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

**ANNUAL REPORT  
for  
USAID RULE OF LAW INSTITUTIONAL  
STRENGTHENING PROGRAM**

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

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

# ***FY 2012 ANNUAL REPORT ON EXPECTED RESULTS AND ACTIVITIES***

The start date for the Program's second year work plan was March 1, 2013 and the end date was February 28, 2014. During this period the reporting period for the quarterly report, annual report and the Performance Measurement and Evaluation Plan (PMEP) was changed from the USAID fiscal year to the Program's work plan year. Therefore, the report period for these documents is the same as the work plan year, i.e., March 1 to February 28. Due to the change in reporting period this annual report will report on Program activities for the period November 1, 2012 through February 28, 2014.

The USAID ROLISP work plan activities are organized by the Program's three objectives. They are:

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

The tasks and activities in the Program Overview Section of this Annual Report follow the same method of organizing activities by the Program's objectives. Under each Objective are the expected results followed by the tasks and the activities for achieving the expected results. Activities that are Program wide and annexes follow.

## **EXECUTIVE SUMMARY**

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

**ICMS:** The Integrated Cased Management System (ICMS) has been a major focus during the reporting period with an emphasis on developing Version 4, and implementing the random case distribution module and the statistical model. Other ICMS related activities were connecting the SCJ webpage, a security review of the system and encouraging the MOJ to register the system with the proper state registering agency.

ICMS Version 4 was completed and tested during November. USAID ROLISP trained judges and court staffs on Version 4.

The random case distribution module eliminated assignment of cases by judges and staff. Recent monitoring shows that almost all cases are randomly assigned by ICMS.

The statistical module still has some problems with giving accurate data. However programmers are working to resolve the problems.

**Audio Recording:** Additional Femida audio recording equipment was purchased and installed in courtrooms that were not equipped with the Femida audio recording equipment. Digital voice recorders were given to courts in which the number of judges exceeded the number of courtrooms for recording hearings in chambers when the hearing could not be held in a courtroom. Monitoring the recording of hearings showed that many courts are not following the regulations for recording case hearings and saving the recording. In January 33% of case hearings were not recorded.

**Budgeting and financial management:** During the reporting period, USAID ROLISP trained judges and court staffs on performance-based budgeting and purchased and installed financial accounting software in the courts. Courts are to use the software starting January 1, 2014 for preparing uniform reports. USAID ROLISP also developed a methodology for performance-based budgets and a Budget Request Template for preparing court budgets that is being tested in five pilot courts. USAID ROLISP also supported a study of international practices for financing judiciaries that is the basis for continuing efforts to standardize financial management and budgets in the Moldovan judiciary.

**Equipment:** USAID ROLISP purchased and delivered to the courts 200 computers, 30 scanners, 170 office printers, and 25 multifunctional printers to be used for enhancing court staff functions and ICMS activities.

**Performance Indicators:** Five new performance indications were adopted by the SCM. Three of the indicators, i.e., number of postponed hearings, trial date certainty, and average number of administrative staff per judge, have been incorporated in the ICMS. The other two indicators, average cost per case and court employees' satisfaction, will be added to the ICMS in the next work plan year. USAID ROLISP trained SCM and DJA staff and officials and court staffs on using the performance indicators.

**Court Administrators:** USAID ROLISP in collaboration with the NIJ trained 50 newly appointed chiefs of secretariats in a 3-month training program consisting of classroom and on-the-job trainings. A U.S. court expert wrote a “Guidelines for Effective Court Administration,” a comprehensive guide to court administration that was used to train chiefs of secretariats and has been distributed to all courts.

**Court IT Infrastructure:** USAID ROLISP contracted with an IT company to develop an IT requirements plan that identified needed improvements in hardware, software and security if the judicial system is to achieve maximum efficiency in ICMS, audio recording and other IT systems. The requirements plan was the basis for an IT infrastructure action plan that included a detailed functional test of the ICMS

**Training:** During the reporting period USAID trained SCM, DJA and NIJ senior staff and chiefs of secretariats and court accounts on performance-based budgeting and accounting staffs on financial management software. A series of workshops on court performance measurement trained courts presidents, chiefs of secretariats and representatives of SCM and DJA on the importance of collecting, analyzing and reporting court statistical information, and using the ICMS Performance Dashboard to analyze essential court and judicial case management information.

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

**Functional Analysis:** USAID ROLISP supported a functional analysis of the NIJ and has been implementing some of the recommendations from the Functional Analysis Report. The Functional Analysis Report recommended increased staff training. USAID RPOSP supported Time Management Training and IT Software and Internet Training for the staff. The Functional Analysis also recommended a staff increase and realignment of the staff. USAID ROLISP assisted with developing job descriptions and improving the procedures for recruitment.

**Assessing training needs and Oriorities:** USAID contracted with consultants to assess the training needs and priorities of sitting judges and of the judicial candidates. The JSRS requires the NIJ to expand its training to other justice sectors professionals, e.g., lawyers and baliffs. The NIJ has been interviewing justice sector professionals and the institutions with which they are affiliated to determine their needs.

**NIJ database:** The NIJ database is outdated and does not provide information that judges and prosecutors need and does not permit on-line enrollment in trainings. USAID ROLISP and a local IT expert assessed the database and decided on filters, menus and other attributes that will bring the database to normal standards for a training institution.

**Distance learning:** The NIJ with USAID ROLISP assistance is developing a distance learning program. The distance learning program will be located on the ILIAS platform that was contributed by a German NGO. A consultant has been developing a distance learning

program in anti-trafficking. The consultant has been working closely with the NIJ staff to develop the program so that the staff will be able to develop future programs.

**Donor Coordination Committee:** NIJ has organized a Donor Coordination Committee that will provide guidance to the NIJ on organizing training provided by donors. The Committee meets semiannually.

**Training of Trainers (ToT):** USAID ROLISP contracted with three consultants to develop a training program for training NIJ trainers in modern adult education techniques. The consultants developed a training program and conducted a pilot training for potential trainers who would then train the NIJ trainers in adult education techniques on a regular basis.

**Chiefs of secretariats & court staffs:** NIJ with USAID assistance trained 50 newly appointed chiefs of secretariats in a 3-month training program consisting of classroom sessions and on-the-job- training. NIJ with USAID ROLISP assistance also trained the newly appointed judicial assistants.

**Integrating anti-trafficking training into the NIJ training agenda:** USAID ROLISP in partnership with NORLAM and La Strada organized an anti-trafficking workshop for judges, prosecutors and police investigative officers. The agenda and materials from the workshop were used by a team of three consultants to develop a curriculum and training materials for NIJ trainings.

**Evaluation of training:** USAID ROLISP contracted with a consultant from the Romanian judicial training institute to develop a methodology for evaluating NIJ trainings and to conduct a 2-day training for NIJ staff on evaluating the NIJ trainings.

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

**Grants:** USAID ROLISP awarded grants to seven local NGOs: Legal Resource Center of Moldova, Institute for Penal Reform, Association of Independent Press, Association of Independent TV Journalists, Women's Law Center, La Strada, and Balti Legal Clinic. The grantees are engaged in advocacy, public information and anti-corruption activities. Major LRC activities included a detailed monitoring of SCM meetings, campaigns to improve the election of judges to the SCM and the appointment of law professors as SCM members and evaluation of judicial performance. The Association of Independent Press and Association of Independent TV Journalists were very active with monthly articles in the print media and TV and radio broadcasts. Other activities focused on providing citizens with information and assistance in securing their rights and improved judges and public prosecutors skills for prosecuting cases against traffickers.

**Capacity Building:** Following up on the findings from a capacity mapping of grantees skills and needs, USAID ROLISP conducted training on developing grantees' funding skills,

strategic communication planning, managing human resources, and financial management for non-profit organizations. Grantees used grant funds earmarked for capacity development to revised by-laws and the governing board, design a website and conduct strategic reviews.

**Judicial Roundtables:** The Association of Judges from Moldova with support from USAID ROLISP organized five roundtables on reforms in the judiciary, justice for children and improving judicial decisions. The roundtables provided judges with detailed information and informed citizens about reforms in the judiciary.

**Judicial Awareness:** Informing the public about reforms and judicial activities are the basis for many of USAID ROLISP's activities. To get information on citizens' awareness of court activities and reforms and the preferred method for receiving information, USAID ROLISP arranged for a local company to conduct research. The research confirmed that the public perception of the judicial system is low and that they believe that there is large amount of corruption in the judicial system. It also confirmed that the citizens are not aware of court activities and recent reform and get most of their information from television. The research report was shared with the SCM and DJA.

**SCM's communication policy:** USAID ROLISP worked with the SCM to improve its website. SCM organized a public event to announce its new website.

**Court User Satisfaction Survey:** The SCM adopted a performance indicator that measures access to and fairness in the courts. The SCM delayed starting a survey to measure access and fairness and the DJA stepped in and conducted survey of court users. As people were leaving the court they were asked a series of questions. The survey was designed to gather information about the experience of citizens who were in the courthouse seeking information and citizens who participated in a court hearing.

**People Friendly Courts:** One of USAID ROLISP's activities is to work with court staffs to provide better service to citizens who come to the courts. With USAID ROLISP support a consultant developed a "People Friendly Courts Manual" that gives techniques for improving service to citizens and organized a workshop for chiefs of chancelleries. The Manual has been distributed to all courts.

## Public-Private Partnerships

USAID ROLISP is continuing to search for opportunities for public-private partnerships. Several ideas were considered and rejected. Efforts are continuing to find suitable opportunities for a public-private partnership.

## **PROJECT OVERVIEW SECTION**

### **OBJECTIVE 1: ENHANCE THE EFFECTIVENESS, TRANSPARENCY AND ACCOUNTABILITY OF THE MOLDOVAN JUDICIARY THROUGH STRENGTHENING THE CAPACITY OF THE SCM AND THE DJA**

#### **EXPECTED RESULT 1.1: JUDICIAL OPERATIONS ARE RATIONALIZED AND STREAMLINED BASED ON OBJECTIVE COURT PERFORMANCE DATA.**

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.

Activity 1.1. Refine and develop additional court performance indicators: Early in 2013 the SCM appointed a Working Group on Court Performance Indicators to develop performance indicators. The Working Group's first meeting was a video conference organized by USAID ROLISP at which the Chief Judge and Clerk of Court of the United States District Court, Middle District of Florida discussed data collection and its use in measuring and reporting on a court's performance.

At subsequent meetings, USAID ROLISP proposed to the Working Group that it adopt the following six new performance indicators.

- Number of postponed hearings
- Trial date certainty
- Average cost per case
- Average number of administrative staff per judge
- Court employees' satisfaction
- Access and fairness

These six performance indicators will provide valuable data to the judicial sector leadership about trends, strengths and weaknesses in courts and judges' activities. This data, together with the statistical information collected by courts, will be a resource for the SCM, DJA, court presidents and court administrators for planning intervention measures, allocating resources, and forecasting courts' needs.

The Working Group discussed all six indicators and approved all six indicators but on the five indicators the number of postponed hearings, trial date certainty, average cost per case, average number of administrative staff per judge, and court employees' satisfaction are to be incorporated in the performance dashboard module in ICMS. The access and fairness

indicator, which measures court users' satisfaction level with the information and staff assistance they receive while in the courthouse, was the most extensively discussed indicator. The Working Group decided that it should be a survey and independent from the ICMS performance dashboard module. USAID ROLISP agreed to provide the Working Group with a methodology for collecting the information and sent a draft methodology to the Working Group for approval. The methodology proposed by USAID ROLISP was a survey of court users to collect the access and fairness information. After a delay in by SCM in starting the survey, the DJA agreed to conduct the survey and it was conducted in the fall of 2014. See Objective 3, Activity 3.10 for further details.

