



**USAID**  
FROM THE AMERICAN PEOPLE

**Rule of Law Institutional  
Strengthening Program (ROLISP)**

# **QUARTERLY REPORT**

## **JUNE – AUGUST 2014**

**Rule of Law Institutional Strengthening Program (ROLISP)**

**USAID Contract No. AID-117-C-12-00002**

**Prepared by: Frederick G. Yeager, COP**

**Activity Office: USAID/Moldova**

**COR: Ina Pişlaru**

**September 15, 2013**

**PY 2014 Q2  
August 2014**

**This publication was produced for review by the United States Agency for International Development. It was prepared by Checchi and Company Consulting, Inc.**

This document reports on the progress of the Rule of Law Institutional Strengthening Program (“ROLISP” or “Program”) implemented under USAID Contract No. AID-117-C-12-00002 by Checchi and Company Consulting, Inc. (“Checchi”) signed on March 1, 2012. This quarterly report (PY 2014 Q2) reflects the work performed during the period 1 June 2014 through 31 August 2014.

## Table of Contents

<b>INTRODUCTION.....</b>	<b>8</b>
<b>OBJECTIVE 1: Enhance the Effectiveness, Transparency and Accountability of the Moldovan Judiciary through Strengthening the Capacity of the SCM and the DJA .....</b>	<b>10</b>
<b>1. The following activities were planned for the Quarter.....</b>	<b>10</b>
<b>2. Work Performed and Significant Events .....</b>	<b>10</b>
<b>Expected Result 1.1: Judicial operations are rationalized and streamlined based on objective court performance data.....</b>	<b>10</b>
<b>Task 1.1.1. In partnership with the SCM and the courts, further develop and refine objective court performance indicators which can be used to analyze judges’ caseloads, court workloads, clearance rates for various types of cases, pending caseloads and backlogs of cases.....</b>	<b>10</b>
<b>Task 1.1.2 Develop SCM and DJA capacity to collect and analyze court performance data, to better understand the situation in the courts, enabling these institutions to deploy resources more efficiently within the judiciary. ....</b>	<b>11</b>
<b>Task 1.1.3. Provide training to regional court staff on court performance monitoring, analysis and management and the three key elements of case management: (1) case clearance rate, (2) on-time case processing, and (3) age of pending caseload. ....</b>	<b>11</b>
<b>Task 1.1.4 Provide technical assistance to SCM and DJA to support the introduction and the use of performance audits that will contribute to a more effective and transparent work of the judiciary. .</b>	<b>12</b>
<b>Task 1.1.5 Analyze and provide recommendations to the SCM and DJA to enhance the efficient organization of internal processes and workflow management. ....</b>	<b>12</b>
<b>Expected Result 1.2: SCM has the capacity to plan and budget for the long-term needs of Moldova’s judiciary .....</b>	<b>12</b>
<b>Task 1.2.1. Assist SCM in developing the capacity to manage the judiciary's financial resources and fulfill its procurement oversight, financial reporting and audit functions. Training will be provided to SCM staff on financial management, auditing, procurement and reporting.....</b>	<b>12</b>
<b>Task 1.2.2 Develop the capacity of the SCM to formulate, present and defend budget requests to the GoM.....</b>	<b>13</b>
<b>Task 1.2.3 Build the capacity of Moldovan courts to develop budgets and manage financial resources. ....</b>	<b>13</b>
<b>Task 1.2.4. Support the expansion of court administration capacity within the DJA through the creation of appropriate administrative structures responsible for procurement, capital improvements, human resources and statistical analysis, enabling the DJA to provide administrative support to the SCM.....</b>	<b>13</b>
<b>Expected Result 1.3: Streamlined court management and administration processes and optimized court organization .....</b>	<b>13</b>
<b>Task 1.3.1. Work with the SCM and DJA to create the management processes necessary to improve and maintain court system infrastructure, including both real property and information technology assets, including the development and reinforcement of regulations necessary to ensure the proper usage and maintenance of IT systems and assets, including ICMS and court audio recording systems. ....</b>	<b>13</b>
<b>Task 1.3.2. Work with the SCM and DJA to improve the functionality of judicial information technology (computer systems, ICMS, audio recording system Femida, and web sites), thus enabling these systems to provide courts with key operational and statistical data necessary to effectively fund, staff and manage their operations, while also providing the public with access to court proceedings and decisions. ....</b>	<b>14</b>

Task 1.3.3. Provide technical assistance to the MOJ and DJA to enable the provision of needed services such as system hardware, software upgrades and modifications, as well as new requirements for computing equipment regularly needed. This task will involve working with the MOJ for long term planning of the necessary budgetary resources for massive acquisition of IT systems when the current equipment will no longer be suitable. ROLISP shall work in synergy with the GoM initiatives for e-governance and plans for centralizing computing operations.....	15
Task 1.3.4. Build the capacity of NIJ to take over the ongoing information technology training. Training programs should include modules for judges, court personnel, attorneys and other legal service providers on ICMS and the current audio recording system. ....	15
Task 1.3.5. Provide a mixture of technical assistance and capital improvements to the courts in the regions, primarily training for court employees including equipment judges, chancellery officers, court secretaries, and other judicial personnel in every court in Moldova. Computers, software, scanners for ICMS and other technical, where necessary, will be provided in coordination with the SCM and DJA. ....	15
Task 1.3.6. Work with the SCM to develop an effective communications strategy to inform Moldovan citizens about reforms undertaken and tools piloted under Objective 1 to increase the accountability of the judiciary. ....	16
Task 1.3.7. Work together with the courts to develop public outreach programming that familiarizes the public with the new courts capacities such as automation and access to electronic data, including through the ICMS.....	16
<b>1.3 Challenges Encountered</b> .....	<b>16</b>
<b>1.4 Program Progress</b> .....	<b>16</b>
<b>1.5 Activities Planned for Next Quarter</b> .....	<b>17</b>
<b>1.6 List of Deliverables completed during Quarter</b> .....	<b>17</b>
<b>OBJECTIVE 2: Strengthen the Institutional and Operational Capacity of the NIJ</b> .....	<b>18</b>
<b>2.1 The following activities were planned for the Quarter</b> .....	<b>18</b>
<b>2.2 Work Performed and Significant Events</b> .....	<b>18</b>
<b>Expected result 2.1: Improved management practices within NIJ</b> .....	<b>18</b>
Task 2.1.1. Develop strategic management capacity within the NIJ. Activities will be designed to provide the NIJ with needed assistance to develop a strategic plan in line with its mission and vision, as well as its overall goals and objectives. This should also include the development of implementation plans elaborating the steps needed to implement the strategy and provide the timeframe for such implementation. ....	18
Task 2.1.2. Improve the organizational structure of the NIJ.....	19
Task 2.1.3 Work with NIJ to develop transparent recruitment procedures for NIJ staff and experts. ....	19
<b>Expected result 2.2. Improved capacity of the NIJ to deliver high quality training to judges and other members of the judiciary such as court clerks, secretaries, and court administrators</b> .....	<b>19</b>
Task 2.2.1. Assist the NIJ in developing a needs-based, modern, comprehensive curriculum for the continuous legal education program for judges. ....	19
Task 2.2.2. Work with the NIJ to improve the training program and curricula for aspirant judges (e.g. per the specifications of Task 2.2.1).....	21
Task 2.2.3. Assist the NIJ in the development of training programs for court staff (e.g. per the specifications of Task 2.2.1) .....	21

