Interest</b>	<p>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.</p> <p>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.</p> <p>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.</p>
<b>Potential Private</b>	DLA Piper would provide ROLISP with access to over 4,200 lawyers worldwide

<b>Sector Resources</b>	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.
<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	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.
<b>Constraints/ Risks</b>	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.

<b>Opportunity</b>	<b>Pro Bono Training Partnership for Legal CSOs</b>
<b>Business Sector(s)</b>	Legal Services, Consulting Service
<b>Leading Companies</b>	DLA Piper, Turcan Cazac Law Firm, other law firms TBD, Deloitte, Ernst & Young, PWC
<b>ROLISP Component(s)</b>	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)
<b>Project Development Challenge Addressed</b>	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.

	<p>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.</p> <p>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.</p> <p>Depending on need, ROLISP could also approach Deloitte, Ernst &amp; 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.</p>
<b>Business Interest</b>	<p>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.</p> <p>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.</p>
<b>Potential Private Sector Resources</b>	<p>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 &amp; 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.</p>

<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	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.
<b>Constraints/ Risks</b>	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.

<b>Opportunity</b>	<b>Media &amp; Public Outreach</b>
<b>Business Sector(s)</b>	ICT
<b>Leading Companies</b>	Unimedia, Association of Independent Press, other TBD (e.g. TV networks)
<b>ROLISP Component(s)</b>	Objective 3 (Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society)
<b>Project Development Challenge Addressed</b>	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.

	<p>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.</p>
<p><b>Business Interest</b></p>	<p>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.</p> <p>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.</p>
<p><b>Potential Private Sector Resources</b></p>	<p>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.</p>

<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	<p>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.</p>
<b>Constraints/ Risks</b>	<p>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.</p> <p>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.</p> <p>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.</p>

<b>Opportunity</b>	<b>ICMS Enhancement Partnership</b>
<b>Business Sector(s)</b>	ICT
<b>Leading Companies</b>	S&T, Accelerate, Deeplace, DAAC Integrator, HP
<b>ROLISP Component(s)</b>	Objective 1 (Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)
<b>Project Development Challenge Addressed</b>	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

	<p>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.</p> <p>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.</p>
<b>Business Interest</b>	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.
<b>Potential Private Sector Resources</b>	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.
<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	<p>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.</p> <p>ICMS improvement is a major goal of the project. Any additional services leveraged towards this goal could improve the effectiveness of ROLISP’s intervention.</p>
<b>Constraints/ Risks</b>	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.

<b>Opportunity</b>	<b>‘Cisco Connected Justice’ Partnership</b>
<b>Business Sector(s)</b>	ICT
<b>Leading Companies</b>	Cisco, Cisco’s Moldovan vendors like S&T

<b>ROLISP Component(s)</b>	<p>Objective 1 (Expected Result 1.3 – Streamlined court management and administration processes and optimized court organization)</p>
<b>Project Development Challenge Addressed</b>	<p>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.</p> <p>Building off of the USAID-Cisco Global Framework Agreement<sup>7</sup>, 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.</p> <p>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.</p> <p>If possible, a Cisco Connected Justice partnership would improve ICMS and overall court management processes in three main ways:</p> <ul style="list-style-type: none"> <li>• Enhancing a secure network foundation to address court requirements today while providing a foundation for future needs.</li> <li>• 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.</li> <li>• Offering solutions, partnerships, and alliances with Moldovan Cisco vendors who deliver vital court applications.</li> </ul>
<b>Business Interest</b>	<p>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</p>

<sup>7</sup> See [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/resources/networking.pdf](http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf)

	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 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.
<b>Potential Private Sector Resources</b>	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.
<b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b>	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.
<b>Constraints/ Risks</b>	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.