USAID ROLISP contracted with a local IT company, Bass Systems, to program a number of changes and modifications to the ICMS, including incorporating into the ICMS's Performance Dashboard module three of the five new indicators that the SCM approved (number of postponed hearings, trial date certainty, and the average number of administrative staff per judge). Because they require programming connection to databases other than ICMS, the average cost per case and the court employees' satisfaction indicators will be programmed in the Performance Dashboard during the third Program Year.

During the period covered by this report, USAID ROLISP contracted with a local expert to help an SCM Working Group draft regulations for implementing recent legislation affecting the judicial and courts' performance. With the assistance of the expert, the Working Group drafted the following regulations:

- Regulation on Random Distribution of Court Cases
- Regulation on Objective Criteria for Replacing Judicial Panels' Members
- Regulation of the Collegium for the Evaluation of the Performance of Judges
- Regulation on Criteria for Establishing the Numbers of Judges in Courts.

The draft regulations and best practices for each of the regulations were delivered to the SCM. The SCM approved all of the above-mentioned regulations in 2013.

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.

**Activity 1.2. Train SCM and DJA in using the Dashboard and Statistical Module data:**

During Work Plan Year 1, USAID ROLISP tested the functionality of the ICMS Statistical Module in three district and three appellate courts and determined that the module did not produce all reports, and that some of the produced reports did not have any data. USAID ROLISP shared the testing results with the MOJ and CTS, urging them to cure the problems with judicial statistical reporting. During the second Program Year, USAID ROLISP conducted a second testing of the Statistical Module, which showed that while the Module generates reports, the reports are not accurate due to errors in the Statistical Module's source code. USAID ROLISP shared the results of the second testing with the MOJ, SCM, and CTS. USAID ROLISP plans to hire an IT expert to correct the source code errors so that accurate reports are produced.

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 case load.

**Activity 1.3. Regional workshops:** On February 17-26, 2014, USAID ROLISP organized a series of workshops on court performance measurement. The workshops were held at the NIJ and the SCM. Courts presidents, chiefs of secretariats and representatives of SCM and DJA participated. Mr. Donald Cinnamond, Court Management Specialist from the United States, facilitated the workshops. The workshop topics were the importance of collecting, analyzing and reporting court statistical information, and using the ICMS Performance Dashboard to analyze essential court and judicial case management information. In addition, the facilitator provided an overview of the international best practices for monitoring and managing court and judicial performance, supporting budgeting and strategic planning, and enhancing transparency and public accountability of court operations. As a result of these workshops 81 court presidents and chiefs of court secretariats and 14 SCM and DJA representatives improved their knowledge on how to collect, analyze and interpret the activity of a specific court or judge.

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

**Activity 1.4. Improve the methodology for carrying out performance audits:** USAID ROLISP developed a methodology describing the use of performance indicators during judicial inspection's visits to courts. The methodology covers the current performance indicators in the Performance Dashboard. In February 2014 USAID ROLISP finalized and presented the methodology to the SCM for its review and discussion. USAID ROLISP also trained nine representatives of the SCM and four representatives of the Judicial Inspection on the functioning of the Performance Dashboard and the ICMS Statistical Module, so that they can use the indicators and judicial statistics data in their daily activities and during court performance audits.

**Activity 1.5. Monitor the implementation of the procedure for evaluation of the performance of judges:** This activity is implemented by a grant awarded under Objective 3.

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

**Activity 1.6. Conduct a functional analysis of SCM and DJA:** Due to a pending law merging the DJA into the SCM, USAID ROLISP had decided to delay the planned functional analyzes of the SCM and DJA until after the merger. However, the MOJ requested that USAID ROLISP proceed with the DJA functional analysis as it would provide useful information for implementing the merger. USAID ROLISP complied with the MOJ's request and completed the functional analysis of the DJA in April 2013. USAID ROLISP forwarded the functional analysis report to the MOJ, DJA and SCM.<sup>1</sup>

While waiting for the DJA to be merged into the SCM so that USAID ROLISP could do a functional analysis of the merged DJA/SCM, the Legal Resource Center of Moldova (LRC), a local NGO, completed and published a very detailed report on the SCM's activities with recommendations for improvements. The report covered much of what a USAID ROLISP

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<sup>1</sup> USAID ROLISP was recently advised that the merger will not occur and the DJA will continue as a department in the MOJ.

SCM functional analysis would have covered. Since a functional analysis by USAID ROLISP would have been duplicative of the LRC report, USAID ROLISP requested and received approval from USAID to delay its functional analysis until 2014, when USAID ROLISP will do a follow-up analysis of the SCM and its implementation of the recommendations included in the 2013 LRC’s report.

**EXPECTED RESULT 1.2: THE SCM HAS THE CAPACITY TO PLAN AND BUDGET FOR THE LONG-TERM NEEDS OF MOLDOVA'S JUDICIARY.**

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.

**Activity 1.7. Develop methodology for Performance-based budgeting:** Following-up on workshops that were held in the fall of 2012, USAID ROLISP organized a workshop in February 2013 at which 10 representatives of the SCM, DJA, and NIJ were trained on the principles and techniques of financial management, internal audit and procurement.

USAID ROLISP drafted a performance-based budgeting methodology and tested it in five courts during the 2014 budgeting process. After revising the draft methodology to reflect the testing results, it was incorporated in a “Regulation to Institutionalize the PBB Methodology” that was posted on SCM’s website for public discussions. The resolution was adopted at a Council meeting in January 2013.

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

**Activity 1.8. Assist the SCM with analyzing, presenting and defending budget requests:** In the USAID ROLISP Performance Monitoring and Evaluation Plan, there is an indicator “Improved quality of budget requests”. It measures the impact of the activities related to judiciary budgeting. In order to report on this indicator, USAID ROLISP developed a survey to assess the quality of the budget requests developed and presented by the courts. The assessment, based on a 5 point scale (5 being the highest score), assessed the quality of the budgets justification for expenses, clarity and accurateness of the information, and overall structure of the presented information. In April, 2013, USAID ROLISP used this survey to assess the budget request quality for year 2013 developed by the courts. USAID ROLISP uses the result of the assessment as baseline for the indicator.

In November 2013, USAID ROLISP assessed the courts budget requests quality for year 2014 using the same survey. According to the assessment results, the quality of the budget request for year 2014 improved compared to year 2013. The analysis results are shown in Table 1.

<b>TABLE 1 ANALYSIS OF BUDGET REQUESTS</b>		
	<b>Budget Year 2013</b>	<b>Budget Year 2014</b>
<b>Highest Score</b>	<b>3.80</b>	<b>4.35</b>
<b>Lowest Score</b>	<b>1.40</b>	<b>1.80</b>
<b>Average Score</b>	<b>2.47</b>	<b>2,65</b>

To improve budget requests, USAID ROLISP developed a draft Budget Request Template for courts to use in preparing and presenting court budgets that will ensure the uniformity of the budget justifications that courts submit. The Template is an Excel spreadsheet and contains formulas based on the performance-based budgeting methodology approved by the SCM. USAID ROLISP developed this template to automate to the extent possible the data input. The SCM agreed to test the template for courts' budget development for year 2015. After testing is completed, USAID ROLISP will propose to the SCM that it officially approve the template.

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

**Activity 1.9. Conduct a study of best international practices for financing judicial system:** The JSRS provides for a number of studies to be completed by the MOJ. One of the studies to be completed was a "Study of Best International Practices for Financing Judicial Systems." Knowing that USAID ROLISP was developing performance-based budgets and other financial management accepted practices, the MOJ asked USAID ROLISP to do the Study. USAID ROLISP contracted an expert who developed the Study and it was delivered to the MOJ. In October 2013, USAID ROLISP organized a public discussion of the Study, at which representatives of the MOJ, MOF, SCM and local NGOs discussed in detail the Study and put many questions to the author. At the request of the MOJ, USAID ROLISP organized a second discussion in November to address questions and issues not discussed at the first public session. The participants at both discussions focused on weaknesses of the judiciary's actual financing system, best international practices for financing the judiciary, recommendations for improving the Moldovan judicial system, and the PBB methodology proposed for judiciary budgeting. During the discussion participants agreed on the need to change the existing practice of judicial budgeting. In particular, they supported zero-based and performance-based budgeting for the judiciary. They also agreed that a regulation standardizing internal court budgeting procedure should be adopted. As a result of the discussion, USAID ROLISP developed a draft logical framework for the budget development process for judiciary. The framework describes the responsibilities and obligations of the participants in budget development. USAID ROLISP in cooperation with SCM will test the logical framework by using it for developing the 2015 budget. If the testing shows positive results, USAID ROLISP will propose to the SCM that it officially approve the framework.

**Activity 1.10. Train court representatives in applying performance-based budgeting methodology:** In November 2012 USAID ROLISP brought U.S. court budget specialist Simon Martin to Moldova to train judges, court staffs and judicial institution officials on performance-based budgets, centralized procurements and internal audit. Twenty-eight persons attended the November 2012 training.

Mr. Simon Martin returned for a week in June 2013 as a participant in the United States Embassy Speakers Program and again trained judges, court staffs and judicial institution officials on performance-based budgets, centralized procurements and internal audits.

During the period September 9-19, 2013, USAID ROLISP trained 41 chiefs of secretariats, 41 chief accountants and 2 persons from SCM on performance-based budgeting and budget execution,

In January 2014 the SCM approved the performance-based budgeting methodology. USAID ROLISP plans to organize trainings in April 2014 for chiefs of secretariat and accountants on applying the approved methodology.

**Activity 1.11. Purchase and install uniform financial management software in all courts:** USAID ROLISP purchased and installed the financial accounting software “1C budget” in all courts that did not have the software and trained all courts’ accountants on the use of the software. With the “1C budget” software the courts can automate their accounting and reporting and develop standard accounting records and financial reports. By e-mails and letters, the SCM informed all courts that they must use the 1C software starting January 1, 2014.

**Activity 1.12. Develop a Guideline for centralized public procurements:** In October 2013, USAID ROLISP contracted with a local expert to develop a draft Guide for Centralized Public Procurement. USAID ROLISP sent the draft guide to the SCM, MOJ, DJA and courts for comments. USAID ROLISP reviewed the received comments and incorporated the relevant ones in the Guide. The final Guide was printed and distributed to the SCM, MOJ, DJA and the courts for use in their procurement activities.

**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.**

See Activity 1.6 Conduct a functional analysis of SCM and DJA above.

**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.**

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

See the discussion under Activity 1.6 above.

**EXPECTED RESULT 1.3: STREAMLINED COURT MANAGEMENT AND ADMINISTRATION PROCESSES AND OPTIMIZED COURT ORGANIZATION.**

**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.**

Under the first year work plan the Program conducted an assessment of all 49 courts and prepared a detailed reports of its findings with recommendations. On October 18, 2012, the “Assessment Report of Courts of Law in the Republic of Moldova” was publicly released at the Lawyers’ Day Program organized by the Superior Council of Magistracy. The Report contains 49 individual court profiles detailing information from the court visits and a comparative summary of the court profiles. The Report also contains recommendations for improvements to be done at both the national and local level in the areas that were assessed.