Task 2.2.4. Integrate anti-trafficking curricula into NIJ training as part of the mandatory continuous legal education program for judges.....	21
Task 2.2.5. Build a professional cadre of trainers within the NIJ.....	21
<b>Expected result 2.3: Education and training provided by the NIJ meets the standards and needs required by the legal profession, as judged by participants and other evaluators .....</b>	<b>22</b>
Task 2.3.1 Build within NIJ an effective and consistent evaluation mechanism. ....	22
Task 2.3.2. Support NIJ in improving the curriculum, methodology, resources based on the information acquired through evaluations.....	22
<b>2.3 Challenges Encountered .....</b>	<b>22</b>
<b>2.4 Program Progress .....</b>	<b>22</b>
<b>2.5 Activities Planned for Next Quarter .....</b>	<b>23</b>
<b>2.6 List of Deliverables during Quarter.....</b>	<b>23</b>
<b>OBJECTIVE 3: Increase the Capacity of Civil Society Organizations to Monitor and Advocate for Justice Sector Reforms and Improve Public Legal Awareness Thus Increasing Access to Justice in Moldova .....</b>	<b>24</b>
<b>3.1 The following activities were planned for the Quarter .....</b>	<b>24</b>
<b>3.2 Work Performed and Significant Events .....</b>	<b>24</b>
<b>Expected Result 3.1: Legal advocacy organizations are better able to effectively monitor justice sector reforms.....</b>	<b>24</b>
Task 3.1.1 Develop the capacity of select civil society organizations to advocate for justice sector reform initiatives. ....	24
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. ....	25
<b>Expected Result 3.2: Citizens are well informed regarding various reforms undertaken by the judiciary.....</b>	<b>27</b>
Task 3.2.1 Organize public policy debates relating to specific issues championed by the legal advocacy NGOs supported under Expected Result 3.1. In connection with these activities, ROLISP will work with SCM and the MOJ to create a platform for discussions between the MOJ, SCM and the legal advocacy groups. ....	27
<b>Expected Result 3.3 Increased public confidence in the rule of law and satisfaction with the court services.....</b>	<b>29</b>
Task 3.3.1 Assist the SCM in developing metrics that engage the public in measuring citizen satisfaction with court operations. These metrics, which could include issues related to the physical infrastructure of the courts, access to case information, timeliness in consideration of cases, and the performance of court staff, could be used by the SCM to create a well-grounded basis for the creation of court performance standards in Moldova.....	29
<b>Expected Result 3.4 Increased public awareness of relevant legal institutions, including the availability of existing legal tools and remedies available to citizens.....</b>	<b>30</b>
Task 3.4.1 Support civil society public education initiatives, which could include informational seminars and workshops, know your rights and public information campaigns, or other creative forms of educational research.....	30
<b>3.3 Challenges Encountered .....</b>	<b>31</b>
<b>3.4 Program Progress .....</b>	<b>31</b>

<b>3.5 Activities Planned for Next Quarter .....</b>	<b>31</b>
<b>3.6 List of Deliverables during Quarter.....</b>	<b>32</b>
<b>ADMINISTRATIVE ACTIVITIES.....</b>	<b>32</b>
<b>Report on LOE .....</b>	<b>33</b>

## LIST OF ACRONYMS

BNIJ	Bulgarian National Institute of Justice
CSO	Civil Society Organizations
CTS	Center for Telecommunications Services
DJA	Department of Judicial Administration
GoM	Government of Moldova
GPO	General Prosecutors Office
ICMS	Integrated Case Management System
MAJ	Moldovan Association of Judges
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NIJ	National Institute of Justice
PMEP	Performance Measurement and Evaluation Plan
ROLISP	Rule of Law Institutional Strengthening Program
RFA	Request for Application
SRJS	Strategy for Reform of the Judicial Sector
SCM	Superior Council of Magistracy
SPSS	Statistical Package for Social Sciences
TNA	Training Needs Assessment
ToT	Training of Trainers
USAID	United States Agency for International Development

# INTRODUCTION

This document reports on the progress of the Rule of Law Institutional Strengthening Program (“USAID ROLISP” or “Program”) implemented under USAID Contract No. AID-117-C-12-00002 by Checchi and Company Consulting, Inc. The Contract was signed March 1, 2012. This document reflects the work performed in the period from June 1, 2014 through August 31, 2014.

The work plan and the activities specified for the Program’s third year have been structured to support the National Strategy for Reform of the Judiciary (“SRJS”) adopted by the GoM. The correlation of USAID ROLISP activities with the SRJS has been discussed with counterparts, government agencies and other donors and will continue to be of interest for the duration of the Program activities.

Key achievements during the Quarter included:

- “Report on Automatic Random Case Distribution in Moldovan Courts” for June, for July and for August
- Development of three performance-based audit reports for the Judicial Inspection’s audit of Rezina District Court, Soldanesti District Court and Cahul District Court
- Draft of a regulatory framework for the judicial budgetary procedure
- Draft of an Internal Audit Regulation for the DJA
- Purchase and delivery of 13 electric signatures for pilot testing electronic delivery of courts financial reports
- Development of an Electronic Statistical Reporting Module for the Supreme Court of Justice
- Draft Regulation on Electronic Statistical Reporting
- Guidelines for Building New Courthouses and Renovating Current Courthouses
- Initial steps for purchasing and delivering IT and office equipment to the courts
- Continuing upgrade and refinement of ICMS
- Continuing improvement to the Judicial Statistical Module
- Assessment of NIJ’s financial management and report “Evaluation Report on the National Institute of Justice Budget Execution”
- Start of the development of the NIJ Personnel Policy
- Developed an informational brochure on NIJ’s long-distance learning courses
- Continued upgrading of the NIJ database
- Fifth meeting of the Donor Coordination Committee
- Forty chiefs of secretariats trained in financial management of court budgets and financial reporting, procurement, human resource management and general secretariat activities
- Grantee monitoring of SCM weekly meetings.
- Monthly supplements and TV and radio programs on court activities and judicial corruption published.
- 8<sup>th</sup> Judicial Roundtable in Cahul
- SCM Communication Strategy completed and delivered
- Advocacy Training for grantees
- Justice Sector Phonebook delivered to the printer

- Signed a contract for development of video and radio spots on recent IT advances in the courts
- Two 1-day trainings on People Friendly Courts for 50 court PR specialists
- Legal clinics organized in Northern Moldovan gave citizens assistance on inheritance, social assistance, family law, labor rights, land/property rights, and criminal law issues.
- Twenty-six lawyers and social assistants from eight community maternal rehabilitation centers trained on protection orders and other remedies under the law available for victims of domestic violence.