<b>Opportunity</b>	<b>Mobile Access to Justice</b>
<b>Business Sector(s)</b>	ICT
<b>Leading Companies</b>	Orange, Moldcell, Moldtelecom
<b>ROLISP Component(s)</b>	Objective 3 (Activity 3.3 – Develop a communication platform between SCM, DJA, and civil society)
<b>Project Development Challenge Addressed</b>	<p>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”).</p> <p>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,</p>

	<p>or announcement related to their case would be posted. The data would be drawn from 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.</p> <p>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.</p>
<p><b>Business Interest</b></p>	<p>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.</p> <p>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.</p>
<p><b>Potential Private Sector Resources</b></p>	<p>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.</p>
<p><b>ROLISP &amp; Implementing Partner Resource Contribution &amp; Value</b></p>	<p>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.</p> <p>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</p>

	<p>information. The courts themselves would have an innovative and sustainable platform for sharing information with the citizenry.</p>
<p><b>Constraints/ Risks</b></p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Finally, legal issues will need to be clarified – i.e. what kinds of information can be shared by SMS and which kinds cannot.</p>

## 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.

<b>Accelerate Group</b>	
<b>Business Sector/Industry:</b> IT	<b>Location of Operations/Production:</b> Moldova & Europe
<b>Date of Interview:</b> June 25, 2012	<b>Location of Interview:</b> Chisinau
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• Accelerate IT has been providing individualized IT consulting, design, implementation &amp; maintenance since 2003</li> <li>• 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</li> <li>• Accelerate IT has served in an IT consulting capacity to thousands of clients in practically every major industry.</li> <li>• In addition to Moldova, the company has operations in Germany, Austria, France and the United States</li> <li>• The company employees 12 people in Moldova and 80 in Germany and Austria.</li> <li>• 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)</li> <li>• They provide 24-hr support through a call center (that serves Moldova and all other Accelerate markets).</li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>	

businesses') <ul style="list-style-type: none"> <li>• They pride themselves on having had clients for over 20 years</li> <li>• Their main interest remains in serving Moldova's growing small business community through various ERP (Enterprise Resource Planning) solutions</li> <li>• They want to invest in youth and IT Training by partnering with universities</li> </ul>	
<b>Business Challenges:</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Agreements and contracts are declared void for no real reason – contract law is weak</li> <li>• 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)</li> </ul>	
<b>CSR (if any):</b> <ul style="list-style-type: none"> <li>• They do have CSR investments in Germany and Austria and claim the potential to integrate it into Moldovan operations.</li> </ul>	
<b>Partnership Potential (high/medium/low):</b> Medium/low	
<b>Program areas &amp; Project Overlap:</b> 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))	
<b>Leverage:</b> <ul style="list-style-type: none"> <li>• Technology, technical expertise, training experience</li> </ul>	
<b>Previous/current engagement with USAID (if any):</b> None known	
<b>Drawbacks (mini-due diligence):</b> 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.	
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<b>Cisco Networking Academy</b>	
<b>Business Sector/Industry:</b> ICT	<b>Location of Operations/Production:</b> Global
<b>Dates of Interview:</b> June 21, 2012	<b>Location of Interview:</b> Chisinau, Moldova
<b>Company Focus/Product:</b> <ul style="list-style-type: none"> <li>• The mission of the Cisco Networking Academy is to train 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.</li> <li>• 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.</li> <li>• Cisco provides online curricula, teacher training, and professional development for instructors.</li> <li>• 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.</li> <li>• In Moldova, the Cisco Networking Academy has contracted with the DNT Association to provide its services</li> <li>• DNT opened the first Cisco Networking Academies in Moldova</li> <li>• Cisco/DNT has two areas of competencies: 1) IT Training and 2) Developing social and commercial web solutions</li> <li>• In its training, DNT offers 2 basic courses: "IT Essentials" and "Explore"</li> <li>• IT Essentials trains on a range of basic computer skills including how to use software and troubleshooting</li> </ul>	

- 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 indirectly.
- 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.

<p><b>Previous/current engagement with USAID (if any):</b> Many partnerships throughout the world through a USAID-Cisco Global Framework Agreement.<sup>8</sup></p>	
<p><b>Drawbacks (mini-due diligence):</b> 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.</p>	
<p><b>Point of Contact:</b></p> <p><b>Dumitru Iepure</b> Academy Manager</p> <p>T: + 373 79 770 081</p> <p>T: 022 229 229</p> <p>E: <a href="mailto:diepure@dnt.md">diepure@dnt.md</a></p> <p><b>Vitalie Bordeniuc</b> ICT Specialist</p> <p>T: + 37369 900 996</p>	<p><b>Website:</b></p> <p><a href="http://www.cisco.com/web/learning/netacad/index.html">http://www.cisco.com/web/learning/netacad/index.html</a></p>