Minister of Justice Oleg Efrim, Supreme Court of Justice President Mihai Poalelungi, Superior Council of Magistracy President Nichifor Corochii, and ROLISP Deputy Chief of Party Cristina Malai gave remarks during the opening. Mr. Corochii then gave a detailed presentation of the “Assessment Report of Courts of Law in the Public of Moldova.”

The English version of the Assessment Report of Courts of Law in the Republic of Moldova was released in early November 2012.

The Report has been made available to individuals and organizations planning to use it in developing programs for upgrading and improving the courts, their equipment and staff. The LRC made extensive use of it the Report in its optimization study of the courts. The report has also been useful in planning USAID ROLISP activities on court infrastructure, automation, audio recording, budgeting and providing service and information to citizens.

**Activity 1.13. Develop a court administrative manual:** USAID ROLISP contracted Mr. Don Cinnamond, an U.S. Court Administrator, to develop the “Guidelines for Effective Court Administration,” a comprehensive guide to court administration. The Guidelines spell out in 13 chapters the key elements for effective court administration. Table 2 lists the chapters. USAID ROLISP printed and distributed the Guidelines to the SCM, DJA, NIJ, and all courts.

**Activity 1.14. Training court administrators:** Working together, USAID ROLISP and NIJ designed an initial training program for the 50 newly-hired chiefs of secretariats, i.e., court administrators. The training consisted of a 6-week classroom training delivered in three sessions in March-April, June and September. The program also included on-the-job training in May, July and August. The 50 chiefs of secretariats were divided into two groups of equal size for the classroom training. The trainers for the March-April training were NIJ trainers and Mr. Mark Hinnen, a Court Administrator from the U.S. Local NIJ trainers delivered the

<b>TABLE 2 GUIDELINE CHAPTERS</b>	
<b>Chapter No.</b>	<b>Chapter Title</b>
<b>1</b>	Organizations and Authorities
<b>2</b>	Management and Leadership
<b>3</b>	Caseflow Management
<b>4</b>	Integrated Case Management System
<b>5</b>	Court Performance Dashboard: An Automated Decision Support and Management Information System
<b>6</b>	Court Records Management
<b>7</b>	Financial Management and Control System
<b>8</b>	Budget Management
<b>9</b>	Human Resource Management
<b>10</b>	Equipment Inventory and Replacement Schedules
<b>11</b>	Website Administration
<b>12</b>	Managing Court Facilities

trainings in June and September using the knowledge, materials, and information they received from Mark Hinnen in March.

For the September classroom training, USAID ROLISP recommended that the NIJ provide training participants with a bibliography and training materials in advance of the training, so that participants could familiarize themselves with the subjects to be taught. NIJ also agreed that the participants needed more preparatory time after the last theoretical session to review the material and prepare for the final graded test. The training is discussed in more detail under Objective 2.

**Activity 1.15. Develop guidelines for building new courthouses and renovating current courthouses:** Although planned for the 3rd and 4th quarters of the second year work plan, the activity is dependent on an optimization study of the courts by the LRC. The optimization study was completed and presented in February 2014. USAID ROLISP is analyzing the study's conclusions and deciding on the next steps for implementing this Activity.

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.

**Activity 1.16. Review relevant regulations to ensure proper usage and maintenance of IT systems:** With USAID ROLISP's support and suggestions, SCM amended the regulation on audio recording of court hearings to provide for the use of digital voice recorders (Dictaphones) that USAID ROLISP provided to Moldovan courts. See Activity 1.18 Develop and implement a plan for audio recording all important court hearings for a full discussion. The amended regulation included uniform procedures for saving, keeping and destroying the audio files generated by digital voice recorders and by Femida.

USAID ROLISP representatives participated in eight meetings of the SCM's Working Group on amending the "Regulation on Secretarial Activity in District and Appellate Courts." USAID ROLISP suggested changes to the Regulation, the majority of which the Working Group members accepted. The amended regulation provides for more consistent use of ICMS for case management by court staff and was renamed the "Regulation on Procedural Record and Documentation in District Courts and Courts of Appeals." The SCM approved the Regulation in February 2014.

USAID ROLISP also participated in the SCM Working Group that developed the Framework Regulation on Organization and Operation of the Court Secretariat in District Courts and Courts of Appeals, which the SCM approved in January 2014.

**Activity 1.17. Review ICMS:** During work plan year 2, USAID ROLISP worked closely with the Ministry of Justice and the SCM to develop a Scope of Work for upgrading the ICMS. After agreeing on the Scope of Work, notice was published that USAID ROLISP was accepting applications for a programmer to upgrade the ICMS. After completing the

competitive procurement procedure, USAID ROLISP contracted with a local company, Bass Systems, to program the following upgrades into the ICMS system:

- Revise and adjust the modules for assigning complexity degrees to cases in ICMS
- Program procedures for appointing judicial benches
- Program procedures for random case assignment and database access
- Improve the ICMS search engine
- Improve ICMS security
- Develop a new module for anonymization of personal data when publishing judgments
- Integrate ICMS with SRS Femida
- Analyze and provide recommendations to create a single number
- Formulate recommendations for centralizing the system
- Program three new indicators (see Activity 1.1. above) into the Performance Dashboard
- Connecting the Supreme Court of Justice (SCJ) web page to the ICMS so that case information appears on the SCJ's webpage.

The improvements and upgrades, referred to as ICMS Version 4, were completed and rolled out to all courts in November 2013. USAID ROLISP and NIJ also trained staff members from each court on the use of ICMS Version 4. During the installation period, USAID ROLISP staff and CTS provided assistance by telephone to ICMS Version 4 users who had problems or questions. USAID ROLISP also organized a meeting with court presidents and SCM representatives to discuss Version 4 implementation. At the meeting, participants asked USAID ROLISP to introduce 15 changes in the ICMS. USAID ROLISP agreed with the Supreme Court President that the courts would use Version 4 for 60 days to allow users to become familiar with Version 4. The verbal agreement provided that after the 60-day period, USAID ROLISP and the SCJ would discuss the courts' requests for updates and changes to Version 4 and decide which changes to program into Version 4. The 60-day period expired in January 2014 and USAID is refining the changes and preparing to publish notice calling for applications from local IT companies to program the changes in March 2014.

At the request of the SCJ President, USAID ROLISP developed the connection between the SCJ website and the ICMS, so that data on cases is transferred automatically from the ICMS to the SCJ website. The SCJ staff tested the connection on SCJ's test-website and requested several changes, which were immediately programmed. After numerous discussions with the SCJ Chief of Secretariat and SCJ staff about the quality of the data transferred to the website, the SCJ decided that the connection worked and that the problems were due to the SCJ staff not correctly entering the data in the ICMS. USAID ROLISP will continue working with the SCJ management and staff to ensure final acceptance of the connection between the SCJ website and the ICMS.

USAID ROLISP also contracted with the IT company Omega Trust, to test ICMS' security against unauthorized entry, possible back-up failures and compliance with standard security practices. Omega's first report and recommendations listed a number of issues that needed correction. The Omega Report was given to the SCM, MOJ and CTS so that the issues could be corrected before a second testing. At the start of Omega Trust's second test of ICMS security in December 2013. Omega Trust representatives met with representatives of the CTS, MOJ and USAID ROLISP to discuss and document the improvements to ICMS security since the first ICMS security test in the summer of 2013. Out of the 39 recommendations in the first security audit report, 5 were completed, 9 were in progress, 15 were unresolved and 10 were obsolete due to the ICMS migration to the CTS server. Omega Trust concluded that while there were some improvements to ICMS security, CTS and the

judiciary must develop and follow standard operational security procedures pursuant to international best practices such as COBIT or ISO 270001. USAID ROLISP will work with the CTS and the judiciary to develop such operational security procedures.

**Activity 1.18. Develop and implement a plan for audio recording all important court hearings:** As part of the effort to introduce digital voice recorders in Moldovan courts to record hearings in judges' chambers, the SCM Working Group on audio recording proposed amendments to the Regulation on Audio Recording of Case Hearings for implementing recording of court hearings in judges' chambers.

During the January-March 2013 quarter, USAID ROLISP purchased and installed 27 Femida audio recording sets in courts. With the purchase and installation of the 27 sets, all Moldovan courtrooms were equipped with Femida audio recording equipment. USAID ROLISP also purchased and delivered 226 digital voice recorders (Dictaphones) for recording hearings held in judges' chambers. The digital voice recorders were delivered to courts in which the number of judges exceeds the number of courtrooms and are to be used when a courtroom in the court is not available for the hearing.

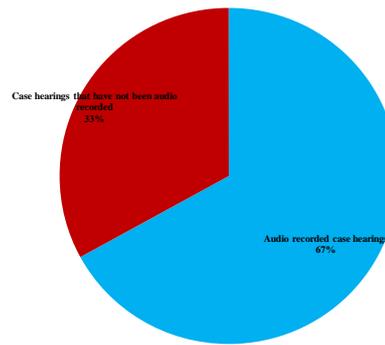
In June 2013, USAID ROLISP met with the Minister of Justice and solicited his assistance in arranging for the Center for Telecommunication Services (CTS) to prepare quarterly reports giving the number of scheduled court hearings by each court, the number of hearings recorded by the Femida audio recording equipment and the number of hearings recorded in chambers by digital voice recorders. The report for June-August 2013 showed an unsatisfactory level of audio recording of court hearings. A follow-up report for the month of September showed little improvement. USAID ROLISP then met with the SCM President Mr. Corochii and discussed the inadequate level of audio recording of court hearings. He acknowledged that many courts were not recording most court hearings and stated that SCM would work with the courts to increase recording of court hearings.

A monitoring report comparing the period June-August 2013 with the period September-November 2013 showed modest gains in audio recording of court hearings with a 10% increase in the total number of court hearings recorded. Further details from the report showed the number of courts registering 0% of case hearings dropped from 5 to 3 courts during the September-November period compared to the June-August period. The comparison showed

- 28 courts increased their percentage of audio recorded hearings,
- 17 courts decreased the number of audio recorded hearings, and
- 3 courts did not make any change in the percentage of audio recorded case hearings.

The December 2013-January 2014 audio recording monitoring report shows an 18% increase in the audio recording of court hearings in January compared to the month of December. The breakdown of hearings recorded and not recorded is shown in the graph below.

Percentage of audio recorded case hearings, January 2014



**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. The Contractor shall work in synergy with the GOM initiatives for e-governance and plans for centralizing computing operations.**

**Activity 1.19. Develop an IT Requirements Plan:** This activity started in the January-March 2013 Quarter, when USAID ROLISP met with the MOJ, DJA and SCM representatives to discuss the structure for an IT Requirements Plan. After the meeting, USAID ROLISP developed an outline of an IT Requirements Plan. In July, USAID ROLISP and the MOJ, DJA and SCM met with the CTS and the e-Government Center to discuss the outline and initiate cooperation for jointly developing procedures for integrating judicial sector IT requirements with the GoM's e-government program. Those discussions are continuing.

In June-November 2013, USAID ROLISP entered into a contract with the IT company Omega Trust to develop an IT Requirements Plan. Omega Trust finalized and presented the IT Requirements Plan to the MOJ and SCM representatives on February 3, 2014. The main objective of the IT Requirements Plan was to identify areas in which the judicial IT infrastructure (hardware that supports ICMS and Femida use in particular) needs improvement. The Plan contains numerous recommendations to remedy identified weaknesses. The information from the Plan will guide the MOJ, SCM, CTS and the courts in determining hardware and software needs, so as they plan their medium and long-term procurement. The IT Requirements Plan served as the basis for the IT Infrastructure Action Plan that SCM and DJA developed in February 2014 with USAID ROLISP's assistance (see Activity 1.20 below).