# **FY 2013 Q3 ACTIVITIES, DELIVERABLES, AND EXPECTED RESULTS**

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

### **1. The following activities were planned for the Quarter**

1. Continue monitoring courts' use of the automated case distribution module
1. Continue monitoring courts' audio recording of court hearings
2. Program two additional performance indicators in ICMS
3. Finalize the judicial statistical ICMS module for district and appellate courts
4. Develop/amend legislative/normative framework on judicial statistics reports
5. Monitor methodology for court performance audits
6. Test the PBB judicial methodology
7. Continue testing the Budget Request Template
8. Continue testing the electronic delivery of financial reports
9. Organize the court administration conference
10. Draft guidelines for building new courthouses and renovating existing courthouse
11. Purchase and install computers, printers, scanners and multifunctional equipment

### **2. Work Performed and Significant Events**

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

The following tasks and activities were undertaken during the work plan's second quarter and contributed to accomplishing Expected Result 1.1.

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

Activities during the quarter were:

**Activity 1.1. Update the Performance Dashboard with two additional performance indicators:** USAID ROLISP entered into a contract with the local software company, Bass Systems, to review current performance indicators in ICMS's Performance Dashboard and to develop two additional

performance indicators. USAID ROLISP also contracted with Bass Systems to refine the ICMS' Judicial Statistical Module for the district and appellate courts. (See Activity 1.3 below) Testing of the Electronic Statistical Reporting Module during the quarter disclosed numerous errors in the Module. The Superior Council of Magistracy (SCM) and the Department of Judicial Administration (DJA) also requested changes in the Judicial Statistical Reporting Module. Consequently, Bass Systems focused its efforts on the Electronic Statistical Reporting Module and was not able to devote sufficient effort to updating the Performance Dashboard. The contract date for finishing the review and development of the two additional performance indicators was August 5, 2014, but due to focusing on the Electronic Statistical Reporting Module, the update of the Performance Dashboard was delayed and the contract was modified to extend the contract completion date to September 15, 2014.

**Activity 1.2. Develop a Courts Web Report Card:** In June USAID ROLISP met with the SCM and presented the possibility of creating courts' web report cards. After a discussion of the design of a web report card, USAID ROLISP agreed to draft a concept note for the web report card describing the purpose for a web report card and its contents. USAID ROLISP expects to submit the concept note to the SCM in September.

**Activity 1.3. Implement the Electronic Statistical Reporting Module:** In the previous quarter USAID ROLISP signed a contract with the IT company Bass Systems to refine the ICMS' Judicial Statistical Module for the district and appellate courts. Bass Systems finished its refinements to the Judicial Statistical Module in June and in July it started testing the Module. The testing detected a number of errors. The SCM and DJA also requested changes to the Module and proposed an electronic Statistical Reporting Module for the Supreme Court of Justice. Due to the errors and the requested changes, Bass Systems was not able to complete the contract on the date specified and the contract was modified to provide for termination on September 15, 2014.

During the quarter USAID ROLISP developed a draft "Regulation on Electronic Statistical Reporting" that contains the templates for all electronic statistical reports that the Electronic Statistical Reporting Module will generate, and submitted it to the Superior Council of Magistracy for approval. USAID ROLISP expects the draft to be approved in September 2015.

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

No activity during the quarter.

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

No activity during the quarter.

**Task 1.1.4 Provide technical assistance to SCM and DJA to support the introduction and the use of performance audits that will contribute to a more effective and transparent work of the judiciary.**

Activities during the quarter were:

**Activity 1.7 Assist with implementing the methodology for carrying out court performance audits:** During the previous quarter the SCM approved the performance-based audit methodology. In June at the request of the SCM's Judicial Inspection, USAID ROLISP developed two performance-based audit reports for the Judicial Inspection to use during its audits of Rezina District Court and Soldanesti District Court. In August USAID ROLISP developed a performance-based audit report for the Cahul District Court for the Judicial Inspection to use in its audit of the court.

During the quarter, USAID ROLISP also trained the SCM Statistical Division on using the Performance Dashboard and interpreting its data.

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

No activities during the quarter

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

The following tasks and activities were undertaken during the work plan's second quarter and contributed to accomplishing Expected Result 1.2.

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

Activities during the quarter were:

**Activity 1.9. Assist the SCM in developing a regulatory framework for the judicial budgetary procedure:** USAID ROLISP developed a draft of a regulatory framework for the judicial budgetary procedure and sent it to SCM for official approval. The draft describes responsibilities and obligations for developing courts' budgets development. The draft was written to bring clarity and predictability to the budget development process. The framework is still waiting for SCM approval.

**Activity 1.10. Assist DJA in implementing court internal audit procedures:** A draft of an Internal Audit Regulation for the DJA was developed by USAID ROLISP and sent to the DJA for comment. No comments have been received. The DJA is waiting for the Government of Moldova to approve the regulation defining DJA's powers and responsibilities. DJA cannot approve the Internal Audit Regulation until the DJA regulation is approved by Parliament.

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

No activities during the quarter.

## **Task 1.2.3 Build the capacity of Moldovan courts to develop budgets and manage financial resources.**

Activities during the quarter were:

**Activity 1.14. Assist with automation of financial reporting in Moldovan judiciary:** In the prior quarter USAID ROLISP discussed with SCM the benefits of electronic financial reporting for reports prepared by the financial software that USAID ROLISP bought and installed in Moldovan Courts. SCM authorized testing electronic financial reporting in five courts. So that the financial reports could be electronically filed, USAID ROLISP purchased and delivered 13 “electronic signatures” that are required for users to submit financial reports. However, the five pilot courts that were to test the electronic filing continued to deliver their reports manually. USAID ROLISP has reviewed its options for the pilot testing and decided that, with SCM approval, it will limit the testing to two courts, and limit the filing to the Social Insurance Fund Report. Hincesti District Court has been filing reports electronically. Although not one of the five pilot courts, USAID will include its results in the testing.

## **Task 1.24. Support the expansion of court administration capacity within the DJA through the creation of appropriate administrative structures responsible for procurement, capital improvements, human resources and statistical analysis, enabling the DJA to provide administrative support to the SCM.**

Activities during the quarter were:

**Activity 1.16 Conduct a cost-benefit analysis of centralized procurement of postage meters:** During the Quarter USAID ROLISP did a cost-benefit analysis of centralized procurement of postage meters. The initial results of the analysis indicate that there is no direct economic benefit from acquiring postage meters for the courts. USAID ROLISP is finalizing its report on the analysis and expects to present its report to the DJA and SCM during the next quarter.

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

The following tasks and activities were undertaken during the work plan’s second quarter and contributed to accomplishing Expected Result 1.3.

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

## **maintenance of IT systems and assets, including ICMS and court audio recording systems.**

Activities during the quarter were:

**Activity 1.18. Court administration conference:** Efforts on organizing the International Conference “Modern Court Administration- Key Element for Judicial Reform” continued during the quarter. The Conference is a joint Component 1 and Component 2 activity. During the quarter USAID ROLISP contracted with the LeoGand hotel for the conference site and also contracted with a local event management company to handle organizational details for the conference such as invitation design, mailing the invitations and handling arrangements with the conference site. The eight speakers for the conference have been finalized and their materials are due not later than September 1, 2014.