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<sup>8</sup> See [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/resources/networking.pdf](http://www.usaid.gov/our_work/global_partnerships/gda/resources/networking.pdf)

<b>Deeplace</b>	
<b>Business Sector/Industry:</b> IT	<b>Location of Operations/Production:</b> Moldova
<b>Date of Interview:</b> June 26, 2012	<b>Location of Interview:</b> Chisinau
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Clients range from banking, finance, and telecom IT services to education and government institutions</li> <li>• Deeplace is certified in ISO 9001:2008 and IT-Mark</li> <li>• 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</li> <li>• The company has often worked with developing information systems for government entities, and has helped a diverse range of government clients</li> <li>• 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</li> <li>• 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</li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• Deeplace wants to keep developing three main directions: 1) Information system for government entities, 2) Online banking, and 3) Information systems for businesses</li> <li>• Mobile money for banks</li> <li>• 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</li> </ul>	
<b>Business Challenges:</b> None noted	
<b>CSR (if any):</b> None noted	
<b>Partnership Potential (high/medium/low):</b> 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:**

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<b>DLA Piper</b>	
<b>Business Sector/Industry:</b> Legal Services	<b>Location of Operations/Production:</b> Global
<b>Date of Interview:</b> June 11, 2012	<b>Location of Interview:</b> Phone
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.<sup>9</sup> The firm listed its 2009-2010 global revenues as \$1.92 billion.<sup>10</sup></li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Traditionally, the organization works in countries in which they do <b>not</b> have a presence</li> <li>• DLA Piper allocates 13,000-15,000 attorney hours per year to New Perimeter, which translates to \$6-\$7 million in donated legal services annually.</li> <li>• DLA Piper regularly partners with government, academic institutions and CSOs.</li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• DLA Piper could be seen to have two major goals: First, they are advancing the skills</li> </ul>	

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[http://www.newyorklawjournal.com/PubArticleNY.jsp?id=1202492791576&Were\\_Number\\_One\\_Were\\_Number\\_One\\_Firm\\_Now\\_Ranks\\_as\\_Worlds\\_Largest](http://www.newyorklawjournal.com/PubArticleNY.jsp?id=1202492791576&Were_Number_One_Were_Number_One_Firm_Now_Ranks_as_Worlds_Largest)

<sup>10</sup>

<http://www.americanlawyer.com/PubArticleTAL.jsp?id=1202472338838&slreturn=1&hbxlogin=1>

<p>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.</p> <ul style="list-style-type: none"> <li>• Second, DLA Piper would effectively leverage the partnership to explore potential entry into the Moldovan market and also market itself and its brand</li> </ul>	
<p><b>Business Challenges:</b> N/A</p>	
<p><b>CSR (if any):</b> 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.</p>	
<p><b>Partnership Potential (high/medium/low):</b> High</p>	
<p><b>Program areas &amp; Project Overlap:</b> 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</p>	
<p><b>Leverage:</b> Access to 4000+ lawyers worldwide including in Romania, Ukraine, and Russia offices; capacity building &amp; skills development; legal expertise and knowledge</p>	
<p><b>Previous/current engagement with USAID (if any):</b> 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<sup>11</sup> and the Kosovo Legal Profession (KLP) Program implemented by the National Center for State Courts on legal education.<sup>12</sup></p>	
<p><b>Drawbacks (mini-due diligence):</b> 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 free, it sometimes asks for expenses such as travel to be covered.</p>	
<p><b>Points of Contact:</b></p> <p><b>Kristen Leanderson Abrams</b></p>	<p><b>Website:</b></p> <p><a href="http://www.newperimeter.org">www.newperimeter.org</a></p> <p><a href="http://www.dlapiper.com/us/cont">www.dlapiper.com/us/cont</a></p>