**Activity 1.20 Develop an IT Infrastructure Action Plan:** USAID ROLISP discussed developing an IT Infrastructure plan with the MOJ, DJA and SCM in April 2013. They requested a security audit of the ICMS with a report setting forth the requirements for the IT infrastructure in the judiciary before developing an IT infrastructure action plan.

The IT Requirements Plan discussed in Activity 1.19 above was the basis for the IT Infrastructure Action Plan developed by the SCM and DJA in February 2014. The Action

Plan includes a detailed functional test of the ICMS with the participation of end users. The functional test will

1. identify all functional issues with the system and report them to the developer,
2. change access passwords upon the first authentication in the system,
3. develop business continuity and disaster recovery procedures that describe actions to be taken in case of a major event, and
4. include deadlines for all actions with the responsible entities for implementing the actions.

Task 1.3.4. Build the capacity of NIJ to take over the ongoing information technology training currently supported through USAID funded Moldova Rapid Governance Support Program. Training programs should include modules for judges, court personnel, attorneys and other legal service providers on ICMS and the current audio recording system.

**Activity 1.21. Develop educational programs:** In addition to developing NIJ curricula for initial and ongoing training in ICMS and audio recording, USAID ROLISP supported ICMS and Femida training for newly-hired judicial assistants.<sup>2</sup> USAID also supported trainings at the NIJ for court secretaries, judicial assistants and chancellery staff in the use of ICMS and Femida audio recording equipment.

During December 2013 and January 2014, USAID ROLISP conducted a survey to assess Moldovan attorneys', prosecutors' and bailiffs' level of knowledge of the ICMS and Femida software. USAID ROLISP used the survey results to develop curricula and training materials for training attorneys, prosecutors and bailiffs so that they can access information generated by ICMS and Femida.

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

**Activity 1.22. Provide equipment to courts:** Due to security issues and problems in backing up ICMS data, the MOJ requested support from USAID ROLISP for upgrading the servers housing the ICMS data. The request covered an intelligent storage system, a tape library LTO and uninterruptable power supply equipment. The purchase of the equipment would substantially improve the backup of records and files from ICMS and audio recording of court hearings and substantially reduce the risk of lost records and files from sudden and unexpected MOJ server shutdown on which the ICMS database of court decisions, the performance dashboard and court statistical data are stored. Due to a government policy for migrating data from servers to the e-Government Center, USAID ROLISP and USAID met with representatives of the MOJ and e-Government Center to clarify the government policy and the actions required to migrate ICMS data to servers at the e-Government Center.

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<sup>2</sup> The position of judicial assistant was created under recent legislation authorizing a judicial assistant for each judge.

Following the meeting, the MOJ and e-Government Center entered into discussion designed to develop procedures for the migration and USAID ROLISP advised the MOJ that it would not fund the purchase of the requested equipment.

The USAID ROLISP's "Assessment Report of Courts of Law in the Republic of Moldova" published in 2012 contained recommendations for additional equipment for courts. In 2013, USAID ROLISP reviewed the Assessment Report's recommendations for additional equipment, reviewed the planned equipment purchases in each court's 2013 budget, and reviewed a list of additional court equipment requested by courts. USAID ROLISP then developed a list of equipment to be purchased and circulated it to the SCM, MOJ, and DJA for comment. After receiving comments, a final list of equipment to be purchased was developed and the purchasing process started with submission of ADS 548 documents to USAID. After receiving ADS 548 approval and Simplified Acquisition approval from the Contract Officer, USAID ROLISP contracted for the purchase of the equipment. During December, USAID ROLISP completed the purchase and installation of 200 computers, 30 scanners, 170 office printers, and 25 multifunctional printers in the Moldovan courts. A public event announcing the donation was held on February 18, 2014 at the Botanica District Court in Chisinau. The U.S. Ambassador William Moser, Minister of Justice Oleg Efrim, SCM Member Anatol Turcan and Court President Luiza Grafton gave remarks followed by a tour of the courthouse that highlighted the donated equipment.

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 I to increase the accountability of the judiciary.

This task will be implemented under Objective 3.

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.

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

This activity has been removed from the work plan and Contract No. AID\_117-C-12-00002 will be amended in the next quarter to reflect removal of this activity.

**Objective 2: Support the development of a professional judicial and prosecutorial cadre in Moldova by strengthening the institutional and operational capacity of the NIJ (25%)**

Expected result 2.1: Improved management practices within NIJ.

Task 2.1.1. Develop strategic management capacity within the NIJ. Activities shall be designed to provide the NIJ with needed assistance to develop a strategic plan in line with their 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 providing the timeframe for such implementation.

**Activity 2.1. Implement the NIJ Strategy and improve management practices:** In November 2012 eight NIJ staff members and the chairman of the NIJ Council traveled to Sofia, Bulgaria for a 2-day meeting with the Bulgarian National Institute of Justice (BNIJ) staff. The tour participants met with the BNIJ vice-director and staff and discussed the structure, organization and management of a training institute, curriculum development, training techniques for adults, organization of initial training for candidates for the judiciary and prosecutor's office and long distance training.

NIJ is pursuing some of the recommendations developed by the staff who participated in the study visit to the BNIJ. Staff recommendations for creation of a pedagogical council, improvement of the admission exams procedure and the practical internship of judges and prosecutors, deployment of full time trainers and other proposals have been included in the NIJ comments to the MOJ who is preparing the Law for Amending the Law No.152-XVI of 8 June 2006 on the National Institute of Justice.<sup>3</sup>

The Functional Analysis of the NIJ was completed during the April-June 2013 quarter and the final report delivered to NIJ on 23 April 2013. USAID ROLISP discussed with the NIJ those recommendations that it thinks merit particular attention and offered support for implementation of those recommendations.

The Functional Analysis Report recommended "intensify the training of its administrative staff" and commented on the need for further training in IT software such as Excel and staff's analytical efficiency. Time management training for the NIJ staff was completed in December 2013. The company doing the IT software and internet training surveyed the IT skills of the NIJ staff and using the survey results separated the staff into beginner and advanced groups. The training for the beginner group and for the advanced group was completed in February 2014.

USAID ROLISP assisted NIJ staff in implementing the NIJ strategic action plan approved in May 2012 and supported the development of the NIJ staffing plan, methodologies for assessment of judicial candidates and sitting judges training needs, developing NIJ training staff and modernization of initial and in-service training content.

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<sup>3</sup> In February USAID and USAID ROLISP met with the MOJ. During that meeting USAID asked about the status of the Law and was advised that the MOJ is discussing the Law with the NIJ and is close to finalizing it.

According to the work plan USAID ROLISP was to support NIJ in implementing JSRS activity 1.3.1.8 on establishing objective criteria for determining the financial resources necessary for initial and continuous training. In 2013 NIJ decided to recruit a consultant and to pay the services from the NIJ budget, i.e., EU funds allocated for the JSRS implementation.

NIJ published notice to recruit an expert in economic planning on 23 July 2013. NIJ received one application in response to the notice. USAID ROLISP participated in the recruiting interview of the applicant that was held on 20 August 2013. The NIJ evaluation committee analyzed the application and the interview results and concluded that the applicant had no working experience in an adult training institution or other public institution and would require considerable time to study the legal framework applicable for the public institutions related to financial management of state budget funds. The application was rejected.

On 23 September 2013 NIJ sent a letter to the newly appointed Minister of Finance requesting that the MoF support the implementation of the JSRS action no. 1.3.1.8 and discussed hiring an economist. The Ministry of Finance requested that it be officially informed in advance of NIJ actions impacting funding from the MOF so that it can participate as a consultant on problems that fall within its functional competences.

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

**Activity 2.2. Assess staffing needs:** One of the conclusions in the NIJ Functional Analysis Report was that the increased training which the NIJ is to undertake under the JSRS will require an increase in staff. However, there does not appear to be any plan by the GOM to increase NIJ funding to a level that will support the increased training mandated by the JSRS.

The NIJ has established a new E-transformation, E-learning and Information Technologies Department. Using job descriptions from the e-Government Center and the Bulgarian National Institute of Justice as models, USAID ROLIS assisted NIJ to develop job descriptions for the positions in the new department.

Following the conclusions and recommendations in the Functional Analysis, USAID ROLISP prepared a draft staffing plan, staff needs assessment and organizational chart that were revised and then approved by the NIJ. USAID ROLISP also prepared draft job descriptions for NIJ's Non-legal Tasks, Public Relations and Editing Division, for the Didactic Methodology and Research Division and for the Training-of-trainers and International Relations Division. NIJ plans to approve the draft job descriptions after Parliament adopts the "Law for Amending the Law No.152-XVI of 8 June 2006 on the National Institute of Justice."

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

**Activity 2.3. Develop Recruitment Procedures:** NIJ informed USAID ROLISP that it had developed a draft regulation on recruitment. NIJ is waiting for Parliament to approve the "Law for Amending the Law No.152-XVI of 8 June 2006 on the National Institute of Justice." After the law is approved NIJ will submit the regulation to USAID ROLISP for review for compliance with acceptable practices. After the USAID ROLISP review, NIJ will finalize the regulation and submit it to the NIJ Council for approval.

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

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

**Activity 2.4. Assess training needs and priorities:** USAID ROLISP contracted with a local consultant and a consultant from Romania to develop methodologies for assessing needs and priorities for in-service judges and for judicial candidates. The local consultant developed a methodology for assessing training needs and priorities of in-service judges and also for judicial candidates. The Romanian consultant then reviewed the two methodologies for compliance with international standards and practices. The methodologies were approved by the NIJ Council on 27 December 2013.

The methodologies describe procedures for determining the training need and priorities of in-service judges and judicial candidates. USAID ROLISP and NIJ will begin implementing the procedures for assessing in-service judges' needs and priorities in work plan year 2014-15. See Activity 2.8. Assess training needs and priorities (initial training) below for discussion on the assessment for judicial candidates.

**Activity 2.5. Modernize CLE Training Content:** In March 2013 ROLISP contracted with a local curriculum expert to develop a training concept for continuous education and prepare the in-service curriculum template. The draft concept and the template curriculum developed by the local expert were submitted to a consultant from the Romania judicial training institute for review for compliance with international standards.

The "Concept for Continuous Training of Justice Sector Professionals" and the "Template Curriculum for Continuous Training of Justice Sector Professionals" were finalized during the July-November 2013 period and delivered to the NIJ. The NIJ and USAID ROLISP then organized a roundtable at which justice sector institution representatives discussed the Concept and Template. Those attending the roundtable did not have any major objections to the document or its contents. The Concept and the Template were approved by the NIJ Council on 27 September 2013.

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

**Distance Learning:** IRZ, a German foundation active in Moldova, donated a server and the ILIAS platform to the NIJ. USAID ROLISP and an IRZ technician installed the software that supports the ILIAS program on the donated server. Because NIJ does not have staff that can support maintenance of the platform, it was then migrated to a server at a local IT company with which NIJ has a contract for hosting the NIJ database and programs.

ILIAS is an open source learning management system for web-based teaching and learning. The ILIAS platform holds teaching courses (audio/video) and teaching materials by NIJ trainers and staff. Judges and prosecutor and other authorized users can access the audio and video courses and the teaching materials. With ILIAS it is also possible to test knowledge

and assess the learning progress of those individual who used the online courses and teaching materials. However, ILIAS does not offer online courses that would permit real time interaction between trainers and trainees (such as teleconferences or direct broadcasting of the seminar using Skype technology etc.).