**Activity 1.19. Develop guidelines for building new courthouses and renovating current courthouses:** In the previous quarter STTA Gerald Thacker visited Moldova to develop information for drafting a set of guidelines for building courthouses and renovating current courthouses. Mr. Thacker submitted his draft of the Guidelines in July. USAID ROLISP and Mr. Thacker discussed changes to the draft and the Guidelines were finished in late August. Mr. Thacker will present the Guidelines at the October Court Administration Conference.

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

Activities during the quarter were:

**Activity 1.20. Review relevant regulations to ensure proper usage and maintenance of IT systems:** In June, USAID ROLISP developed a draft document describing and defining access rights in the ICMS and sent it the SCM and DJA for approval. In July USAID ROLISP developed a draft “Regulation on Electronic Statistical Reporting” (See Activity 1.3. above for details) and submitted it to the Superior Council of Magistracy for approval. USAID ROLISP also assisted the DJA and SCM with developing the “Norms for Appropriate Use of Informational Resources in Courts” which contains security rules for using equipment and software in courts.

**Activity 1.21. Monitor ICMS use:** USAID ROLISP is preparing and forwarding each month a “Report on Random Case Distribution in Moldovan Courts.” The Report shows the number of cases assigned one time, two times, three times and four times. Most of the district courts are reporting that most cases are assigned one time. A case is reassigned when a judge is blocked or for some reason such as sickness, holiday or a conflict of interest the case needs to be reassigned. The reassignment is done automatically. The refinements to ICMS discussed in Activity 1.1 include refinements to the random case assignment module including a requirement that the court give a reason for a reassignment.

**Activity 1.22. Monitor audio recording of court hearings:** One of the refinements to the ICMS discussed above is linking Femida audio recording of court hearings to ICMS so that the statistical reports monitoring audio recording of court hearings will be generated automatically rather than by a manual search of the data. The linking of Femida to ICMS should result in more accurate, reliable reports on the number of court hearings automatically recorded.

**Activity 1.23. Review ICMS:** As discussed in Activities 1.1 and 1.3 above, USAID ROLISP contracted with a local IT company to refine and upgrade ICMS. The initial deadline for ICMS refinement was September 5, 2014. Due to additional requirements for development of a technical solution for generating electronic reports on random case assignment, the deadline was extended to October 20, 2014. One of the refinements was development of a random case assignment module for the Supreme Court Justice. The module was completed in June and after testing was accepted by the Supreme Court of Justice.

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

No activities during the quarter.

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

No activities during the quarter

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

Activities during the quarter were:

**Activity 1.26. Provide equipment to courts:** During the quarter USAID ROLISP finalized the equipment to be purchased and began the process of contracting for the purchase and installation of the equipment. The equipment consists of computers, printers, scanners, multifunctional machines,

i.e., printer, scanner, copier and Femida audio recording equipment. USAID ROLISP expects to complete the purchases and install the equipment during October and November 2014. .

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

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

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

The activities under this Task will be addressed by USAID ROLISP in Objective 3.

## **1.3 Challenges Encountered**

Technical difficulties with the Judicial Statistical Module and changes to the ICMS statistical templates delayed the expected completion and required extending the contract completion date.

USAID ROLISP's monitoring of and reporting on the audio recording of court hearings is minimal due to the unreliable statistics coming from the courts. The update of ICMS includes programming that will link ICMS and the Femida recording equipment. The linking of the two should substantially improve the quality of the statistics for monitoring and reporting on audio recording of court hearings.

The monitoring and reporting on random case distribution is continuing. The information from the district courts shows few if any problems with random distribution of cases. However, the appeals courts are recording what appears to a large number of cases reassigned. The reasons for a large number of reassignments are not known. The SCM does not appear to be closely monitoring the situation. The upgrade of ICMS includes a fix to the random case assignment module that will require the person reassigning the case to give a reason. Giving a reason for reassignment should reduce the number of reassignments and permit the SCM to better monitor the reassignments.

## **1.4 Program Progress**

Courts are in general supportive of ICMS and are using it. Complaints about ICMS are fewer. The ongoing efforts to upgrade and refine ICMS have solved many of the problems and staff is becoming more familiar with and comfortable with ICMS, indicating that management and administration are improving. Recent efforts such as the extensive training for chiefs of secretariats, and the development and distribution of the "Guidelines for Effective Court Administration" have laid the groundwork for further progress in court management and administration.

The extensive training on performance based budgeting, the development of the budget templates, the purchase of financial accounting software and the efforts to develop electronic filing of financial reports will support the courts and the SCM's capacity to more effectively plan for and budget for the long-term needs of the Moldovan judiciary.

## **1.5 Activities Planned for Next Quarter**

- International court administration conference
- Continue monitoring random case distribution
- Continue monitoring audio recording of court hearings
- Delivery and installation of court equipment
- Testing and delivery of the upgraded Performance Dashboard
- Update the Performance Indicators Users Guide
- Develop a Web Report Card
- Implement Electronic Judicial Statistical Module for district and appellate courts
- Train SCM and DJA on the Electronic Judicial Statistical Module
- Finalize a regulatory framework for the judicial budgetary procedure
- Implement the DJA regulation for the internal audit unit
- Continue with testing electronic e-reporting for financial reports
- Continue work on regulations to ensure proper usage and maintenance of IT systems
- Training for legal professionals on ICMS and Femida audio recording

## **1.6 List of Deliverables completed during Quarter**

- Random Case Distribution Reports for June, July and August
- Report on Training Activities organized in June 2014-Integrated Case Management System (ICMS 4.0)
- Report on the results of the "Assessment of the In-service Training for Chiefs of Court Secretariats" conducted in May 2014 at the NIJ
- DJA Internal Audit Regulation
- Concept Note for a Web Report Card
- Regulation on Electronic Statistical Reporting
- Regulatory Framework for the Judicial Budgetary Procedure
- Guidelines for Building Courthouses and Renovating Current Courthouses
- Performance based Audit Report for Rezina District Court
- Performance based Audit Report for Soldanesti District Court
- Performance based Audit Report for Cahul District Court
- "Norms for Appropriate Use of Informational Resources in Courts"

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

### **2.1 The following activities were planned for the Quarter**

- NIJ staff training on using statistics to plan and assess staff activities
- Draft an action plan for carrying out the recommended policy and procedures in the Assessment Report
- Implement the Concept on Personnel Policy
- Draft and implement an action plan for “Concept Paper on Continuous Training of Judiciary Professionals” and the “Concept Paper on Initial Training of Judges and Prosecutors Candidates and other Judicial Professionals.”
- Assist the NIJ to implement the training needs assessment methodology
- Continue the update and revision of the NIJ database
- Develop a distance learning course on ICMS
- Develop a bench book on judicial issues
- Conduct training needs assessment for initial training
- Court staff in-service training on public relations
- Organize Advanced TOT training
- Monitor NIJ training program evaluation
- Develop standard procedures to evaluate training participants feedback

### **2.2 Work Performed and Significant Events**

#### **Expected result 2.1: Improved management practices within NIJ**

The following tasks and activities were undertaken during the work plan’s second quarter and contributed to accomplishing Expected Result 2.1.

