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

QUARTERLY REPORT

SEPTEMBER – NOVEMBER 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 Pîslaru

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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 Q3) reflects the work performed during the period 1 September 2014 through 30 November 2014.

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LIST OF ACRONYMS

BNIJ	Bulgarian National Institute of Justice
CSO	Civil Society Organizations
CTS	Center for Telecommunications Services
DJA	Department of Judicial Administration
ECHR	European Court of Human Rights
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 September 1, 2014 through November 30, 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:

- International court conference “Contemporary Court Administration – Key for Judicial Reform”
- Concept Note for Web Report Card developed and approved by SCM
- Additional training for court accountants on IC financial software
- Draft regulation for keeping the ICMS register delivered to the Ministry of Information Development
- Continued monitoring of the automatic random case assignment by the courts
- Electronic Statistical Module for the Supreme Court developed and installed
- Audit checklist developed by USAID ROLISP were used by SCM’s Judicial Inspection to audited the Cahul, Comrat and Hincesti District Courts Development of the NIJ Personnel Policy
- Training for the NIJ staff on statistics and simple statistical analysis
- Training for the NIJ staff on budgeting
- Three one-day anti-trafficking workshops on “Trafficking in Human Beings and Forced Labor,”
- One two-day training on “Investigation and Legal Qualification Aspects of Trafficking in Persons Offences. Techniques for Interviewing Victims/Witnesses of the Trafficking in Persons”
- Distribution of Justice Phonebook throughout Moldova
- Initiated the purchase of 50” LED screens for the courts
- October Judicial Roundtable
- Balti Legal Clinic conducted well-received informational meetings in Calinesti village, Telenesti raion, Zagarancea village, Ungheni raion, and Sofia village, Drochia raion

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

- 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

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 third 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:

Bass Systems, the local IT company updating the Performance Dashboard, reviewed the source code for the current six performance indicators and developed the Court Staff Satisfaction Level and the Cost Per Case indicators. The indicators are a part of the ICMS upgrade that was installed on CTS' server in November. Testing of the Performance Dashboard started in September and will be completed in December and any problems or bugs resolved. USAID ROLISP expects to begin training SCM and DJA staffs on the refined Performance Dashboard in December.

1.2. Develop a Courts Web Report Card: USAID ROLISP developed a concept note for a web report card that it submitted to the SCM for review and comment. In October SCM approved the web report card. USAID ROLISP has started the search for an expert to develop the web report card.

Activity 1.3. Implement the Electronic Statistical Reporting Module: During the quarter Bass Systems developed and installed an Electronic Statistical Reporting Module for the Supreme Court of Justice and the SCJ accepted the Module. Bass Systems also upgrade and improved the Electronic Statistical Reporting Module for the district and appeal courts. USAID ROLISP is testing the Modules and expects them to be installed in December on the CTS server for use by the district and appellate courts and the SCJ. After the Modules are installed and testing is finished, USAID ROLISP will begin training the SCM and DJA staffs, and the district and appellate court staffs on the Modules.

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: In November USAID ROLISP provided assistance to the SCM statistical division staff for developing three performance-based audit reports for the Judicial Inspection's visits to Cahul, Comrat and Hincesti District Courts.

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 third 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: In September SCM formally approve the regulatory framework for the judicial budgetary procedure that USAID ROLISP developed. The framework will contribute to ensuring the predictability and uniformity of steps that courts and judicial leadership should follow when preparing, reviewing and approving budget requests.

Activity 1.10. Assist DJA in implementing court internal audit procedures: USAID ROLISP developed and submitted to the DJA a draft of a DJA Internal Audit Regulation. DJA is waiting for the government to approve a draft "Regulation on National Authority for Court Administration" that was prepared by the DJA and that includes many of the provisions in the draft of the DJA Internal Audit Regulation.

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

Activities during the quarter were:

Activity 1.12. Assist with implementing the budget request template: USAID ROLISP conducted a 2015 budget requests assessment in order to monitor the impact of the USAID ROLISP actions on budget requests quality. According to the study, the national average quality score for budget requests is 4.27 points, which is 1.62 points higher compared to the previous year.

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: During calendar year 2013, USAID ROLISP purchased and installed 1C Financial Software in the courts and the vendor trained all the court accountants on the software. In November 2014 at the request of a number of the court accountants, USAID ROLISP organized additional training for court accountants on using 1C budget software.

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 completed its analysis of the centralized procurement of postage meters. The “Report on the Study of the Feasibility of Purchasing Postage Meters” was sent to the SCM, DJA and USAID.

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 third 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: USAID ROLISP organized an international conference on “Contemporary Court Administration – Key Element for Judicial Reform” that was held in Chisinau, Moldova on October 23-24, 2014.