The Moldova Military Academy also has the ILIAS platform and in September 2012 it trained NIJ staff on the details and intricacies of the ILIAS platform. The NIJ has signed a Memorandum of Understanding (MOU) with the Moldovan Military Academy which defines a program for sharing and developing training programs for long distance training using ILIAS.

USAID ROLISP has contracted with a local consultant to develop an ILIAS e-learning course on “Protection of Rights of Victims of Trafficking in Human Beings for Judges and Prosecutors.” The consultant will work closely with the NIJ staff so that they learn how to develop future e-learning courses. The learning objectives and the instructional design concept for the e-course were finished in February 2014 and the NIJ staff and consultant are now jointly developing the electronic format for the e-course.

Database: USAID ROLISP is providing assistance for updating and improving the NIJ database that holds NIJ training information for those attending NIJ trainings. USAID ROLISP contracted with a local IT expert who assessed the database to determine its current condition and then prepared a list of recommended upgrades that included a procedure for judges and prosecutors to enroll for in-service training, a change of language, additional menus and filters and other improvements that will substantially redesign and upgrade the existing database and enhance NIJ’s ability to provide trainees with detailed information about their training. The expert working with USAID ROLISP also developed a ToR for contracting with an IT company to program the NIJ database. Programing the database is expected to be completed in early fall 2014.

USAID ROLISP and NIJ met with the e-Government Center and discussed the possibility of the e-Government Center hosting the database after the programming is completed. The NIJ may also elect to host the database at local IT Company. NIJ may also decide to migrate the database to the e-Government center but to contract with a local company to provide maintenance and other services required to maintain the database at the e-Government Center.

**Activity 2.7. Donor coordination:** The organizational meeting of the Donor Coordination Committee was held on October 2, 2012 at the NIJ Conference Room. The NIJ executive director, Mrs. Anastasia Pascari, spoke about the goals and objectives of the NIJ and the objective of the Donor Coordination Committee. After questions and comments by the representatives of donor organizations working with NIJ, the participants agreed that there should be a regulation setting out the Committee’s objectives and operating procedures.

A draft regulation prepared and circulated and then discussed at the Committee’s December 2012 meeting and a number of changes were proposed. NIJ approved the regulation with the proposed changes in 2013.

At the Committee’s June 2013 meeting, NIJ presented the second draft of the continuous training concept prepared by the curriculum expert (see Activity 2.5 Modernize CLE training content for judges and court staff above) and the “List of Priorities for Technical and Financial Assistance for the National Institute of Justice in 2013.” The discussion of the training concept focused on the Concept’s 40-hour training requirement. Most participants

believed that the 40 hour requirement was excessive. The “List of Priorities for Technical and Financial Assistance for the National Institute of Justice in 2013 for 2<sup>nd</sup> Semester” was presented but there was no discussion of the priorities.

The initial plan for the Committee was to meet quarterly. However, the donor community has not wholeheartedly embraced the idea of a donor coordination committee, and after discussion with USAID ROLISP, NIJ decided to hold meetings twice a year rather than quarterly as planned.

At its 17 December 2013 meeting the Committee approved the proposal to meet semi-annually to exchange information between donors and the NIJ staff on common activities. The participants then discussed the draft “Concept on the Initial Training for Aspiring Judges, Aspiring Prosecutors and Other Justice Sector Professionals” and gave their recommendations. The NIJ then presented for discussion its in-service training plan for 2014. The participants had few comments about the plan.

### **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).**

**Activity 2.8. Assess training needs and priorities (initial training):** This activity was combined with Activity 2.4. The local consultant developing the documents under Activity 2.4 also developed a needs assessment methodology and a curriculum template for judicial candidates. A Romanian expert from the Romania judicial training institute reviewed the local consultant’s training needs assessment methodology for compliance with best international practices. NIJ finalized the draft of the methodology and the final document was approved by the NIJ Council on 27 December 2013.

The training needs assessment for training candidates for appointment as judges started in January 2014 with interviews of court presidents and the judges mentoring the candidates. The interviews collect data on training needs of the judicial candidates that will be used to develop an initial training plan for training starting in October 2014. The NIJ staff also developed electronic questionnaires for aspiring judges graduating from the NIJ and for judges who graduated one or two years ago to assess training needs. The collected information will be part of a final training needs assessment report.

**Activity 2.9. Modernize Initial Training Content:** USAID ROLISP contracted with two experts to work with the NIJ staff to develop a “Concept for Initial Training of Justice Sector Professionals,” a “Template Curriculum for Initial Training of Justice Sector Professionals” and a “Methodical Guidelines for Initial Course Syllabus Development.” These are the same experts developing a concept and template for in-service training discussed in Activity 2.5 above.

The NIJ Council approved the Template Curriculum and the Methodical Guidelines on 27 September 2013. With USAID ROLISP support, NIJ published 200 copies of the Methodical Guidelines for distribution to NIJ trainers. NIJ trainers revised the NIJ training curriculum for second semester on the basis of the approved curriculum documentation and the using the Guidelines.

NIJ finished the “Concept for Initial Training of Justice Sector Professionals” in December 2013 and the NIJ Council approved it on 27 December 2013

**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)**

**Activity 2.10. Court staff initial and in-service training:**

Chiefs of Secretariats: Chief of Secretariat is a new position in the courts. The position in each of the Moldovan courts was filled in early 2013. Because this was a new position many of the appointed individuals were not familiar with the duties required for administering a court. To train the new chiefs of secretariats on the duties for administering a court, USAID ROLISP and NIJ organized a three-month initial training program consisting of

- an initial training session of 2 weeks,
- on-the-job training,
- a second 2- week session,
- a third 2-week session, and
- an extensive test after the third 2-week session.

In addition to the three-month training, USAID ROLISP’s Judicial IT Specialist conducted two training sessions for the chiefs of secretariat as part of the training discussed under ICMS and Femida training.

Court Staffs: During the reporting period court staff received extensive training in ICMS and audio recording as shown in the following table.

<b>FEMIDA AND ICMS TRAINING</b>		
<b>TRAINING</b>	<b>TRAINEES</b>	<b>DATE</b>
<b>Femida &amp; ICMS</b>	Court clerks and judicial assistants	January 2013
<b>Femida &amp; ICMS</b>	Court clerks, judicial assistants, and chancellery specialist	February 2013
<b>Femida &amp; ICMS</b>	Judicial assistants	March 2013
<b>Financial Management, budgeting, auditing &amp; procurement</b>	Court presidents and court accountants	March 2013
<b>ICMS Version 4</b>	Court staffs	October 2013
<b>ICMS Version 4</b>	Court staffs	November 2013
<b>CMS Version 4</b>	Judicial Assistants & Secretaries – Chisinau Court of Appeals	January 2014

NIJ Staff Training: Following up on a recommendation in the Functional Analysis Report, USAID ROLISP contract with the local company “AXA Management Consulting” to provide training on time management for the NIJ staff on 23-24 December 2013. The time management training course was designed specifically for NIJ employees to develop their time management skills through better planning, prioritizing, delegating and controlling the work environment.

The Functional Analysis Report also recommended training the NIJ staff on Microsoft Office and other software. USAID ROLIS contracted with another local company to provide the recommended training. The company assessed NIJ staff training needs, developed a training needs assessment report on staff's ability to use a computer and software and prepared a training plan and schedule. The staff was divided into those with weak computer skills and those with more advanced skills. The weaker group met 3 times a week for 6 weeks and the advanced group met twice a week for 6 weeks.<sup>4</sup>

In June 2013 USAID ROLIS's Judicial IT Specialist conducted a one-day training for the NIJ staff on using Google Drive forms to develop on-line questionnaires for getting information on training needs of the NIJ trainees, i.e., judges, prosecutors, judicial assistants, clerks, and to analyze the statistical data in the forms using the statistical analysis software SPSS.

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

**Activity 2.11. Public Awareness Workshop:** USAID ROLIS in partnership with the NIJ, NORLAM and La Strada<sup>5</sup> successfully organized an anti-trafficking capacity building workshop on 5-6 March 2013. Forty-three judges, prosecutors, and police investigative officers attended the workshop. The workshop's purpose was to improve participants' knowledge of investigation and classification of the crime of trafficking in human beings, to improve their skills in interviewing trafficked victims (including child victims), and to provide guidance to NIJ on the content of its anti-trafficking curriculum for in-service training of judges.

Following the workshop La Strada with USAID ROLIS support organized trainings on April 1-2 and 8-9, 2013. The trainings topic was "Interviewing Children Witnesses of Sexual Abuse/Exploration." The agendas from the April training and the March workshop were used to develop the NIJ's CLE anti-trafficking curriculum.

**Activity 2.12. CLE Anti-Trafficking curriculum:** USAID ROLIS organized a team of three consultants to develop the curriculum and training materials for anti-trafficking training for judges and prosecutors. The team was composed of one judge, one prosecutor experienced in prosecuting individuals charged with trafficking people and a staff member from La Strada. The team developed a curriculum and training materials using material and comments from the Public Awareness Workshop held in March and from La Strada's study of the treatment of child/victims witnesses in Moldovan courts under its grant with USAID ROLIS.<sup>6</sup> The curriculum, agenda and training materials developed by the team were piloted in training on November 11-12, 2013.

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<sup>4</sup> See Activity 2.1. Implement the NIJ Strategy and improve management practices for more details.

<sup>5</sup> La Strada is a local NGO that provides assistance to victims of human trafficking.

<sup>6</sup> See the discussion under Objective 3 Activity 3.5. Monitor the implementation of the TIP project funded through the USAID ROLIS Grants Program. Provide technical and programmatic assistance focused on institutionalizing the training program developed as part of the project.

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

**Activity 2.13. Development of training staff:** USAID ROLISP and NIJ decided to use a team of three consultants to develop a NIJ ToT program for the NIJ staff. The team consisted of two local experts and a consultant from the Romania judicial training institute. The local experts provided input on Moldovan customs and practices. The Romanian consultant provided information and input on international standards and practices. One of the local experts was the team leader with responsibility to oversee and coordinate development of the deliverables and direct the team's activities. The team developed a training needs assessment methodology to assess NIJ trainers' needs, developed a curriculum, developed an agenda, designed training materials, and drafted a ToT manual. The team also organized a pilot training using the curriculum, agenda and training materials it had developed. NIJ and the team selected 25 NIJ trainers to participate in pilot training held on September 16-17, 2013. Four of the participants at the pilot training were then chosen as ToT trainers to train their colleagues at the NIJ.

The first training for NIJ trainers by the ToT trainers using the materials developed by the team was organized by NIJ with the support of USAID ROLISP on December 12-13, 2013. A second training was held on February 6-7, 2013.

NIJ requested USAID ROLISP assistance to develop a NIJ Trainer's Statute. USAID ROLISP contracted a consultant from the Romanian judicial training institute who developed a detailed conceptual framework that describes recruitment, duties, rights and obligations, evaluation and termination of the NIJ trainers. The Romanian consultant is also revising the draft NIJ Trainers' Statute developed by the NIJ. NIJ plans to approve the Statute in March 2014.

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.

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

**Activity 2.14. Evaluation of Training Program:** USAID ROLISP has contracted with an expert from the Romanian judicial training institute to develop a work plan and a methodology for evaluating NIJ trainings.