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

Activities during the quarter were:

**Activity 2.1 Implement the Functional Analysis recommendations and improve management practices:** In the prior quarter USAID ROLISP’s Court Budgeting Specialist completed his study of NIJ’s budgeting and financial management and submitted a draft report “Evaluation Report on the National Institute of Justice Budget Execution” with conclusions and recommendations. NIJ reviewed the draft Report and requested that additional data be developed and included in the report.

The additional data was developed and the Report revised to include the requested data. The revised Report was sent to NIJ with a request for NIJ's plans for implementing the Report's recommendations. NIJ's response was received and USAID ROLISP is reviewing the response to decide on the next steps.

USAID ROLISP contracted with a local consultant to train NIJ staff in statistics and simple statistical analysis. The training is planned for October 2014.

### **Task 2.1.2. Improve the organizational structure of the NIJ.**

Activities during the quarter were:

**Activity 2.2 Develop the NIJ personnel policy:** USAID ROLISP contracted with a consultant to develop a personnel policy for the NIJ. At the consultant's first meeting with NIJ she explained that a personnel policy determines specific activity areas related to human resource management (selection, recruitment, adaptation, mentoring, training of the NIJ staff, etc.) and needs to be based on the NIJ's documents and internal regulations. The consultant pointed out that the NIJ internal regulations are obsolete, and she recommended analyzing NIJ's human resource management and processes and developing a Human Resource Management Plan prior to developing the NIJ Personnel Policy. NIJ agreed with her recommendation. During August 2014 the consultant produced the first draft of the Report including an analysis of NIJ's human resource management and a draft of the Human Resource Management Plan. The consultant's analysis of the current human resource management showed the following:

- Internal regulations are outdated and need to be updated
- Lack of a HR Management Strategy
- Lack of software for HR record keeping and HR documents flow
- Need to improve the NIJ organizational culture
- Lack of regulations on the activity of each department within NIJ
- Lack of training for heads of subdivisions in the general aspects of personnel policy

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

No activities during the quarter.

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

The following tasks and activities were undertaken during the work plan's third quarter and contributed to accomplishing Expected Result 2.2.

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

Activities during the quarter were:

**Activity 2.4. Implement the Concept Paper on continuous training of judiciary professionals:**

On 20 June 2014 the NIJ Council approved the NIJ regulation on distance learning and the plan to develop six distance learning courses by the end of 2014. The NIJ Council also approved NIJ's request to the MoF to increase the number of the NIJ staff and trainers. The additional staff and trainers will support NIJ activities, particularly those specified in Moldova's Judicial Sector Reform Strategy. The request is pursuant to the functional analysis expert's recommendations.

During June 2014, to support NIJ in implementing JSRS activity 1.3.1.8, USAID ROLISP's Court Budgeting Specialist provided assistance to the NIJ for developing the budget criteria for determining the financial resources necessary for initial and continuous training.

NIJ developed and the NIJ Council approved the methodology for training needs assessment of court clerks, judicial assistants, court chiefs of secretariats and probation officers.

USAID ROLISP assisted NIJ with implementation of its "Action Plan for the Implementation of the Concept Paper" that was approved by the NIJ Council.

USAID ROLISP supported developing a brochure with information on the advantages of distance learning and NIJ's plans for distance trainings. The brochure will be distributed by the NIJ staff to all NIJ training beneficiaries.

**Activity 2.5 Assess training needs and priorities (for sitting judges):** During the previous quarter NIJ sent out questionnaires to the MoJ, Supreme Council of Magistrates, Supreme Court of Justice, Association of Judges, General Prosecutor Office, Supreme Council of Prosecutors and NIJ donors and partners requesting information and recommendations on training to improve the skills and knowledge of sitting judges. In June and July NIJ and USAID ROLISP reviewed the responses to the questionnaires. In July NIJ developed an online questionnaire to assess the in-service training needs of sitting judges for year 2015 and submitted it to Moldovan judges. Analysis of responses to all the questionnaires and "Report on Training Needs Assessment of Sitting Judges" are expected to be completed in September 2014.

**Activity 2.6 Strengthen training database and developing distance learning:**

**Database:** USAID ROLISP contracted with a local company Soft Tehnica SRL to develop the NIJ database. Soft Tehnica has had several organizational meetings with NIJ and submitted its Project Management Plan at the end of August, 2014.

**Distance Learning:** In June the NIJ Council approved the NIJ regulation on distance learning and its plan to develop six distance learning courses by the end of 2014, and NIJ has started to collaborate with the trainers that are to develop six distance learning courses by the end of 2014. Also in June NIJ launched the second enrollment period for judicial and prosecutorial candidates, sitting judges, prosecutors and other justice sector professionals for the distance learning course on anti-trafficking. During a third enrollment period in July, 50 persons enrolled in the distance learning course.

**Activity 2.7 Donor coordination:** USAID ROLISP assisted the NIJ staff with organizing the fifth meeting of the Donor Coordination Committee. At the meeting NIJ collected donors' opinions and

recommendations related to the NIJ’s “Methodology for Identifying the In-service Training Needs of Judges and Prosecutors,” the NIJ’s “Trainer’s Statute” and the NIJ’s “Methodology on Training Program Quality Assessment.”

**Activity 2.8 Judicial training on gender equality:** USAID ROLISP is finalizing the selection of three consultants to develop a judges’ bench book on gender equality and expects the consultants to start working in late September 2014.

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

Activities during the quarter were:

#### **Activity 2.9 Implement the Concept Paper on initial training of judge and prosecutor candidates and other judicial professionals:**

Details on this activity are included in the discussion in Activity 2.4 above.

**Activity 2.10 Assess training needs and priorities (initial training):** In the last quarter NIJ developed an electronic questionnaire on the training and skills candidates for appointment as judges should have. The questionnaire was sent to judicial candidates graduating from the NIJ in March 2014. NIJ and USAID ROLISP analyzed the responses from the questionnaire and also responses from two focus groups organized in the prior quarter. NIJ and USAID ROLISP expect to have the results of the analysis and a draft report in September.

**Activity 2.12 Court Staff In-service training:** The October International Conference “Modern Court Administration – Key Element for Judicial Reform” will include court presidents, chiefs of secretariats and international participants from Ukraine, Albania and Latvia. There will be live streaming of all events so that staffs in the courts, MOJ, SCM and DJA will have an opportunity to watch conference events in live time. See Activity 1.18 Court Administration Conference above for further details on the conference.

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

No activities during the quarter

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

No activities during the quarter.