The conference heard opening remarks from Deputy Chief of Mission, US Embassy Kara McDonald, Minister of Justice Oleg Efrim and Superior Council of Magistracy Member Tatiana Raducanu on the first day of the conference and from Supreme Court Justice Nicolae Gordila and National Institute of Justice Council President Eduard Ababei on the second day. Conference topics and the speakers are shown in the table below.

CONFERENCE TOPICS AND SPEAKERS	
Conference Topic	Speakers
International Experience on Excellence and Performance Measurement in the Courts of Law	George Stawa; Jeffery Apperson; Pim Albers
Developments in Court Technology	Fredric Lederer; Dory Reiling; John Carver; Tatiana Ciaglic
Services for Citizens: Promoting People-Friendly Courts	Barry Walsh; Peter Kiefer; Vladislav Clima
Improving Efficiency in Court Administration	George Stawa; Pim Albers; David Vaughn; Constantin Bragoi
Integrity in Court Administration	Barry Walsh; Mircea Aron; Vera Toma
Best Practices in Court Design and Security	Gerry Thacker; Peter Kiefer; Ghenadi Eni

Each topic was followed by a short discussion period with questions and answers. The Superior Magistracy Council Member Tatiana Raducanu and Deputy Minister of Justice Nicolae Esanu gave closing remarks followed by comment from the Conference participants.

Delegations from Ukraine, Albania, Romania and Latvia attended the Conference. About 200 Moldovan judges and chiefs of secretariats were in attendance as well as representatives from local NGOs and international donors.

The Conference was videotaped with live streaming. On the first day 583 persons visited the web site carrying the live streaming and 478 visited during the second day.

Activity 1.19. Develop guidelines for building new courthouses and renovating current courthouses: During the June-August Quarter a STTA visited Moldova to meet with judges and judicial institution officials. He also organized several focus groups. He then drafted the “Guidelines for Building New Courthouses and Renovating Current Courthouses.” The Guidelines were forwarded to the DJA and courts for comment. The Guidelines were revised to reflect the relevant comments and sent to the publisher with distribution expected in January 2015.

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: During the quarter SCM reviewed the “Regulation on Electronic Statistical Reporting” drafted by USAID ROLLSP and sent it to the courts for comment. USAID ROLISP acknowledged that DJA will coordinate the approval of the “Norms for Appropriate Use of Informational Resources in Courts,” that contains security rules for using equipment and software in courts and review the document describing ICMS users’ profiles, roles and access rights. During the quarter USAID ROLISP worked on the regulation for keeping the ICMS register required by the Ministry of Information Development for officially registering ICMS and delivered the draft regulation to the MOJ in October. USAID ROLISP staff is reviewing several SCM Regulations to ensure that they comply with the latest changes in the development of the ICMS version 4.1 and will propose changes to them as is appropriate.

Activity 1.21. Monitor ICMS use: During the quarter USAID ROLISP submitted monthly reports on the results of monitoring ICMS’s random case distribution. The monthly report on random case distribution in Moldovan courts was generally positive. However, some of the courts were reporting what seems to be an unusually large number of reassignments of cases for the second, third and fourth times. When the number times judges are blocked for assignment of cases or are determined incompatible in comparison to the number of active judges in the court, it could be an indication that the court is manipulating the random assignment. In the cover letter forwarding the Report to the SCM, USAID ROLISP suggested that SCM review the reassignment of cases in those courts in which the number of reassignments appears excessive.

Activity 1.22. Monitor audio recording of court hearings: The monitoring of the audio recording of court hearings is continuing. The reports continue to show that there is difficulty gathering the data due to the input. In some cases when there is a pause in the hearing and then the hearing

reconvenes this is recorded as a new hearing. Thus the report of the number of hearings exceeds the actual number of hearings reported by the ICMS.

Activity 1.23. Review ICMS: The Judicial Statistical Module for the Supreme Court of Justice was tested by the Court in September 2014. The Court expressed no major concerns and accepted the Module. However the local developer, Bass Systems, was late with the other ICMS Version 4.1 contract deliverables. The date for contract completion was extended and Version 4.1 was delivered in November. Testing indicates that there are a number of bugs and inconsistencies to be corrected before the piloting planned for December 2014 begins. At the end of November USAID ROLISP started training court staffs on ICMS Version 4.1 and will continue the training in December and January. The training will focus on those elements of Version 4.1 that are working properly.

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

Activities during the quarter were:

Activity 1.24. Assist with implementing the IT Infrastructure Action Plan: In November USAID ROLISP met with the new Director of DJA and presented her the IT Infrastructure Action Plan. USAID ROLISP agreed to continue monitoring the implementation of the Action Plan.

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: The purchase of computers, printers, scanners and multifunctional machines continued with the final installation expected by the end of December 2014. The SCJ requested assistance for the purchase of 20 computers, scanners and printers and USAID ROLISP has started the procedures for the purchase of the equipment. USAID ROLISP will purchase the equipment and expects installation to be in late December 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

The GOM's delay in approving the regulation defining and clarifying the functions of the DJA resulted in various issues being unresolved or a delay in activities, e.g., the "Regulation on National Authority for Court Administration" that includes many of the provisions in the draft of the DJA Internal Audit Regulation. The on-going lack of coordination between the SCM and the DJA causes confusion in implementing activities.