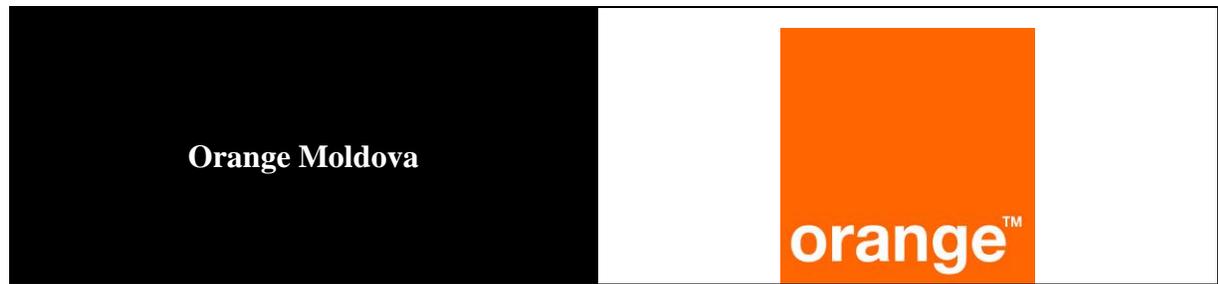
<sup>11</sup> <http://www.eef.org.ua/index.php?page=catalog&id=29&nid=115&print&lang=en>

<sup>12</sup> <http://www.dreitiesia-ks.org/?cid=2.2>

<p>Program Manager and International Pro Bono Counsel E: <a href="mailto:kristen.abrams@dlapiper.com">kristen.abrams@dlapiper.com</a></p> <p><b>Lisa R. Dewey</b> Pro Bono Partner DLA Piper US LLP 500 8th Street, N.W. Washington, DC 20004 T: 202.799.4505 E: <a href="mailto:elizabeth.dewey@dlapiper.com">elizabeth.dewey@dlapiper.com</a></p>	<p><a href="#">nt/new_perimeter/</a></p>
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<b>MoldTelecom / Unite</b>	
<b>Business Sector/Industry:</b> ICT	<b>Location of Operations/Production:</b> Moldova (country-wide)
<b>Date of Interview:</b> June 20, 2012	<b>Location of Interview:</b> Chisinau
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• Moldtelecom is a national telecommunications operator in Moldova.</li> <li>• 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.</li> <li>• In March 2007, Moldtelecom launched its mobile service – called Unite – was now serves as the countries third operator.</li> <li>• Unite is distinguished as the sole mobile operator that provides CDMA service.</li> <li>• Moldtelecom/Unite’s mobile market share is approximately 5% (compared to 75% for Orange)</li> <li>• Moldtelecom has a 98% share of the fixed telephony market</li> <li>• In all, Moldtelecom/Unite has about 1.2 million customers</li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• Moldtelecom is primarily interested in gaining market share and will pursue numerous avenues to achieve this.</li> <li>• 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.</li> </ul>	
<p><b>Business Challenges:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Fixed telephony is declining in importance and the company sees little to no future in it in the long run.</li> <li>• To compete, Moldtelecom/Unite must redefine and rebrand itself beyond Moldova’s ‘landline company.’</li> <li>• Moldtelecom/Unite must expand beyond it 5% mobile market share to survive</li> </ul>	
<p><b>CSR (if any):</b></p> <ul style="list-style-type: none"> <li>• In its MoU with the e-Government Center, Moldtelecom/Unite promises to support social needs through partnership with the government</li> </ul>	

<b>Partnership Potential (high/medium/low):</b> Hi/Medium	
<p><b>Program areas &amp; Project Overlap:</b> 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)</p>	
<p><b>Leverage:</b></p> <ul style="list-style-type: none"> <li>• Technology, market access (2 million customers), expertise, mentoring</li> </ul>	
<b>Previous/current engagement with USAID (if any):</b> none	
<p><b>Drawbacks (mini-due diligence):</b> 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.</p>	
<p><b>Point of Contact:</b></p> <p><b>Andrei Muntean</b>  Director of Regulations  Moldtelecom  10, Stefan cel Mare Ave., MD-2001  M: +373 673-99127  T: +373 22 570 127  E: <a href="mailto:amuntean@moldtelecom.md">amuntean@moldtelecom.md</a></p>	<p><b>Website:</b></p> <p><a href="http://www.moldtelecom.md/persons/mobil">http://www.moldtelecom.md/persons/mobil</a></p>