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

Activities during the quarter were:

**Activity 2.14 Development of training staff:** On 3-4 July 2014 USAID ROLISP organized a second 2-day Advanced Training of Trainers Course on “Active-Participative Training Methodology” for the NIJ trainers. The primary activity during the 2-day training was a mock training organized by each of the NIJ TOT trainers attending the event. Each participant selected a topic and conducted a mock training applying the knowledge and techniques from the active-participative training methodology. The consultant critiqued each trainer on his/her skills and techniques for training others to use adult education methodology.

The goal of the advanced ToT course was to strengthen the skills of the NIJ trainers in adult learning methodology and to extend the cadre of future ToT trainers at the NIJ. The advanced ToT course gave the NIJ ToT trainers the opportunity to practice training others using the theoretical knowledge they learned during the previous pilot ToT training and from the Trainer’s Handbook. The training participants included three current NIJ ToT trainers from the first training and 15 newly selected ToT trainers.

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

The following tasks and activities were undertaken during the work plan’s second quarter and contributed to accomplishing Expected Result 2.3.

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

No activities during the quarter.

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

No activities during the quarter.

## **2.3 Challenges Encountered**

The NIJ Director is frequently out of the office. During these absences activities proceed slowly and decisions often wait until the Director returns. The senior staff and the Assistant Director are reluctant to make decisions. USAID ROLISP is working with NIJ and encouraging it to modernize its management. The financial staff seems to lack the skill for coordinating budget planning with implementing the budget and integrating the budget with its financial management. USAID ROLISP has discussed procedures for improving the NIJ administration, budgeting and financial management but progress has been slow.

## **2.4 Program Progress**

Modernization of the curriculums is close to finishing. NIJ is finalizing its assessment of the knowledge and skills that judges need for meeting the expectations for a modern and effective judiciary. Significant effort has been devoted to providing NIJ trainers with the latest knowledge and techniques for adult education. Work on developing a long distance learning program has started with the development of the first on-line course and the enrollment of sitting judges and candidates for appointment as judges in the on-line course on anti-trafficking. An extensive upgrade of the NIJ's database is in progress and expected to be finished before the end of the year.

## **2.5 Activities Planned for Next Quarter**

- Finalize NIJ Personnel Policy
- Train NIJ staff on communication skills and managing meetings
- Monitor compliance with the Trainer's Statute for recruiting NIJ trainers
- Continue the update and revision of the NIJ database
- Continue with developing distance learning course
- Continue with developing a bench book on judicial issues
- Finalize training needs assessment for initial training
- Organized trainings on gender equality
- Update materials for training for candidates for appointment as judges
- International Conference: Modern Court Administration –Key Element for Judicial Reform
- Assess NIJ's ToT training
- Workshop on labor trafficking
- Continue to monitor NIJ training program evaluation

## **2.6 List of Deliverables during Quarter**

- Evaluation Report on the National Institute of Justice Budget Execution
- Trainers Handbook
- NIJ Trainer's Statute
- Training Program Quality Assessment Methodology
- Consultant's Report on Developing e-learning course "Protection of rights of victims of trafficking in human beings"
- Consultant's Final Report on Advanced ToT Training
- Action Plan for the Implementation of the NIJ Concept Paper on Initial Training and the Concept Paper on In-service training
- On-line course "Psychological Specificity and Peculiarities of Hearings of Human Trafficking Victims"
- Fifth meeting of the Donor Coordination Committee

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

### **3.1 The following activities were planned for the Quarter**

- On-going judicial advocacy grant activities
- On-going public legal awareness grant activities
- Organizational capacity building activities for grantees
- Judicial Roundtable activity in southern Moldova
- Develop the SCM's long-term communication plan
- People Friendly Courts training for court staffs
- Judicial System phone book implemented
- Develop video and radio spots on recent technological advances in courts

### **3.2 Work Performed and Significant Events**

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

The following tasks and activities were undertaken during the work plan's third quarter and contributed to accomplishing Expected Result 3.1.

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

Activities during the quarter were:

##### **Activity 3.1 Monitor and support the implementation of judicial advocacy projects funded through the USAID ROLISP Grants Program:**

Legal Resource Center (LRC): LRC continued its monitoring of the weekly Superior Council of Magistracy meetings and recorded its findings and conclusions in LRC's quarterly internal SCM Monitoring Memos. The monitoring memos describes LRC's advocacy efforts and provides data for the SCM functional analysis to be completed by the LRC at the end of 2014.

In June LRC finalized its policy brief analyzing and proposing regulatory solutions related to Law nr. 87 of April 21, 2011 on compensation by the state for damages due to violation of a person's right to get their court case examined in reasonable time or violation of a person's right to have their court decision enforced in reasonable time and presented the brief at a public discussion in July 2014.

LRC started a new policy brief that will provide an overview of the issues related to promotion of judges and will recommend policy solutions for improving the procedures for promotion of judges and establishing a merit-based and transparent system for judicial promotions and appointments.

Association of Independent Press (API): In June 2014, API produced the last monthly “Activ” newspaper supplement on judicial reforms and the judiciary in Moldova. The supplement included the cover stories “The mechanism of disciplinary sanctions of judges will be modified” and “There are fewer complain against judges this year.” The supplement appeared in 18 local newspapers that reach an estimated 250,000 people in all regions of Moldova.

With the June supplement, API has successfully completed its grant agreement with USAID ROLISP. During the period of the grant agreement, API produced 18 monthly supplements that provide a well-documented and objective record of judicial reforms. Stories ranged from guaranteed legal aid to reforms of the Superior Council of Magistracy.

Association of Independent TV Journalists (ATI): During the quarter, ATI continued with its monthly newspaper supplement “Reforma” and the TV and radio programs. ATI events during the quarter were:

- June “Reforma”: One article covered reporters’ observations of a high profile corruption case involving a judge and lawyer accused of taking a 2000 Euro bribe. Other article reported on the new amendments regarding judges’ immunity and reform of the prosecutor’s office.
- June TV and radio topic: “Accused Judges”
- July TV and radio topic: Enforcement of judicial decisions describing the Moldovan system of enforcing court decisions and how the European Court for Human Rights decisions regarding delayed enforcement of decisions impact enforcing Moldovan court decisions.
- August “Reforma”: Two supplements were published with articles about enforcement of court decisions (cover story), corruption in the legal profession, judicial training, the new SCM initiative on integrity whistle blowers and news updates on the on-going judicial reforms.
- August TV and radio topic: The program covered corruption in the legal profession, how lawyers are prosecuted for passing on bribes to judges and prosecutors, and how the system and organization of the legal profession needs to be improved to ensure that ethical norms are followed and that only those who are qualified and have a good professional reputation are admitted to the Bar Association.

TV and Radio programs are available on: <http://reporterdegarda.md/judecatorii-condamnati-in-raioane> and <http://reporterdegarda.md/radio-rdg-judecatorii-judecati-in-raioane>

### **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.**

Activities during the quarter were:

#### **Activity 3.2 Organizational capacity building for USAID ROLISP NGO partners:**

Advocacy: During the quarter USAID ROLISP conducted advocacy training for its grantees. Designed to improve grantees knowledge and capacity to plan and carry out a comprehensive and effective advocacy campaign, to improve their knowledge and capacity to conduct participatory and results-oriented research and to communicate the research results to different audiences and

stakeholders, the first training covered:

- Conceptualizing advocacy; advocacy processes and evaluating capacities.
- Developing an advocacy strategy.
- Ten steps; mapping the context; setting goals and objectives and identifying target audiences; messages, action plan and continuous activities; research approaches: methods, research design; the literature review and human rights research; collecting data and sampling; and focus groups and participatory research.