The consultant visited the NIJ to gather data and document the current evaluation system of training programs at the NIJ. During the visit the expert met with the NIJ staff, NIJ trainees and trainers and a representative of the SCM Board for Judicial Performance Evaluation. The consultant then developed a work plan and methodology for assessing the quality of NIJ training programs. During February 2014 the consultant developed the agenda and training materials for training the NIJ staff to use the training program evaluation methodology. The methodology includes training for developing particular skills for institutional communication and conducting interviews, assessing trainer's performance, collecting and assessing the data, and implementing procedures for using the evaluation feedback to improve training. On February 27 -28, 2014 the consultant delivered a 2-day training to the NIJ staff who will apply the training program evaluation methodology.

The consultant also discussed the methodology with NIJ management and explained the objectives for assessing the quality of the training and the relevance of the tools that are to be applied during the assessment.

The expert's activities will be completed during the work plan year 2014-15.

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

**Activity 2.15. Develop standard procedures to review evaluation feedback to improve training:** The Romanian expert developing the methodology (see Activity 2.14 above) organized training for the NIJ staff on February 26-28, 2014, in which staff were trained on using the methodology to review participant evaluations and to use the evaluations to analyze and improve the NIJ trainings. The training agenda included the topic "Evaluation of Trainers Procedure: Offering and Receiving Feed-back. Active Listening Technique. Coaching Elements." The expert developed practical exercises for the NIJ personnel do the evaluation and review the evaluation feedback.

Objective 3: Increase the capacity of civil society organizations to monitor and advocate for justice sector reform and improve public legal awareness (25%)

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

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

**Activity 3.1. Monitor the implementation of judicial advocacy projects funded through the USAID ROLISP Grants Program/Provide technical and programmatic assistance in judicial reform areas relevant to the project:** USAID awarded seven grants to local NGOs to carry out activities on advocacy, public information and anti-trafficking. The activities of each grantee were monitored and controlled by the milestones given in each grant agreement. The milestones are a good indication of grantee activities and are shown in the following tables.

<b>TABLE 3 Legal Resources Center Grant Termination Date April 30, 2015</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Judicial Methodology	Monitoring December 15, 2012	
2	SCM Monitoring Process	January 31, 2013	Findings and conclusions of monitoring SCM meetings
3	Commentary on the Regulation of Performance of Judges and Performance Evaluation Criteria & Indicators		
4	SCM Monitoring Process	April 30, 2013	Findings and conclusions of monitoring SCM meetings
5	Public Appeal on the Elections of Constitutional Court Judges	April 30, 2013	
6	SCM Monitoring Process	July 31, 2013	Findings and conclusions of monitoring SCM meetings
7	Commentary on the Law on Disciplinary Responsibility of Judges	July 31, 2013	
8	Memo on findings of	October	Findings and

	the SCM Monitoring Process	31, 2013	conclusions of monitoring SCM meetings
9	Commentary on the following SCM Regulations on Evaluation of Judges and Selection of Judges, Public relations	October 31, 2013	
10	Public Appeal requesting to exclude SCM unanimous vote for repeatedly proposing a judge for appointment	June 24, 2013	
11	SCM Monitoring Process;	January 31, 2014	Findings and conclusions of monitoring SCM meetings
12	Commentary on the Draft Law regarding Professional Integrity Testing of Judges,	January 31, 2014	
13	Comprehensive Advocacy Campaign for Improving the Election System of the SCM members,	January 31, 2014	
14	Policy Brief on Judges Immunity submitted on the request of the Constitutional Court	January 31, 2014	

<b>TABLE 4</b>			
<b>Institute for Penal Reform</b>			
<b>Grant termination Date December 1, 2013</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Steering Committee of Stakeholders created	December 24, 2012	
2	Focus groups on performance evaluation of judges with report of findings and conclusions produced	December 31, 2012	
3	Concept for evaluation of the performances of judges developed	February 2013	
4	Debate on the new system of evaluation of the performances of judges	June 2013	3 round tables (Chisinau 31 May, Cahul – 7 June, Balti – 14 June);
5	Monitoring report on functioning of the new	October 2013	

	system of evaluation of the performance of judges	
6	National conference on the new system of evaluating performance of judges	October 21, 2013

<b>TABLE 5 Association of Independent Press Grant Termination Date May 31, 2014</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Facebook page on judicial reforms launched	December 31, 2012	
2	Design of the monthly thematic page “Activ” focusing on judicial reforms created and approved	December 31, 2012	
3	API website re-designed to include a new section on judicial reforms	January 31, 2013	
4	Monthly newspaper supplements “Activ” (January, February, March 2013) produced, published and inserted in 18 local and regional newspapers	March 31, 2013	Headline stories included: Interview with Radu Cotici, head of the National Anti-corruption Center’s Division for anti-corruption legislation and expertise; National Anti-corruption Center reorganization and impediments to reform; Interview with Nichifor Corochii, President of the Superior Council of Magistracy; The juvenile justice actors must be children-friendly; Tougher measures against torture- the reform in brief: Moldovan judges likely to receive increased salaries, ranging between 10 thousand and 17 thousand MDL; Chiefs of Court Secretariats will be Trained in three steps; Justice in the judge's office;

			Sitting in judges' chambers;
4	Monthly newspaper supplements "Activ" (April, May, June 2013) produced, published and inserted in 18 local and regional newspapers	June 30, 2013	Headline stories included: The reform in brief-Moldovan Judges' Salaries are the Lowest in Europe; Audio recording of Court lawsuits is compulsory; The web site of the SCM – a genuine challenge for citizens; Random distribution of lawsuits to boost confidence in judiciary; Representatives of the civil society on Judges' Evaluation Board are academicians; In five of the 16 prisons in the country, the number of convicts exceeds the detention threshold; Prosecutor's Office's reform imposes structural and mentality changes;
5	Monthly newspaper supplements "Activ" (July, August, September 2013) produced, published and inserted in 18 local and regional newspapers	October, 2013	Headline stories included: In a year, all judges from the country to be medically examined; State-provided legal assistance must be improved Mandates of HMC's members soon to expire. Elections follow; About 50 vacancies in Courts over the country; Justice reform must be accelerated; Supreme Court decisions in the last five years.
6	Trainings for local journalists on judicial reforms – Complete training report	December 31, 2013	
7	Monthly newspaper supplements "Activ" (November, December, January 2013, February 2014) produced, published and inserted in 18 local and regional newspapers	February 2014	Headline stories included: Three evaluation criteria of judges: efficiency, quality and integrity; Term performance evaluation of judges has been extended to April 2015; With money in the budget but without a palace of justice in Chisinau"

<b>TABLE 6</b>			
<b>Association of Independent TV Journalists</b>			
<b>Grant Termination Date November 30, 2014</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Detailed plan of the topics and themes and approaches to be used in producing TV, radio, and print materials about the judicial reforms	December 31, 2012	
2	TV program, radio program, and print material on judicial reforms (January, February, March 2013) produced, broadcast and disseminated	March 31, 2013	<u>Headline stories included:</u> Judicial immunity; Justice under construction; 16 minutes for judging a case.
3	TV program, radio program, and print material on judicial reforms (March, April, June) produced, broadcast, and disseminated	June 30, 2013	<u>Headline stories included:</u> Justice – known for the lack of equity; Judges and their expensive houses; Judicial corruption;
4	TV program, radio program, and print material on judicial reforms (July, August, September 2013) produced, broadcast, and disseminated	September 30, 2013	<u>Headline stories included:</u> How are cases distributed in courts? Abuse in court. People complain about judges' behavior.

<b>TABLE 7</b>			
<b>Balti Legal Clinic</b>			
<b>Grant Termination Date December 31, 2015</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Select staff	December 31, 2012	
2	Select 30 volunteers	January 31, 2013	
3	“Know Your Rights” Brochures	March 31, 2013	
	Conduct training for volunteers	March 31, 2013	

4	Conduct 3 legal education campaigns in 3 rural communities	June 30, 2013	Gribova (June 19), Ciutulesti (April 18) and Badiceni (April 29)
5	Conduct 3 legal education campaigns in 3 rural communities	September 30, 2013	Corjeuti (July 25), Bahrinesti (August 7) and Corlateni (September 30)
6	Conduct 3 legal education campaigns in 3 rural communities	December 31, 2013	Dusmani, Glodeni (October 11) Singereii Noi, (November 15 ) Vasilcau, Soroca (November 22)
7	Conduct 3 legal education campaigns in 3 rural communities		Zagarancea, Ungheni (November 25)

<b>TABLE 8</b>			
<b>Women's Law Center</b>			
<b>Grant Termination Date December 1, 2014</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Brochure on women's rights and domestic violence	December 15, 2012	
2	Guidelines on Domestic Violence Legislation for multidisciplinary teams	March 31, 2013	
3	Conduct 1 trainings for the multidisciplinary teams	April 2013	Soroca (April 25-26, 2013)
4	Conduct three trainings for multidisciplinary teams	October 2013	Leova (May 28-29, 2013); Riscani (October 15-16, 2013)
5	Conduct one training for maternal centers (lawyers and social assistants)	February 15, 2013	
6	Conduct 1 trainings for the multidisciplinary teams	November 2013	Ungheni (November 26, 2013)

<b>TABLE 9</b>			
<b>International Centre for Women Rights Protection and Promotion "LA STRADA"</b>			
<b>Grant Termination Date March 1, 2014</b>			
<b>#</b>	<b>Milestone/ Deliverable</b>	<b>Date</b>	<b>Comments</b>
1	Awareness campaign concept developed	December 15, 2012	
2	Research report:	October 2013	

	“Improving legal protection mechanisms to ensure the rights of trafficked persons, particularly those of children”		
3	Disseminate good practices to judges and prosecutors through seminars	June 24-25, 2013 September 16-17, 2013	
4	Launch national awareness campaign (TV)	July 31, 2013	
5	Deliver debriefings to local public authorities	November 2013	Calarasi (June 19), Soldanesti (May 28), Hincesti (August 6), Nisporeni (June 18), Causeni (October 2)
6	At least 30 court cases handled and victims represented (29 court cases completed 1 pending)	December 2013	
7	Press conference on the results of the project	February 28, 2014	

**Activity 3.2 Organizational Capacity Building:** The capacity mapping exercise discussed in Activity 3.3 below indicated that the USAID ROLISP grantees were weak in budgeting, developing alternative funding sources, building a network of supporters, planning strategic communication and managing human resources. USAID ROLISP recruited experts who conducted workshops and seminars on these topics for the grant partners.

Developing funding sources: USAID ROLISP arranged for the STTA Jeff Erlich to organize training for the seven grantees. Mr. Erlich started his activities with a one-day overview focused on sustainability planning, diversifying sources of funding, and distributing overhead costs among projects. Following the overview, Mr. Erlich spent one day with each grantee and assisted them in developing sustainability plans focusing on diversifying grantee’ sources of funding, planning and funding overhead costs, and developing organizational level budgets. Mr. Erlich provided follow-up assistance to partners that included answering their specific questions related to creating databases of donors, improving their websites for attracting individual supporters, and implementing some of the fundraising techniques covered during the training and consultation.