<b>Business Sector/Industry:</b> ICT	<b>Location of Operations/Production:</b> Republic of Moldova
<b>Date of Interview:</b> June 25, 2012	<b>Location of Interview:</b> Chisinau
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• Orange has been operating in Moldova since April 1998</li> <li>• France Télécom has a 94.45% share of Orange Moldova</li> <li>• Orange controls 65.4% of the Moldovan mobile market and serves two million subscribers</li> <li>• The company is also an internet service provider and a fixed voice services provider for business</li> <li>• Orange offers GSM coverage for 99.4% of the population, 98.9% of country' territory, and 88.5% for 3G services</li> <li>• About 16-20% of subscribers use smartphones for 3G</li> <li>• In 1998, Orange (then Voxtel) was the only mobile telephony services provider in the country</li> <li>• A second GSM license was given to another company (Moldcell) in 1999</li> <li>• A third operator, Unite, launched in 2007 and operates under the CDMA standard. The national (state-owned) telecommunications company Moldtelecom owns Unite.</li> <li>• Increased competition has led to a more diverse range of services and packages, including: <ul style="list-style-type: none"> <li>○ <b>Orange Abonament.</b> Monthly subscription for call, SMS, MMS, and Internet (3 levels)</li> <li>○ <b>Orange PrePay.</b> Without monthly fee.</li> <li>○ <b>Orange Business.</b> For corporate clients.</li> <li>○ <b>HD voice.</b> High quality voice service that has won global prestige and awards.<sup>13</sup></li> </ul> </li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• Orange is interested in exploring new content delivery and markets, possibly in partnership with ROLISP</li> <li>• Orange already works in partnership with the government and other development initiatives around “pushing” social messaging</li> <li>• 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</li> </ul>	
<p><b>Business Challenges:</b></p> <ul style="list-style-type: none"> <li>• Their biggest challenge is staying ahead of their competitors (Moldcell and</li> </ul>	

<sup>13</sup> 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.

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

**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.

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<b>S&amp;T</b>	
<b>Business Sector/Industry:</b> IT	<b>Location of Operations/Production:</b> Moldova & Europe
<b>Date of Interview:</b> June 25, 2012	<b>Location of Interview:</b> Chisinau
<b>Company Focus/Product:</b>	
<ul style="list-style-type: none"> <li>• S&amp;T Mold was founded in 1995 as a 100% owned subsidiary of S&amp;T System Integration &amp; Technology Distribution AG – Austria, and is one Moldova’s leading IT solutions and services providers.</li> <li>• S&amp;T Mold is a unique ISO 9001:2000 certified System Integrator in the Republic of Moldova.</li> <li>• Beyond Moldova, S&amp;T has around 70 branches in 17 countries throughout Central and</li> </ul>	

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)	
<b>Partnership Potential (high/medium/low):</b> Medium	
<b>Program areas &amp; Project Overlap:</b> 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)	
<b>Leverage:</b>	
<ul style="list-style-type: none"> <li>• Technology, technical expertise, training experience</li> </ul>	
<b>Previous/current engagement with USAID (if any):</b> None known	
<b>Drawbacks (mini-due diligence):</b> S&T will want to be paid for its services, and it's unclear how much could be done as partnership.	
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<b>Turcan and Cazac</b>	LAW FIRM  <b>TURCAN CAZAC</b>
<b>Business Sector/Industry:</b> Law Firm	<b>Location of Operations/Production:</b> Moldova

<b>Date of Interview: June 27, 2012</b>	<b>Location of Interview: Chisinau</b>
<p><b>Company Focus/Product:</b></p> <ul style="list-style-type: none"> <li>• Turcan Cazac (formerly known as Turcan &amp; 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.</li> <li>• 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&amp;A, Who’s Who Legal in CIS, Best Lawyers.</li> <li>• 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.</li> <li>• The firm has also developed a bilateral ‘best friends’ relationship with the leading Bucharest-based law firm Tuca Zbarcea &amp; Associates.</li> <li>• 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.</li> <li>• They have 20 lawyers on staff</li> </ul>	
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• Assisting various international institutional lenders, such as EBRD, IFC, BSTDB, FMO, DEG, on a diversity of finance projects in the Moldovan banking sector</li> <li>• Assisting various international institutional investors and private equity groups in making equity investments in the Moldovan banks</li> <li>• Assisting a number of Moldovan banks on various issues of Moldovan law</li> <li>• Assisting leading global money transfer service providers in their interactions with the Moldovan banking system and regulator</li> <li>• Energy is a new area of law for them – there is a high interest in diversifying energy sourcing to alternative types of energy</li> </ul>	
<p><b>Business Challenges:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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’</li> </ul>	
<p><b>CSR (if any):</b> Pro bono training and work with CSOs, universities, and others.</p>	