Upgrading ICMS to Version 4.1 including enhancing the Performance Dashboard and Judicial Statistical Module has moved slower than anticipated resulting in delays in some of the training planned for the SCM and DJA. The delays were due to the failure of the developer to meet the agreed on deadlines. Timelines for software development and particularly enhancing or upgrading are often delayed for technical reasons.

USAID ROLISP is continuing to pressure the MOJ to complete the registration of ICMS in accordance with Moldovan laws and regulations for registering IT software.

1.4 Program Progress

Automatic Random Case Assignment is implemented in all courts with more than 95% of the cases assigned without reassignment. The number of court hearings that are audio recorded is increasing. The problems are mainly with the input of the hearing record and these problems should be resolved when the ICMS Version 4.1 is installed and fully operational. Judges are accepting the need to audio record and many have stated that the recording benefited them when they have been

challenged on certain details of the case. It also seems to be encouraging lawyers to appear on time and thus reduces case delay.

The methodology for carrying out court performance audits has been accepted and implemented by the SCM's Judicial Inspection. The audit checklist supplied by USAID ROLISP is used by the Judicial Inspection.

The new chairman of the SCM has been open and supportive and the relationship with the SCM as to date been positive. There is every reason to believe that it will continue.

1.5 Activities Planned for Next Quarter

- Develop and implement web report card
- Implement Judicial Statistical Module
- Train SCM and DJA on the Judicial Statistical Module
- Train SCM and DJA on the Performance Dashboard
- Monitor the methodology for carrying out court performance audits
- Conduct a functional analysis of the SCM
- Implement internal audit standards
- Training assistance to DJA on centralized public procurement
- Monitor ICMS usage
- Monitor audio recording of case hearings
- Assist with implementing the IT Infrastructure Action Plan
- Training on ICMS and Femida for legal professionals
- Install purchased equipment in the courts

1.6 List of Deliverables completed during Quarter

- International court conference “Contemporary Court Administration – Key Element for Judicial Reform”
- Opportunity Study on the Purchase of Postage Meters for Courts of Law Through a Centralized Procurement
- Random Case Distribution Report for September
- Random Case Distribution Report for October
- Random Case Distribution Report for November
- Performance based Audit Report for Cahul District Court
- Performance based Audit Report for Comrat District Court
- Performance based Audit Report for Hincesti District Court
- IT Infrastructure Action Plan

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

2.1 The following activities were planned for the 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: “Contemporary Court Administration –Key Element for Judicial Reform”
- Assess NIJ’s ToT training
- Workshop on labor trafficking
- Continue to monitor NIJ training program evaluation

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 third 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: USAID ROLISP met with NIJ representatives to discuss the findings and recommendations of the “Evaluation Report on the NIJ Budget Execution” developed by the USAID ROLISP Court Budgeting Specialist. During the meeting NIJ acknowledged the Report’s findings of weaknesses in budget development, budget execution and public procurement. The participants

agreed to organize training in November for the relevant staff on budget development and public procurement. The training was delayed and will take place in December 2014.

Training for the NIJ staff on statistics and simple statistical analysis was organized and at the request of NIJ was planned for 4 hours per training day. Twenty-two employees were chosen and attended the training in October and November.

During October and November 2014 Component 2 organized training for the NIJ staff on communication skills and management of meetings. The training will take place in December and will be focused on cooperation between the staff members, inter-department communication, streamlining managerial and organizational communication and management of meetings. During November the local company selected by USAID ROLISP to do the training organized two focus groups with the NIJ staff to document NIJ's problems with communications and management of meetings and to develop the training agenda and training materials. The training is planned for 22-23 December 2014.

During November 2014 Component 2 contracted with a local consultant to organize training for the NIJ staff on public procurement to be given on December 8 and 9, 2014.

Task 2.1.2. Improve the organizational structure of the NIJ.

No activities during the quarter

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

Activities during the quarter were:

Activity 2.2. Develop the NIJ personnel policy: The local consultant with whom USAID ROLISP contracted to develop the NIJ personnel policy submitted a draft of the "NIJ Diagnostic Analysis," "Human Resource Management Plan" and the "NIJ Personnel Policy" for NIJ's review and comment. NIJ recommended some minor changes, and after the changes were made NIJ accepted the two documents. Following NIJ's acceptance of the final documents, USAID ROLISP requested that NIJ develop a concrete action for the development of its human resources and that the plan take into account the consultant's conclusions and recommendations. USAID ROLISP is planning to work with NIJ to draft internal regulations governing NIJ's human resources activities.