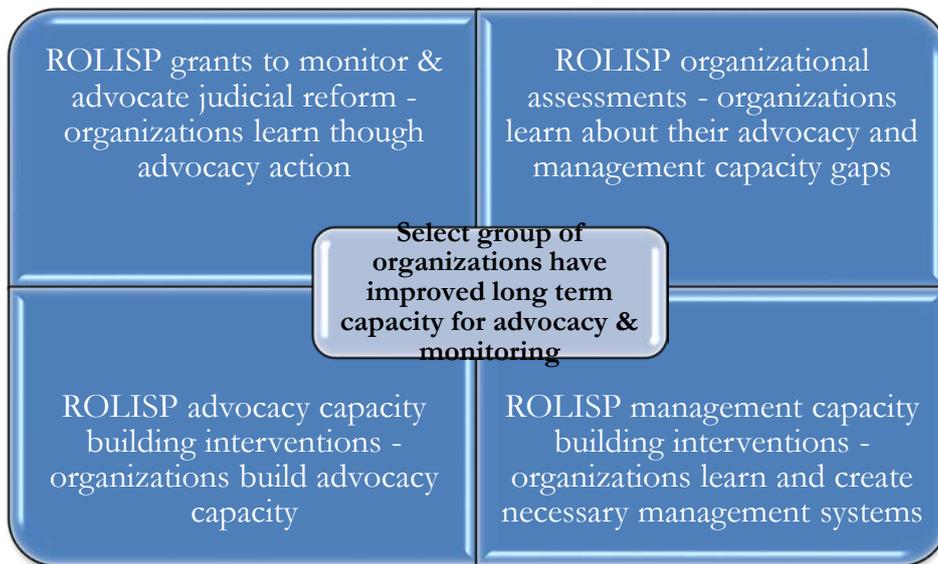
Strategic communication planning: USAID ROLISP contracted with the Moldovan company Magenta Consulting to work with five grantees to develop long term strategic communication plans. After assessing each organization’s internal and external environment, Magenta Consulting facilitated a participatory process in which each of the five grantees identified

communication goals and objectives, and their internal and external audiences.<sup>7</sup> Magenta then helped each partner draft long-term strategic communication plan. The focus of the plans is to help partners communicate coherently, strategically, and targeting different audiences with different messages to ensure impact and achievement of their goals.

**Managing Human Resources:** Addressing grantees’ weakness in human resource management USAID ROLISP contracted with the School for Business Communications to provide training on human resource management and contracted with AXA Management Consulting to provide assistance for improving partners’ HR management practices and policies. Specifically, AXA Consulting worked with each partner to identify areas where grantees need to develop new procedures, document and implement them for an effective organization and management of their human resources. This may include introducing a new employee performance system, developing an HR policy document, and others. AXA Consulting will provide hands-on recommendations and guidance to each grantee that signed up for this development opportunity.

**Activity 3.3 Capacity mapping exercise:** In January 2013 Component 3 conducted an in-depth organization assessment, i.e., capacity mapping, of the seven grantees using the integrated approach summarized in the manual “Civil Society Capacity Building USAID ROLISP Approaches and Tools” and shown in Figure 1 below.

Figure 1: Integrated Approach for Capacity Building



The assessment covered advocacy, governance and strategic identity, management practices, human resources management and financial management and sustainability. The assessment indicated weakness in financial management, developing funding sources and building a network of supporters, i.e., constituency. An assessment report for each grantee was prepared that included recommendations for improving and building the grantee’s capacity in

<sup>7</sup>.The five grantees who participated in planning their communication strategy were the Legal Resources Center, the Institute for Penal reform, Balti Legal Clinic, Women’s Law Center and La Strada.

each of the four areas. Activities to address the areas of weakness are discussed in Activity 3.2 above.

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.

**Activity 3.4 Technical skills capacity building for USAID ROLISP NGO partners:**

During the April-June 2013 quarter USAID ROLISP organized five workshops on financial management and accounting standards for its NGO grant partners. The purpose of the workshops was to improve partners' knowledge and understanding of Moldovan accounting, tax law, and labor law and regulations. The format for the workshops was interactive discussions and presentations focusing on the "Guide on Financial Management for Moldovan Non-Profit Organizations" developed by the European Center for Non-for-Profit Law ECNL as part of the Moldova Civil Society Strengthening Program implemented by FHI360 and funded by USAID. Authors of the Guide moderated the workshop discussions. Included in the workshop topics were:

- Moldovan accounting standards and rules for NGOs
- Internal financial controls, budgeting
- Labor relations and regulations
- Tax laws

Other capacity improvements that partners made during the year with ROLISP assistance and capacity building funds made available to them through grants included:

- Balti Legal Clinic revised its by-laws and reviewed and revised the composition of its Governance Board. It retired members who had not been active for a long time. It also expanded the Board's membership to include activists who have participated in the Clinic's development.

Balti Legal Clinic contracted with a web design company and is creating its own organizational website. The first step in improving the clinic visibility with USAID ROLISP assistance was the creation of the Clinic's Facebook page.

- La Strada conducted its annual strategic review session with financial support from USAID ROLISP. Its strategic review focused on:
  - Activities that were successful and had impact
  - Activities that were not successful
  - Assessing lessons learned
  - Best practices
  - Planning programmatic and organizational priorities for 2013

The strategic review was particularly important because of the change in its senior management. The president, who had held this position since the organization's founding, took a job at the Ministry of Internal Affairs, and La Strada's vice president moved up to president.

La Strada conducted a second strategic review and evaluation workshop that:

- developed a list of strategic priorities for 2014-2015,
- developed a capacity building plan based on the capacity mapping report

- discussed in Activity 3.3 above, and
  - developed fundraising objectives for the medium term.
- The LRC, following up on a recommendation in the Organizational Capacity Mapping Report, used grant funds earmarked for capacity building activities and engaged a strategic planning facilitator to conduct a strategic planning exercise to develop a long term strategy and advocacy agenda. It also worked on developing its organizational policies and regulations, including financial management, procurement, HR and others, and requested USAID ROLISP assistance in reviewing these policies and providing feedback for their improvement. USAID ROLISP is now in the process of determining the best approach for providing assistance in this area.

In December 2013 the LRC worked on developing its organizational policies and regulations, including financial management, procurement, and human resources. The LRC has requested USAID ROLISP assistance in reviewing these policies and providing feedback for their improvement. USAID ROLISP is now determining the best approach for providing assistance in this area.

- Although the Institute for Penal Reform’s grant ended on December 1, 2013, it used the capacity building funds in its grant agreement to conduct a staff retreat on December 18-29, at which it reviewed and updated its strategic plan for 2012-2016, reviewed and updated job descriptions and its human resources policy, developed a donors’ database and developed an organizational budget. Development of its donors’ database and an organizational budget are the result of the financial sustainability capacity building workshops provided by USAID ROLISP in October 2013.

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

**Activity 3.5. Monitor the implementation of the TIP project funded through the USAID ROLISP Grants Program. Provide technical and programmatic assistance focused on institutionalizing the training program developed as part of the project.** La Strada in partnership with the Supreme Court of Justice analyzed 15 criminal cases of child trafficking and 11 criminal cases of sexual crimes against children. The analysis used the provisions of the international and regional conventions ratified by Moldova to review Moldovan court practices and problems in protecting fundamental rights of children during court proceedings. The assessment results are intended to be used to improve courts’ enforcement of the rights of child/victims of trafficking, including the right to privacy, legal representation, not to be re-victimized, and to be informed about their rights in court hearings. The assessment’s purpose, results and conclusions were set forth in a report titled “Improvement of legal mechanisms concerning protection of the rights of trafficked persons, especially children” that was distributed in October 2013.

Other La Strada activities during the reporting period were the following.

- In fulfillment of grant requirements, La Strada produced two video spots on the rights of trafficking victims. The video spots, in Romanian and Russian, were broadcast on Moldovan station TVM and are available at [www.lastrada.md](http://www.lastrada.md).
- La Strada participated in the November meeting of the Ministry of Justice working group on special conditions for hearings involving a child. The meeting focused on the new version of article 110(1) Special Methods of Interviewing a Child Witness.

- In July, La Strada debriefed local public authorities in Telnets and Hincesti on the available legal protection mechanisms and organizations for victims of trafficking.
- In September La Strada conducted the second of two planned training sessions for judges on the findings and conclusions of the research “Improvement of legal mechanisms concerning protection of the rights of trafficked persons, especially children.”
- In October La Strada briefed local public authorities on (1) trafficking phenomena and mechanism for protection of victims and (2) La Strada’s hotline as an alternative tool for victim identification and facilitation of access to assistance and protection for victims of human trafficking.
- Following up on the discussion on local fundraise at the October fundraising workshop discussed in “Activity 3.2 Organizational Capacity Building” above, La Strada placed donation boxes in the theatre for the November release of “Culorilea ,” a movie about domestic violence that it produced .

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

**Task 3.2.1. Organize public policy debates relating to specific issues championed by the legal advocacy NGOs supported under ER 3.1. In connection with these activities, the Contractor shall work with SCM and the MoJ to create a platform for discussions between the MoJ, SCM and the legal advocacy groups.**

**Activity 3.6 Conduct quarterly judicial roundtables:** The Association of Judges from Moldova (MJA) under a contract with USAID ROLISP conducted five roundtables for judges, journalists and CSOs. Roundtable dates, topics and locations are shown in the table below.

<b>Table 10 JUDICIAL ROUNDTABLES</b>			
<b>No.</b>	<b>Date</b>	<b>Topic</b>	<b>Location</b>
<b>1</b>	October 24, 2012	Reforms in civil procedure	Chisinau
<b>2</b>	February 27, 2013	Recent changes in the criminal procedure legislation	Chisinau
<b>3</b>	June 5, 2013	Justice for Children	Nisporeni, and Orheiul Vechi
<b>4</b>	September 13, 2013	Changes in the Civil Procedure Code	Balti
<b>5</b>	December 19, 2013	Improving judicial decisions	Chisinau

Roundtable 1: The participants discussed developing synergies between

all the actors in justice reform with better information for people for understanding judicial system reforms in the Republic of Moldova with a particular emphasize on issues related to reforms in civil procedure.

Roundtable 2: The focus of the Roundtable was the Criminal Procedure Code with attention to the following:

- Initiation of a criminal and prosecution of cases
- Competence
- Preventive measures
- Applying technical means for Hearing witnesses
- Judgment based on the evidence from criminal prosecution
- Waiver of indictment and modification of charges.
- Adoption and delivery of judgments
- Problems of retrial in criminal cases

Roundtable 3: Guests from Estonia, Ukraine and Germany participated in the Roundtable. The Roundtable participants toured the Hîncu Monastery orphanage and the Nisporeni District Court. The Roundtable discussion was at Orheiul Vechi. The basis for the Roundtable discussion was Pillar No. VI “Respect for human rights in the justice sector” with strategic direction No. 6.3 “Strengthen the justice system for children.”

The participants discussed and shared national perspectives and best practices on:

- Specialization of justice sector actors when working with children
- Strengthening the instruments for protecting children who are victims or witnesses in criminal cases
- Strengthening the system of juvenile probation, ensuring respect for the rights of imprisoned children
- Strengthening the system for collection and analysis of data on children who come into contact with the justice system

At the conclusion of the Roundtable, the participants recommended that governments and courts need to provide children with legal representation, regardless of the type of case or the role of a child in legal proceedings (witness, victim etc.).

Roundtable 4: The participants discussed the application of changes in the Civil Procedure Code of Moldova. The changes are significant and the Roundtable offered an important opportunity for the judiciary and others to discuss difficulties they have in applying the new civil procedure changes and to discuss recommendations of the SCM and the Supreme Court for better application of the changes.

Roundtable 5: The discussion was about the problems that judges and court staffs have in drafting quality decisions. MJA is planning to release a guide for improving the quality of judicial decisions and will give specific recommendations on the standard language that judges should use in stating the facts of the case, referencing relevant legal provisions, presenting parties, and motivating their decisions.