<b>Partnership Potential (high/medium/low):</b> High	
<b>Program areas &amp; Project Overlap:</b> 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.	
<b>Leverage:</b>	
<b>Previous/current engagement with USAID (if any):</b> Yes, performed all the reregistration documents for Moldova Civil Society Strengthening Program, FHI 360, USAID	
<b>Drawbacks (mini-due diligence):</b> Capacity building & skills development; legal expertise and knowledge	
<b>Point(s) of Contact:</b> Alexander Savva Associate M: (+373) 6064 4244 E: <a href="mailto:alexander.savva@turcanlaw.md">alexander.savva@turcanlaw.md</a>  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	<b>Website:</b> <a href="http://www.turcanlaw.md/">http://www.turcanlaw.md/</a>

<b>Unimedia</b>	
<b>Business Sector/Industry:</b> Media	<b>Location of Operations/Production:</b> Moldova
<b>Date of Interview:</b> June 21, 2012	<b>Location of Interview:</b> Chisinau, Moldova
<b>Company Focus/Product:</b> <ul style="list-style-type: none"> <li>Unimedia is a Moldovan news site, founded in 2007 as the country's first online-only newspaper.</li> </ul>	

<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• The site is not backed by a larger professional or political bankroller, unlike other media outlets, enhancing the public perception that it is not manipulated from behind the scenes.</li> <li>• Radio Free Europe has described it as "a largely pro-opposition media outlet."</li> <li>• 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.</li> <li>• An advanced search engine provides free access to a news archive.</li> </ul>
<p><b>Business Interests:</b></p> <ul style="list-style-type: none"> <li>• Unimedia has identified justice and court media monitoring as an area in which they would like to devote attention into coverage and content development.</li> <li>• 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</li> <li>• 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.</li> </ul>
<p><b>Business Challenges:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• This makes financial stability a constant challenge, as the advertisement market is not yet mature.</li> <li>• 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”</li> <li>• 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.</li> <li>• This will allow for disaggregation of reader data according to regional and other profiles.</li> <li>• Another challenge relates to the relatively weak quality of journalism students coming out of university</li> </ul>
<p><b>CSR (if any):</b> N/A</p>
<p><b>Partnership Potential (high/medium/low):</b> Medium</p>
<p><b>Program areas &amp; Project Overlap:</b> Activity 3.3 – Develop a communication platform</p>

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

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**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 Chişinău 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 Chişinău
- 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 Chişinău
- 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 Chişinău on June 14, 2012, and departing on June 29, 2012.

<b>Staff</b>	<b>Anticipated LOE</b>
<p>Tom Buck, Senior Partnership Advisor</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• In-country trip for assessment and capacity building of ROLISP staff. 15 days LOE (including travel)</li> <li>• Finalizing post-trip reports, including ROLISP Partnership Assessment Report and Year 1 Action Plan and necessary revisions accepted by USAID/Moldova. 8 days LOE</li> <li>• SSG home office training development and delivery of follow-on, web-based training to ROLISP staff. Up to 10 days LOE.</li> <li>• Home Office Project Management of SSG activities related to ROLISP. Up to 6 days LOE during the period of May 2012 to November 2012.</li> </ul>

## ANNEX D: APPRAISAL SCHEDULE

The following is a complete schedule of meetings held during the Rapid Partnership Appraisal conducted by SSG.

Chişinău Schedule				
Meetings				
Date	Time	Company/ Organization	Participants	Address / Contact # / Notes
<b>Monday, June 18</b>	<b>9:30 – 10:30</b>	<b>ROLISP</b>	Project briefing meeting: <ul style="list-style-type: none"> <li>• Fred Yeager (COP), Cristina Malai (DCOP), Natalia Vilcu, Luciana Iabangi, Ludmila Ungureanu (Component Leaders)</li> </ul>	ROLISP Office 27 Armeneasca street, Chisinau, Moldova
<b>Monday, June 18</b>	<b>11:00 – 12:00</b>	<b>USAID</b>	Ina Pislaru, COTR	USAID Office
<b>Tuesday, June 19</b>	<b>10:00 – 11:00</b>	<b>American Chamber of Commerce in Moldova</b>	<ul style="list-style-type: none"> <li>• Mila Malairau, Executive Director, American Chamber of Commerce</li> </ul>	<i>ROLISP Office</i>