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:

At the request of USAID ROLISP NIJ developed an action plan for the implementation of the Concept paper and USAID ROLISP is working with the NIJ to implement the action plan

Activity 2.5 Assess training needs and priorities (for sitting judges): During the quarter NIJ analyzed the responses from 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 to a questionnaire requesting information and recommendations on training to improve the skills and knowledge of sitting judges. A separate questionnaire to Moldovan judges was also analyzed. A draft “Report on Training Needs Assessment of Sitting Judges” was prepared. At a NIJ/USAID ROLISP meeting the Report was finalized and sent to the NIJ Council for approval.

Activity 2.6 Strengthen training database and developing distance learning:

Database: Soft Tehnica SRL, the local company developing the database submitted the Project Management Plan and the Project Business Analysis Documentation for USAID ROLISP and NIJ’s review and comment. The documents were accepted. During the quarter the Project Management Plan, the Business Analysis Documentation and the prototype of the upgraded information system were delivered to and accepted by NIJ. Soft Tehnica is finalizing the Content Management Module, Course Management Module and Navigation Module and expects to deliver them in December 2014. During the quarter USAID ROLISP signed a letter agreement with NIJ that includes obligations for the NIJ staff to increase the efficiency of the joint activity in developing and improving the NIJ’s information system.

Distance Learning: NIJ produced a leaflet with information on the advantages of distance learning and on the distance learning courses offered by NIJ. USAID ROLISP printed 7,000 copies of the leaflet for distribution. In October 2014 NIJ included a 10 minute presentation about the distance learning training at the NIJ in 10 in-service trainings. The brochure was also distributed at the international conference on “Contemporary Court Administration – Key Element for Judicial Reform.”¹

USAID ROLISP is searching for two consultants to design a long distance learning course for NIJ trainers on “Active Participative Training Methodology” for NIJ trainers.

¹ See Activity 1,18 Court administration conference above for details on the conference.

Activity 2.7 Donor coordination: USAID ROLISP and NIJ are organizing the next meeting of the Donor Coordination Committee to be held on 3 December 2014.

Activity 2.8 Judicial training on gender equality:

Gender Training: USAID ROLISP's search for a Moldovan to team with an international expert to train judges on gender equality in December 2014 did not find a qualified Moldovan. Consequently USAID ROLISP will contract with two international consultants, one of whom will be from the region and the other from the United States to do the training in early 2015.

Gender Bench Book: USAID ROLISP had selected an international consultant and a local consultant to work as a team developing a judges' bench book on gender. The local consultant decided not to proceed with the work for personal reasons. USAID ROLISP reopened the procurement process and selected two international experts for the training. USAID ROLISP is finalizing the details for contracting with the two experts. USAID ROLISP is planning to deliver two trainings during February 2015. NIJ will also contract with a local trainer to present the domestic law and court practice on gender equality during one training session.

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): NIJ's conclusions from the survey of the training needed by judges were presented to the NIJ Council in the "Report on Training Needs for Initial Training." The Council passed a resolution adopting the Report and instructing NIJ to consider the findings and recommendations of the report when developing the training plan for training candidates for the judiciary.

Activity 2.11. Update the initial training materials: USAID ROLISP agreed to assist NIJ with developing and publishing training materials for the course on Court's Organization and Functioning and will contract with two consultants to develop the training materials.

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

Activities during the quarter were:

Activity 2.12. Court staff in-service training: Objective 2 participated with Objective 1 on organizing the international court conference that included court staff participants. See Activity 1.18

Court administration conference under Objective 1 above for details.

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

Activities during the quarter were:

Activity 2.13. Workshop on Labor trafficking issues: NIJ with USAID support organized three one-day workshops on “Trafficking in Human Beings and Forced Labor,” and one two-day training on “Investigation and Legal Qualification Aspects of Trafficking in Persons Offences. Techniques for Interviewing Victims/Witnesses of the Trafficking in Persons” that were held in November 2014. The three workshops and two-day training were evaluated using the Trainer’s Assessment Questionnaire from the “Methodology on NIJ Training Program Quality Assessment.”² The leaflet on NIJ’s distance learning course was distributed during the workshops.

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: During the quarter, USAID ROLISP contracted with a local company to train NIJ trainers in time management so that they organize their time by better planning, prioritizing, delegating tasks and organizing their work environment. The training is expected to take place in December 2014.

During the quarter USAID ROLISP worked with the NIJ to organize the training agenda, the training materials and the list of participating trainers for advanced ToT training.

USAID ROLISP is searching for two experts to develop a long distance learning course for NIJ trainers. One expert will develop the course contents and materials and the other expert will handle the technical design for putting the training content on the ILIAS platform.

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 third quarter and contributed to accomplishing Expected Result 2.3.

² The “Methodology on NIJ Training Program Quality Assessment” was developed by a consultant under a contract with USAID ROLISP.

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.

Activities during the quarter were.