The June-July training session was followed by a one day in-depth and tailored consulting session for the Legal Resources Center.

The second training in July and August focused on the following advocacy stages and approaches:

- Conceptualizing advocacy
- Advocacy processes and evaluating capacities
- Developing an advocacy strategy
- 10 steps; mapping the context
- Setting goals and objectives and identifying target audiences
- Messages, action plan and continuous activities
- Research approaches
- Methods and research design
- Literature review and human rights research
- Collecting data and sampling
- Focus groups and participatory research
- Coalitions and grass roots activism
- Building constituencies and coalitions
- Working with decision makers and being deliberative decision makers and influential actors in Moldova
- Monitoring and evaluating advocacy
- Evaluating empowerment

The training helped grantees understand how to monitor and evaluate an advocacy campaign, and provided them with the following organizational tools that they can use in planning and carrying out advocacy campaigns.

- The Rapid Framework
- The Planning Research Tool
- The Problem Tree, Advocacy Strategy Template
- The Connecting with Decision Maker Toolkit
- The Measuring Success with Decision Makers Toolkit
- The Diakonia Self-Assessment Tool and Diagram
- The Arnstein's Ladder of Participation, and Critical Incident Timeline Template
- Tools for conducting literature reviews, interviews, and surveys,

The training sessions were followed by two one-day in-depth and tailored consulting sessions for the Legal Resources Center and the International Center “La Strada.”

Financial and Managerial Capacity: During June USAID ROLISP worked with the grantees on their financial and management capacity with the goal of helping them to comply with the USAID NUPAS Criteria and improve their potential to become partners and direct recipients of US Government assistance.

Human Resources Management: In the prior quarter a HR assessment showed that the grantees need to develop adequate employee performance management systems. Discussions with the grantees established that LRC and International Center “La Strada” were interested in making improvement in their employee performance management system a development priority for September – October 2014. As a result, USAID ROLISP started recruitment for a capacity building provider in this area

Organizational Sustainability: The USAID ROLISP grantees indicated that they are interested in learning about the European Union funding standards and regulations and about the USAID rules and standards for NGO funding. USAID ROLISP has started recruitment of a specialist in EU fundraising best practices who will provide training on NGO fund raising in the EU and expects the training to take place in late October or early November.

Project Management: Discussions during the quarter with the grantees indicated that they need assistance with and are interested in learning to use technology to manage projects and document flows, improve their time management practices, and learn about other tools and best practices they can use in managing and implementing multiple projects. In the next quarter USAID ROLISP will begin recruitment for specialists in project management.

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

The following tasks and activities were undertaken during the work plan’s second quarter and contributed to accomplishing Expected Result 3.2.

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

Activities during the quarter were:

Activity 3.3 Conduct quarterly judicial roundtables: The Association of Judges from the Republic of Moldova (“AJM”) organized the 8th Roundtable in Cahul in June. The 8<sup>th</sup> Roundtable focused on people friendly courts and was a repeat of the 7<sup>th</sup> Roundtable in Balti in May. The goal for the 8<sup>th</sup> Roundtable was to facilitate a discussion among AJM members, court administrators, and court presidents on making courts more people friendly, facilitating people’s access to court information and services, and generating a list of recommendations for improving the legislation and the SCM regulations in this area. There was extensive participation by those attending, indicating that the goal of facilitating a discussion among AJM members, court administrators, and court

presidents on making courts more people friendly, facilitating people's access to court information and services, and generating a list of recommendations for improving the legislation and the SCM regulations in this area was accomplished.

The Roundtable participants recommended:

- Placing cameras in archive and documentation rooms to record individuals viewing court files when court staff is not available to monitor them
- Placing video cameras in public spaces of the court to ensure transparency and security
- Establishing adequate work hours for the courts' documentation department staffs in charge of taking and processing court petitions
- Appointing a court employee to work during lunch hours as many citizens prefer to go to a court during their lunch hour

Moderators and participants also discussed issues of transparency, corruption and adequate communication with citizens as well as the practical aspect of organizing work processes in the courts so that there is a balance between efficiency in managing cases and providing citizens with access to information, answers to their questions, and friendly facilities. Moderators encouraged participants to develop and post as much information as possible in the courthouse. Information should include sample petitions, correct and up-to-date bank information for payment of state fees, and contact information for the court PR specialist.

#### **Activity 3.4 Judicial Awareness Campaign:**

Video: One of the activities in the current Work Plan is to develop a video and radio spots on recent automation activity in the Moldovan Courts so as to inform citizens about the technology improvements that have taken place in the courts and how these improvements benefit citizens. During the quarter, USAID ROLISP announced that it was accepting bids for developing the video and radio spots and selected a video production company to produce them.

Brochures: USAID ROLISP has started developing a series of eight "People Friendly Courts" that inform citizens of their rights, facilitate their access to the courts, improve their perception of the judiciary, strengthen their ability to access court services and request information, and provide information for protecting their rights. The brochures will target citizens and court users. The first three brochures are scheduled to be published in October 2014 and will focus on the IT improvements in the courts, i.e., integrated case management system, audio recording of court sessions, and the courts' web portals.

Justice Sector Phonebook: As discussed in the last quarterly report, USAID ROLISP is developing a Justice Sector Phone Book that will provide citizens with contact information for all courts in Moldova, Superior Council of Magistracy, Ministry of Justice, General Prosecutor's Office, and Office of the State Guaranteed Legal Aid Council, the Bar Association, and Association of Court Enforcement Officers. The phone book was developed in response to the comments and findings of the Judicial Awareness Research conducted by USAID ROLISP in 2013. At the end of the quarter, the phone book was delivered to the printer and distribution should start early in the next quarter.

**Activity 3.5 Build the capacity of the SCM to communicate and inform the public about the judiciary and its role in reforming the judicial system:** In the last quarter USAID ROLISP contracted with a local consultant to work with the SCM to develop a medium-term communication strategy that will provide goals, objectives, messages, and a specific plan for SCM's outreach activities. In June the consultant conducted a focus group with SCM members and staff on the main communication messages, developed a work plan and discussed possible SCM outreach activities with journalists, civil society, and other stakeholders. Following the meetings and discussions, the consultant submitted a proposed communication plan to the SCM for its review and adoption.