## Chișinău Schedule

### Meetings

Date	Time	Company/ Organization	Participants	Address / Contact # / Notes
<b>Tuesday, June 19</b>	<b>13:00- 14:00</b>	<b>Association of Independent Press</b>	<ul style="list-style-type: none"> <li>• Petru Macovei, President of the Association of Independent Press</li> </ul>	<i>ROLISP Office</i>
<b>Wednesday, June 20</b>	<b>9:30 – 10:30</b>	<b>Moldtelecom/Unite (mobile phone company)</b>	<ul style="list-style-type: none"> <li>• Andrei Muntean, Director of Regulations</li> </ul>	Moldtelecom office (cell: 0673-99127)
<b>Wednesday, June 20</b>	<b>11:00 – 12:30</b>	<b>CEED II Project (USAID Contractor)</b>	<ul style="list-style-type: none"> <li>• Doina Nistor, DCOP, CEED 2</li> <li>• Ionela Ciuhrii, IT Industry Advisor, CEED 2</li> <li>• Ana Chirita, Executive Director of the ICT Association</li> </ul>	CEED office
<b>Wednesday, June 20</b>	<b>1:30 – 2:30 p.m.</b>	<b>ROLISP</b>	<ul style="list-style-type: none"> <li>• <b>Capacity building event:</b> 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)</li> </ul>	<i>ROLISP office</i>

## Chişinău Schedule

### Meetings

Date	Time	Company/ Organization	Participants	Address / Contact # / Notes
<b>Thursday, June 21</b>	<b>10:00 – 11:00</b>	<b>Unimedia (Biggest Internet News Portal)</b>	<ul style="list-style-type: none"> <li>Dumitru Ciorici, (owner), cell: 0-799-94425</li> </ul>	Pani Pit Café, Translation needed
<b>Thursday, June 21</b>	<b>11:30 – 12:30</b>	<b>DNT, CISCO Academy provider</b>	<ul style="list-style-type: none"> <li>Vitalie Bordeniuc, Dumitru Iepure</li> </ul>	<i>ROLISP office</i> , Translation needed
<b>Monday, June 25</b>	<b>10:00 – 11:00</b>	<b>Orange Moldova</b>	<ul style="list-style-type: none"> <li><b>Mikael Foure</b>, Marketing and Communications Director</li> </ul>	Orange office
<b>Monday, June 25</b>	<b>1:30 – 2:30</b>	<b>S&amp;T Moldova</b>	<ul style="list-style-type: none"> <li><b>Alexandru Copanschi</b>, general director</li> </ul>	S&T office
<b>Monday, June 25</b>	<b>3:00 – 4:00 p.m.</b>	<b>Accelerate Group</b>	<ul style="list-style-type: none"> <li><b>Ovidiu Tirtirau</b></li> </ul>	<i>ROLISP office</i>
<b>Tuesday, June 26</b>	<b>9:00 – 10:00 a.m.</b>	<b>Deeplace (<a href="http://www.deeplace.md">www.deeplace.md</a>)</b>	<ul style="list-style-type: none"> <li><b>Veaceslav Kunev</b></li> </ul>	Bul. Negruzzi 2, Cisinău, Moldova, Translation needed

## Chişinău Schedule

### Meetings

Date	Time	Company/ Organization	Participants	Address / Contact # / Notes
<b>Tuesday, June 26</b>	<b>10:30 – 11:30</b>	<b>FHI360</b>	<b>Morana Smoldaka, COP</b>	FHI360 office
<b>Tuesday, June 26</b>	<b>2:00 – 3:00 p.m.</b>	<b>Daac System</b>	<b>Iulian Salari, Marketing Director</b>	ROLISP Office
<b>Wednesday, June 27</b>	<b>10:00 – 11:00</b>	<b>Turcan Cazac Law Firm</b>	<ul style="list-style-type: none"> <li>• Octavian Cazac</li> </ul>	Str. Puskin 47/1-5a Chisinau, MD-2005 Republic of Moldova
<b>Thursday, June 28</b>	<b>2:00 – 5:00</b>	<b>ROLISP</b>	<ul style="list-style-type: none"> <li>• <b>Activity on prioritizing partnership opportunities:</b>  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)</li> </ul>	ROLISP Office  27 Armeneasca street, Chisinau, Moldova