Activity 2.16. Develop standard procedures in review evaluation feedback to improve training: During November 2014 the Chief of the Training Methodology and Research Division using the trainer's assessment sheet assessed the trainers for the initial training courses and seminars. Following the procedure specified by NIJ's "Methodology on the Training Quality Assessment," after each visit the Chief of the Training Methodology and Research Division discussed the assessment results with the trainer.

2.3 Challenges Encountered

The NIJ Director was sick and passed away during the quarter. With the lack of leadership at the NIJ and Parliament's delay in passing the Law for Amending the Law No.152-XVI of 8 June 2006 on the National Institute of Justice, decisions on some of the USAID ROLISP/NIJ activities were slow and resulted in delays. The financial analysis of the NIJ's budget and financial management highlighted difficulties in planning and implementing the budget. The NIJ was reluctant to accept the report's conclusions and required clarification and rewrite of some of the recommendations. After meetings and discussions, the NIJ acknowledged that there should be training in financial management and public procurement.

2.4 Program Progress

The training and development of a manual on TOT have been instrumental in improving the skills and techniques of the NIJ Trainers.

The training of the NIJ staff on computers and software such as PowerPoint has improved the staff's skills and this was demonstrated by their preparation and planning for the Donor's Coordination Committee Meeting planned for early December 2014. Another area of progress has been the ability of the staff to use statistics to analyze and report on NIJ activities and trainings.

NIJ is making significant progress in developing long distance learning. The first long distance learning program on anti-trafficking has been well received and other distance learning programs are in the planning process. The NIJ Council's adoption of a regulation on long distance learning supports the NIJ's commitment to distance learning. That NIJ is promoting its long distance learning is shown by the development and distribution of the ILIAS leaflet on distance learning, the presentation on long distance learning at the international court conference and inclusion of an overview of distance learning in its trainings.

2.5 Activities Planned for Next Quarter

- Monitor the recruitment of NIJ trainers
- Develop and implement an action plan for the Concept Paper on continuous training of judiciary professionals
- Develop and implement an action plan for the Concept Paper on initial training of judges, prosecutor candidates and other judicial professionals
- Assess staff progress in implementing the Technical Needs Assessment Methodology
- Judicial training on gender equality
- Develop a judge's bench book on gender equality
- Update the initial training materials
- Time management training for NIJ trainers
- Assess NIJ's institutionalized TOT training
- Monitor NIJ's evaluation of NIJ training

2.6 List of Deliverables during Quarter

- Three one-day anti-trafficking workshops on "Trafficking in Human Beings and Forced Labor,"
- One two-day training on "Investigation and Legal Qualification Aspects of Trafficking in Persons Offences. Techniques for Interviewing Victims/Witnesses of the Trafficking in Persons"
- Monitoring report "Implementing the Training Needs Assessment Methodology for Initial Training"
- Consultant's report on development of the NIJ Personnel Policy
- NIJ Personnel Policy Manual
- Diagnostic Analysis of Human Resources Management at the NIJ
- ILIAS – Distance Learning Brochure
- Report on Training Needs Assessment of Sitting Judges
- Report on Training Needs for Initial Training

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
- 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 Phonebook
- Development of the video and radio spots on recent technological advances in courts
- Development of three Judicial Awareness Brochures

Develop of three additional Judicial Awareness Brochures

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): During the quarter LRC continued to monitor the weekly Superior Council of Magistracy ("SCM") meetings and recording its observations in the LRC quarterly internal "SCM Monitoring Memos." On September 18th LRC presented its policy brief on the mechanism for compensating damages caused by violation of the reasonable time for judicial proceedings requirement at a meeting attended by more than 40 participants including members of the Superior Council of Magistracy, Supreme Court of Justice, Parliament, and judges from the Buicani district court, the first instance court for deciding cases on violation of the reasonable time

for judicial proceedings. The brief covered Law nr. 87 of April 21, 2011 on compensation from the State for damages caused by violation of a person's right to get his/her court case examined in a reasonable time or violation of a person's right to have his/her court decision enforced in reasonable time. Law nr. 87 was enacted in response to the European Court of Human Rights ("ECHR") recommendation that Moldova adopt a new mechanism to ensure that citizens have a national remedy for delay in judicial proceedings. LRC analyzed how effectively Law nr 87 is being applied and whether citizens receive the remedy that the ECHR recommended. LRC concluded that the law is not as effective as initially planned and recommended two possible approaches for improving the system.

On September 29, 2014 LRC issued a public appeal, co-signed by other advocacy NGOs, The appeal asked the President of Moldova, Nicolae Timofti, to verify the background of five new judges proposed for appointment by the SCM, and if the background checks of these candidates confirm negative mass media coverage of any of these candidates, to not appoint them.

In October, LRC issued a public appeal asking the Government to develop transparent and a merit-based process and regulations for appointing a new judge to the Constitutional Court. This public appeal is similar to the public appeal issues by the LRC about a year ago asking the Parliament to use a transparent and merit based process in appointing Constitutional Court judges.