The SCM Communication Strategy developed by the consultant focuses on the following six objectives:

1. Establish sustainable partnerships with the journalists and opinion leaders
2. Promote the achievements of the justice sector reforms among the general public
3. Build a system of reaction in image crisis situations
4. Build a positive image and public trust in the SCM and the judicial system
5. Inform citizens about the successes and failures of the judicial system, problems that the judiciary has and steps taken to address them
6. Contribute to the improvement of the basic legal knowledge of citizens

The Strategy has a context assessment, a list of direct and indirect target groups for the SCM communication efforts, provides guidance on positioning and strategic approach in communicating with direct and indirect target groups, lists specific interventions and actions that SCM needs to take to achieve its outreach objectives, and provides recommendations on staffing and capacity building for the SCM in the area of communication and outreach. The next step is to work with the SCM to implement the Strategy and build the SCM's capacity to carry out the communication activities listed in the strategy.

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

The following tasks and activities were undertaken during the work plan's second quarter and contributed to accomplishing Expected Result 3.2.

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

Activities during the quarter were:

**Activity 3.6 People Friendly Courts:** In June 2014, USAID ROLISP in partnership with the NIJ conducted two one-day training sessions on People Friendly Courts for 50 staffers from courts' Procedural, Record and Documentation Divisions (former chancellery offices). Similar to previous

training sessions, participants learned about access to information rules and regulations, best practices for posting citizen-friendly information in the courthouse and methods for conflict resolution. The training is part of a series of capacity building sessions for court staff meant to make the courts more accessible, transparent, and people friendly.

**Activity 3.7 Improve courts' webpages:** As indicated in the last quarterly report USAID ROLISP had planned to develop a new guide on developing quality texts and updates for the court websites and to deliver a one-day training for the PR specialists. However, the Ministry of Justice in partnership with the Supreme Court of Justice recently launched a new courts' web portal that gives court staffs a very limited role in developing content and managing their court's webpage. Courts will pay an annual maintenance fee to a company contracted to develop and manage the portal. Court PR specialists will be responsible for sending limited news items focusing on major events, such as temporary closing of the court due to renovation, change of working hours etc. Given the limited role of court's PR specialist, USAID ROLISP is reviewing its role in improving courts' webpages and will decide how to proceed.

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

The following tasks and activities were undertaken during the work plan's second quarter and contributed to accomplishing Expected Result 3.4.

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

Activities during the quarter were:

##### **Activity 3.8 Public legal awareness grants:**

**Balti Legal Clinic.** During the quarter Balti Legal Clinic conducted legal awareness campaigns in

- Cremeniug village, Soroca raion during which
  - Clinic staff conduct a public lesson on inheritance, attended by 15 villagers
  - 70 brochures were distributed on social protection system and payments and on domestic violence.
- Chistelnita Village, Telenesti Raion during which
  - Clinic staff conducted a public lesson on inheritance attended by 24 villagers
  - Clinic staff responded to questions from 47 persons requesting additional information
  - 80 brochures were distributed on inheritance issues

During the quarter, citizens from Northern Moldova visited the Balti Legal Clinic requesting information. The Table below gives a summary of the number of citizens visiting the clinic and the type of assistance requested.

**TABLE: BALTI LEGAL CLINIC ASSISTANCE**

<b>Summary of Requests for Legal Assistance during June, July and August</b>	
<b>Number Visiting the Clinic’s office for legal assistance</b>	<b>Type of requested assistant</b>
33	Civil rights cases, inheritance, social assistance, family law, labor rights, land/property law, patients’ rights, domestic violence, and consumer rights
36	Inheritance; civil rights cases; social assistance cases; family law cases; labor rights; land/property law cases; patients’ rights case; domestic violence.
10	Inheritance
9	Unspecified legal assistance of which 6 received additional legal assistance

### **3.3 Challenges Encountered**

Persuading the courts and the SCM of the need for transparency and the importance of outreach is slow. Although not always opposed, they are slow to understand the significance of some of the activities proposed by USAID ROLISP.

The grantees needing the most support and attention are usually the ones who are reluctant to engage in capacity building assistance such as employee performance management or project management.

### **3.4 Program Progress**

The grants program is close to completion with only three of the four grants remaining active. The focus on capacity building has encouraged all of them to think carefully about programs that will support and improve their funding, the quality of their staffs and organizational capacity.

The outreach activities are progressing rapidly with emphasis on transparency and outreach. The SCM is supporting the communication strategy developed for it. USAID ROLISP programs designed to provide citizens with information on judicial reforms and educate citizens on their rights are implement and the next several quarters will see a pick-up in outreach activities such as video phones, brochures and the Justice Sector Phonebook providing contact information for citizens with legal issues.

### **3.5 Activities Planned for Next Quarter**

- On-going judicial advocacy grant activities

- On-going public legal awareness grant activities
- Organizational capacity building activities for grantees
- Final Judicial Roundtable in Chisinau
- Work with the SCM to implement its communication strategy
- Training for court staffs on people friendly courts
- Distribution of the Judicial Sector Phone Book
- Distribution of the video and radio spots on recent technological advances in courts
- Distribution of three Judicial Awareness Brochures
- Develop of three additional Judicial Awareness Brochures

### **3.6 List of Deliverables during Quarter**

- Consultant's Training Report on People Friendly Courts
- SCM Communication Strategy
- 8<sup>th</sup> Judicial Roundtable
- Advocacy Training for grantees

## **ADMINISTRATIVE ACTIVITIES**

No specific activities to report.

## 4. Report on LOE

Cost Elements	Company	Budget	Actuals through 5/31/2014
		Days	Days
<b>Long-Term Expatriates</b>			
<i>Chief of Party - Frederick Yeager</i>	Checchi	1,011	577
<i>Sub-total Long-Term Expatriates</i>		1,011	577
<b>Home Office Professional Support</b>			
<i>Program Manager - Chris Boeder</i>	Checchi	73	51
<i>Assistant Program Manager - Justine Dodgen</i>	Checchi	73	33
<i>Sub-total Home Office Professional Support</i>		145	84
<b>Short-Term Expatriates</b>			
<i>US Specialists</i>	Checchi	158	142
<i>TCN Specialists</i>	Checchi	207	128
<i>US Specialists</i>	OSC	13	0
<i>US/TCN Specialists</i>	SSG	52	17
<i>Sub-total Short-Term Expatriates</i>		430	287
<b>Long-Term Local Professionals</b>			
<i>Deputy Chief of Party - Cristina Malai</i>	Checchi	1,011	545
<i>Court Management Specialist - Natalia Vilcu</i>	Checchi	990	526
<i>Court Budgeting Specialist - Marcel Blanuta</i>	Checchi	969	535
<i>Judicial IT Specialist - Grosu Mihai</i>	Checchi	780	326
<i>Training Specialist - Luciana Iabangi</i>	Checchi	1,003	571
<i>Civil Society Liaison/Grants Manager - Ludmila Ungureanu</i>	Checchi	1,001	571
<i>Monitoring, Reporting, and Gender Specialist - Elina Petrovici</i>	Checchi	950	507

<i>Local Outreach Specialist - Sandina Dicianu</i>	OSC	1,040	450
<i>Sub-total Long-Term Local Professionals</i>		7,743	4,030
<b>Short-Term Local Professionals</b>			
<i>CCN Specialists</i>	Checchi	1,121	202
<i>Sub-total Short-Term Local Professionals</i>		1,121	202