On October 29, LRC organized a public presentation and discussion of its policy brief on career and selection of judges. The policy brief focused on four major problems in selection of judges:

- Duplication of duties between the selection collegium and the Superior Council of Magistracy
- Lack of motivation in
 - some appointment decisions of the Superior Council of Magistracy
 - organization of competition for each judicial vacancy – creating issues with logistics and limiting the capacity of SCM to timely appoint judges
- Lack of a registry of judicial candidates, which was supposed to be developed according to the law
- Need to improve the criteria for judges' selection

Association of Independent TV Journalists (ATI): During the quarter ATI produced its monthly "Reforma" newspaper supplement about the judicial reforms and the judiciary in Moldova.

The September 2014 supplement's cover story focused on the admission process and regulations at the National Institute of Justice and how these process and regulation are seen by potential and current NIJ students. Other stories in the supplement focused on the current justice sector reforms, including capacity building of judges, the policy brief launch of the LRC, launch of the new website on domestic violence of the Women's Law Center and on other developments in the Moldovan justice sector.

The cover story of the October 2014 monthly supplement focused on drug trafficking cases and how they are examined in Moldovan courts. Other stories included in the supplement focused judicial reforms, legal information about inheritance for citizens and updates from civil society

organizations.

The November supplement's cover story focused on reform of the prosecutor's office. Reforming the prosecutor's office is one of the goals of the Justice Sector Reform Strategy and the story discusses the process that this part of the reform is experiencing, including a new proposed concept and law, the efforts of civil society, and opinions of prosecutors regarding the best course of action and approach in reforming the institution. Other stories in the November supplement provide updates on the judicial training agenda, news about judicial appointments and rejections, and news from the Superior Council of Magistracy.

During the quarter ATI produced and broadcast monthly a Reporter de Garda TV and a radio programs about judicial reforms. Reporter de Garda is broadcast on Moldova 1 TV station every Thursday in prime time at 10:20 P.M. and on Moldova 1 Radio station every Saturday at 2 P.M. The program has over 100,000 viewers. With certain exceptions related to the scheduling priorities of the Moldova 1 TV and radio stations, the TV program focusing on judicial reforms is broadcast on the first Thursday of the month, while the radio program focusing on judicial reforms is broadcast on the last Saturday of every month. The TV and radio programs are available on: <http://reporterdegarda.md/tinerii-judecatori> and <http://reporterdegarda.md/radio-judecatori-tineri>

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:

Human Resources Management: In September 2014 USAID ROLISP contracted with the Moldovan company School for Business Communication-HR, to work with the Legal Resources Center ("LRC") and the International Center "La Strada" to develop internal employee performance management procedures. SBC-HR has conducted in-depth interviews with the organizations' directors and employees and worked with LRC and La Strada to develop business process flow charts that will serve as the basis for developing capacity matrices and improving job descriptions, internal regulations governing their management and business processes, and developed complete libraries of the results to be achieved in each staff position.

Organizational Sustainability: USAID ROLISP consulted with current and former grantees about the possibility of providing training on EU fundraising best practice. USAID ROLISP is in the process of recruitment of a specialist to train on EU fundraising best practices. The plan is to deliver a comprehensive and in-depth training session on fundraising from European Union funders. The training would provide information on the different EU funding streams available and would be supported by desk research and interviews with the relevant European Commission Project Officers including the EU Representative in Moldova.

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 third 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 last Judicial Roundtable was held on October 17, 2014. The October Roundtable and the previous Roundtables were organized by the Moldovan Association of Judges under an agreement with USAID ROLISP. The topic of the October roundtable was People Friendly Courts and focused on the current practices and plans in Moldovan courts for improving their quality of services and access to information for citizens and on recommendations for improving the practices and the regulatory framework.

Activity 3.4 Judicial Awareness Campaign:

Video: USAID ROLISP continued with producing a video and radio spot about the technology improvements that have taken place in Moldovan courts and how these improvements benefit citizens. The film and radio spot target citizens and court users. USAID ROLISP expects to complete the video and radio spots in December 2014. When finished, the film and radio spot will be launched at a public event and will be distributed through an organized social media campaign with broadcasts on TV.

Brochures: USAID ROLISP contracted with a local company to develop three brochures on recent improvements in the courts, i.e., the integrated case management system, audio recording of court sessions and the courts' portals.

USAID ROLISP staff is in the process of developing two brochures on access to justice for citizens. One brochure will provide an overview of Moldovan organizations that provide legal information and assistance to citizens and the other brochure will focus on access to justice for citizens. The brochure that provides legal information and assistance is developed in response to a conclusion in the Judicial Awareness Research that when there are legal problems citizens feel lost and do not know where to go for help. The second brochure will define the territorial jurisdiction for the Chisinau courts and the courts of appeal so that citizens know to which courts to address their concerns. The publication will define a court's jurisdiction and eliminate or minimize the difficulty citizens have in determining a court's jurisdiction. As with other brochures, there will be an e-version placed on the relevant websites for future updates.

Justice Sector Phonebook: During the quarter USAID ROLISP finalized the “Justice Phonebook” in partnership with the SCM. The Phonebook gives citizens 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. Ten thousand copies of the Justice Phone Book were printed in November and are ready for distribution. E-versions of the “Justice Phonebook” have been posted on the websites of USAID ROLISP and the Superior Council of Magistracy and were shared on Facebook by the Ministry of Justice and other stakeholders. For more details on the “Justice Phonebook” see the Quarterly Reports for March-May 2014 and June-August 2014.

Human Rights Phonebook: USAID ROLISP has started developing a second phonebook for citizens – “The Human Rights Phonebook.” The Human Rights Phonebook will include short presentation and contact information for all Moldovan non-governmental organizations providing legal information and assistance to citizens. It will also include information on the main public institutions and commissions providing human rights related assistance, such as the Ombudsman, Council for Non-Discrimination, Council for Guaranteed State Legal Aid and others. The Human Rights Phonebook is in response to the recent DJA judicial awareness survey that concluded that citizens often request information about where to find legal assistance when they need assistance.

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: The consultant contracted by USAID ROLISP developed a communication strategy that was approved by the SCM. USAID ROLIP met with the SCM to discuss a plan for implementing the strategy. While willing to implement the Strategy, SCM stated that it was trying to hire someone to fill the public relations position that would implement the Strategy but has been unable to do so. SCM requested USAID ROLISP assistance. SCM and USAID ROLISP agreed that USAID ROLISP would contract with a short-term consultant to advise SCM on implementation and that SCM would provide all necessary assistance that a consultant would require for implementing 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 third 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: To assist courts in providing quality service to court users, USAID ROLISP is purchasing 50” LED TV screens for Moldova courts. The screens will display the daily court hearings schedule with the courtroom, the presiding judge, the time and other relevant information. The screens will be installed in the entrance of each court and will be visible to all who enter the court. Based on an agreement between USAID ROLISP and CTS, CTS will develop and test a new software application for the screens. The new application will gather court hearing information from ICMS for display on the screens.

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 third 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 (BLC). During the quarter BLC held informational meetings in

- Calinesti village, Telenesti raion
- Zagarancea village, Ungheni raion.
- Sofia village, Drochia raion

After the meeting volunteers distributed brochures in the villages on the social protection system and payments, inheritance, access to justice, and domestic violence and answered questions. If the question required a technical legal answer, the citizen was advised to visit the BLC office where he/she could receive assistance.

Women’s Law Center (“WLC”): In September WLC launched its new website at a meeting of social media and mass media agencies. The website provides legal information and initial assistance to women who are victims of domestic violence and is accessible at www.cdf.md. In October WLC

conducted three trainings on domestic violence legislation and protection tools, including protection orders. The trainings targeted multidisciplinary groups from Chisinau.

3.3 Challenges Encountered

Development of products that provide citizens with information on technical forms in the courts requires careful writing, rewriting and editing to develop language that is easily understood by the average citizen. This is made more difficult because the language must be phrased in a very positive way to counter the low public perception of the courts.

3.4 Program Progress

Efforts to increase satisfaction with court services and increase public awareness and the availability of services are moving forward with the Justice Phonebook and the planned Human Rights Phonebook. The Justice Phonebook has been well received and with continued distribution will provide citizens throughout Moldova with needed information. The video on IT improvements is in the final stage of production and will alert citizens to reforms in the courts that will benefit the citizens with better and faster management of their cases.

3.5 Activities Planned for Next Quarter

- Purchase and install 50” LED screens in the courthouses
- Finish the remaining two grants
- Assist SCM to implement its communication strategy developed by USAID ROLISP
- Develop the “Human Rights Phonebook.”
- Continue to distribute the Justice Phonebook
- Distribute the video on IT improvements in the courts
- Continue working with LRC and La Strada to develop their employee performance management system

3.6 List of Deliverables during Quarter

- Consultant’s Training Report on People Friendly Courts
- SCM Communication Strategy
- Final Judicial Roundtable in Chisinau

ADMINISTRATIVE ACTIVITIES

No specific activities to report.

SUCCESS STORY

More and more Moldovans are informed about their human rights

Moldovan NGOs Promote Basic Human Rights for Moldovan Rural Population

The USAID Rule of Law Institutional Strengthening Program provides grants to local NGOs, like the Balti Legal Clinic, that provide citizens with information about their basic human rights.



Balti Legal Clinic beneficiary receives personal legal counseling



The Balti Legal Clinic staff informing citizens of their rights

In December 2012 the Balti Legal Clinic, the USAID Rule of Law Institutional Strengthening Program's grantee, started the implementation of the project "*Law in action for rural population in the North of Moldova*". The project consists of providing legal information and counseling to the rural population on their basic rights and helping them find and address competent institutions that could assist in solving their legal issues. The project is being implemented through various informational campaigns and public lessons for people in Moldovan villages.

From April 2013 until the end of December 2013 the Clinic organized 10 visits in rural areas in the north of Moldova.

During these visits **1641** people were informed through public legal lessons and "Know Your Rights" informational brochures distributed by the Balti Legal Clinic volunteers.

Additionally, **315** people benefited from personal legal counseling on specific legal issues they had to deal with in their daily life.

Many beneficiaries used the information received and undertook concrete actions to solve their legal problems.

Maria, who is from the Soroca district, stated "*... you really helped me a lot. Following your counseling, I knew where to address and which documents to submit, in order to get the monthly allowance for the child care.*"

Another citizen in the Soroca district who needed assistance in order to address the appropriate institution that would assess the citizen's disability. mentioned the following: "*After addressing the Territorial Agency for Work Force Employment, as you have advised me, I have received several job offers.*"

SUCCESS STORY

Contemporary Court Administration - Key Element for Judicial Reform

Complex court administration will lead to more effective and fair function of the courts.



Moldovan Court Presidents and Chiefs of Secretariats can now be more efficient in planning budgets, managing human resources, evaluate performances and provide



Speakers of the International Conference

Moldovan Court Presidents and Chiefs of Secretariats will implement modern mechanisms of court management, after participating to an international conference focusing on contemporary court administration.

The International Conference „*Contemporary Court Administration – Key Element for Judicial Reform*” took place on October 23-24, 2014 in Chisinau, Moldova. The Conference was organized by local justice sector institutions: the National Institute of Justice (NIJ), the Superior Council of Magistracy (SCM) and the Ministry of Justice (MOJ) in cooperation with the USAID Rule of Law Institutional Strengthening Program (USAID ROLISP).

Court Presidents and Chiefs of Secretariats from all Moldovan courts attended the event to learn from the best international examples of court administration, successfully implemented in many countries. During the Conference, the participants had the opportunity of exchanging information and experience with the conference speakers and international guests.

One of the District Court Presidents commented: “*The international experience and good examples are very valuable for Moldova. In our everyday activity we are trying to improve the functionality of the courts, and provide fair treatment to court users. In this context a good complex court management system guarantees a better adjustment of all processes, which gives us the possibility to increase the standards of our courts and ensure more quality of our work*”.

A Chief of Secretariat attending the event said: “*The information we have learned during this conference will help us make an accurate assessment of our court administration procedures, in order to define the priorities and face the challenges of modern court management requirements*”.

The conference on contemporary court administration was part of the USAID ROLISP efforts to improve the capacity of Moldovan courts in human resources, budget planning, performance measurement, court automation, court design and security and quality of services provided to citizens, in order to increase the quality of justice in Moldova.

5. Report on LOE

Cost Elements	Company	Budget	Estimates through 11/31/2014
		Days	Days
Long-Term Expatriates			
<i>Chief of Party - Frederick Yeager</i>	Checchi	1,011	707
<i>Sub-total Long-Term Expatriates</i>		1,011	707
Home Office Professional Support			
<i>Program Manager - Chris Boeder</i>	Checchi	73	62.5
<i>Assistant Program Manager - Justine Dodgen</i>	Checchi	73	42.5
<i>Sub-total Home Office Professional Support</i>		145	105
Short-Term Expatriates			
<i>US Specialists</i>	Checchi	158	180.25
<i>TCN Specialists</i>	Checchi	207	196
<i>US Specialists</i>	OSC	13	0
<i>US/TCN Specialists</i>	SSG	52	17
<i>Sub-total Short-Term Expatriates</i>		430	393.25
Long-Term Local Professionals			
<i>Deputy Chief of Party - Cristina Malai</i>	Checchi	1,011	666.875
<i>Court Management Specialist - Natalia Vilcu</i>	Checchi	990	656
<i>Court Budgeting Specialist - Marcel Blanuta</i>	Checchi	969	665
<i>Judicial IT Specialist - Grosu Mihai</i>	Checchi	780	456
<i>Training Specialist - Luciana Iabangi</i>	Checchi	1,003	701
<i>Civil Society Liaison/Grants Manager - Ludmila Ungureanu</i>	Checchi	1,001	701

<i>Monitoring, Reporting, and Gender Specialist - Elina Petrovici</i>	Checchi	950	637
<i>Local Outreach Specialist - Sandina Dicianu</i>	OSC	1,040	580
<i>Sub-total Long-Term Local Professionals</i>		7,743	5,062.875
Short-Term Local Professionals			
<i>CCN Specialists</i>	Checchi	1,121	202
<i>Sub-total Short-Term Local Professionals</i>		1,121	202