USAID ROLISP worked with the Moldovan Independent Journalist Center (IJC) to organize two seminars for judges and journalists. Although not a part of the initial work plan, the seminars supported USAID ROLISP’s goal of increasing the transparency and outreach of the judiciary. The workshop for judges and court PR specialists covered developing and managing effective public relations programs in the courts. The workshop for journalists covered effective reporting on court and judicial entities activities. Fifteen journalists from local and Moldovan national media were trained at the three-day workshop. The training included case studies and role plays presented by guest speakers.

**Activity 3.7 Monitoring of the courts' web pages:** USAID ROLISP reviewed each court's webpage and established a base line of the information or lack of information for each court. In September 2013 USAID ROLISP Judicial IT Specialist, Mihai Grosu and NIJ trainers trained 52 court specialists on Court Webpages Content Management System. The trainees were divided into two groups with each group trained in a 1-day seminar.

**Activity 3.8. Research based public education campaign:** USAID ROLISP contracted with Magenta Consulting, a Moldovan Company, to research public awareness of the judiciary and judicial reform. The research using statistical sampling methodology included small sample interviews, focus groups and a limited number of in-depth interviews. Magenta Consulting gathered information on:

- Public awareness of court activities and judicial reforms
- Knowledge of citizens' rights and ways to protect them
- Citizens preferences for sources of information
- Type of information citizens would like to receive

The Report's general conclusions were:

- A low level of public confidence in the judiciary
- A high level of corruption
- A general lack of information on courts and courts' activities
- The major source of information for most citizens is television

USAID ROLISP organized a presentation of the Report for representatives of SCM, DJA, NIJ and MOJ at which Magenta Consulting discussed the Report's methodology and findings. The SCM representatives questioned the methodology and the conclusions and were, in general, skeptical of the validity of the conclusions. The MOJ and DJA were supportive of the Report and its conclusions.

USAID ROLISP contracted with STTA, Karen Head, to develop a comprehensive communications strategy for informing and educating Moldovans on judicial activities and court improvements using the conclusions and recommendations in the Magenta Report. USAID ROLISP has developed an action plan using the communication strategy in Ms. Head's report. USAID ROLISP has accepted applications from local organizations and experts to develop and implement the action plan and to develop a public relations campaign using print and electronic media and social networking.

**Activity 3.9 Build the capacity of the SCM to communicate and inform the public about judicial reforms:** SCM and USAID ROLISP discussed modernizing and improving the SCM webpage. During the discussion SCM stated that it lacked the in-house skills for improving the webpage and requested USAID ROLISP's assistance for improving its webpage. In response to the request, USAID ROLISP contracted with a web designer to redesign the SCM's webpage. The designer delivered a concept for a revised web page to the SCM and SCM recommended a number of changes to the designer's concept, many of which were incorporated in a redesign of the webpage. USAID ROLISP then arranged for a discussion group to discuss the webpage and offer recommendations that would make the webpage more user and media friendly. The SCM accepted the recommendations from the discussion group as well as recommended changes from USAID ROLISP. The redesigned SCM web page was presented on February 7, 2014 at a public event to which media, MOJ representatives, local NGO representatives and international donor representatives were invited.

The SCM also informed USAID ROLISP that it was planning to use a communications consultant to help it plan and implement a public awareness campaign and requested assistance in drafting a Terms of Reference. USAID ROLISP submitted a draft Terms of Reference to SCM. After further consideration, the SCM decided that it would not hire a consultant to plan a public awareness campaign.

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

Task 3.3.1. 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 the 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.

**Activity 3.10 Develop and implement a web based court user satisfaction survey:** The SCM's Working Group on Court Performance Indicators adopted six court performance indicators, one of which is the "Access and Fairness Indicator" according to which courts in Moldova will be evaluated based on citizens' rating of these courts. USAID ROLISP designed a methodology for surveying citizen satisfaction with court services to help the SCM implement this court performance indicator and to ensure that court users' opinion of the court services is utilized by the judicial authorities in determining what improvements should be made in the courts.

The initial plan was to put the survey on-line on courts' websites, however, after thorough discussion with its partners, USAID ROLISP determined that if the survey were an on-line survey there would be questions about its validity since the respondents would not be selected using statistically valid methods. USAID ROLISP presented the methodology to SCM and recommended that SCM contract a survey company to conduct the survey at regular intervals, publicize the results, and compare the year-to-year ratings.

The SCM delayed starting the survey, and the DJA decided to survey court users, i.e., citizens leaving courthouses on a specific day. The DJA contracted with a local consultant to conduct the survey. The survey was completed and publicly presented on February 4, 2014 at an event attended by MOJ employees, media, local NGOs and international donors.

The survey measured the following aspects of citizens' experience in the courts.

- **Citizens looking for information**
  - Does the courthouse have the necessary conveniences (toilets, chairs, tables, etc.)?
  - Does the courthouse have clear signage for the chancellery, archives and courtrooms?

- Do citizens feel safe in this courthouse?
- Is the working schedule convenient for citizens to solve their problems?
- Did the citizen solve the problems for which they came to the court in reasonable time?
- Did the court staff speak to the citizen in the language he/she understands?
- Was the court staff was polite and respectful?
- **Citizens participating in a court hearing**
  - Did the session start on time?
  - Was the judge polite and respectful?
  - Did the judge discriminate against any of the participants?
  - Was the atmosphere during the session orderly and solemn?
  - Did the judge allow parties and/or their attorney to present the arguments during the session?
  - Was the case examined in reasonable time?
  - On leaving the court, did citizens know what they have to do further in connection with their case?

USAID ROLISP intends to use the survey's results in its campaign on judicial awareness.

**Activity 3.11 People Friendly Courts:** USAID ROLISP contracted with a local consultant to develop training materials, a guide on techniques and procedures for improving service for court users and to organize a workshop for court chiefs of chancelleries. The consultant prepared a curriculum, agenda and training materials that she piloted in workshops on November 13 and 14, 2013 for Chiefs of Chancelleries. The consultant also produced a "People Friendly Courts Manual" that has been distributed to all courts and will be used by the NIJ along with the curriculum, agenda and training materials for future trainings for Chiefs of Chancelleries.

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

**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 outreach.**

**Activity 3.12 Public Legal Awareness Grants:** Activities for this Task are implemented through the grants program discussed in Task 3.1.2.

## Public-Private Partnerships

USAID ROLISP has yet to find a project or activity that would be appropriate for a public-private partnership.

USAID ROLISP initially proposed a public-private partnership between NIJ and the Cisco Networking Academy for developing judges IT skills.. USAID ROLISP surveyed the judges asking the types and duration of training they would like. The responses were not positive. The general attitude was that judges did not need well-developed computer skills because each judge has a judicial assistant whose duties require good computer and software skills. Since the responses were not positive, NIJ and USAID ROLISP decided not to proceed.

USAID ROLISP has discussed several ideas with the Subcontractor, SSG, but has not arrive at any conclusions.

The 2014-15 work plan has several possibilities for a public-private partnership and USAID ROLISP will pursue them in the next work plan year.

## **PERFORMANCE MANAGEMENT SECTION**

This Annual Report period is from October 1, 2012 through February 28, 2014.

The reporting periods for the quarterly report, annual report and PMEP were changed from the USAID fiscal yearend to the program year end.

USAID ROLISP activities are closely coordinated with the Judicial Sector Reform Strategy and USAID ROLISP is careful to see that its activities satisfy the interventions as outlined in the JSRS action plan and support the results that the JSRS expects from USAID ROLISP counterparts. The MOJ has requested support for activities that were not initially a part of the USAID ROLISP work plan. For example, the JSRS called for a study on international practices for financing the judiciary. The MOJ asked USAID ROLISP to financially support the study and since USAID ROLISP was working to institute performance-based budgeting and to improve the judiciary's financial management, budgeting and procurement procedures USAID ROLISP contracted with an expert to do the study.

USAID ROLISP activities required working closely with counterparts and USAID ROLISP has been careful to maintain a cooperative and supportive attitude in its activities with counterparts. The Ministry of Justice and its Department of Justice are very cooperative. Meetings with the Minister of Justice are cordial and he is receptive to requests and suggestions. However, the follow through is slow and takes several meetings before the desired results are achieved.

USAID and USAID ROLISP have worked to develop and maintain a positive relationship with the President of the Supreme Court. With strong support from USAID, USAID ROLISP has a cordial working relationship but it requires a willingness to meet him more than halfway.

Random case assignment and audio recording case hearings have been high profile issues. There have been articles on both with interviews and comments from the U.S Ambassador. ICMS Version 4 solved most of the random case assignment issues with an improved module that randomly assigns cases. Regular monitoring indicates that most cases are now randomly assigned.

Regular monitoring of the audio recording of case hearings indicates that the courts are not fully audio recording all case hearings. USAID ROLISP meets regularly with the SCM to discuss the lack of progress and to urge the SCM to take more concrete steps in enforcing the regulations.

USAID ROLISP and the SCM have a cordial working relationship. However, the follow through is extremely weak. In the area of public outreach, the SCM is reluctant to undertake the necessary steps to provide transparency and give citizens detailed information. The term for all members of the SCM terminated in November 2014. The election of new members has been slow and is still not completed. However, the interim president has been more cooperative and results oriented and activities are continuing with some success.

In the area of financial management and budgets the SCM and DJA have been supportive and worked with USAID ROLISP to implement reforms.

Activities at the NIJ move slowly and it takes much discussion to convince the NIJ to adopt new procedures. The NIJ lacks sufficient funding for its activities and frequently looks to USAID ROLISP for support. However, progress has been made in developing curricula and improving the quality of its training. Training of trainers has been successful and procedures adopted for institutionalizing modern adult educational techniques. The evaluation of trainers and training the NIJ staff and trainers to carry out the procedures for analyzing participants evaluations of trainings is being gradually implemented. USAID ROLISP has been active in implementing the functional analysis recommendations for staff training and will continue to do so in the next work plan year. A major difficulty is that NIJ has a very heavy program of trainings and the training requirements have expanded under the JSRS. NIJ lacks the space and funding for the expanded training.

The grants program is focused on developing advocacy and networking skills, public information, citizens' knowledge and education and anti-trafficking. The grants program has been successful and the grantees have met the requirements imposed by their grantee agreements. Milestones and deliverables are on time and meet the requirements. USAID ROLISP has organized a series of workshops and seminars designed to give grantees skills and knowledge that would improve their institutional capacity and give them the skills needed for development. The workshops and seminars included financial and tax management, developing sustainability and managing human resources.

The SCM has been reluctant to fully develop programs to provide the public with information on its activities and court activities. USAID ROLISP experienced some difficulty in getting the SCM to understand that transparency is essential if the public's perception of the judiciary is to change. SCM was negative with regard to the report measuring the public's perception and challenged the methodology.

## SUCCESS STORIES

### **A Moldovan NGO advocates for transparency**

In October 2013 the terms of 9 members of the 12-member Supreme Council of Magistracy (SCM) expired. The other 3 positions are ex-officio and held by the President of the Supreme Court of Justice, the Minister of Justice and the Prosecutor General. Six of the positions are filled by judges who are elected at a general assembly of Moldovan Judges. Three of the positions are held by law professors appointed by Parliament.

Although the SCM plays a crucial role in assuring the independence of the judiciary, disciplining judges and overseeing the conditions and impartiality for courts' operations, citizens are not usually aware of either the election of the judges or of the appointment of the three law professors. Nor are the judges electing the judicial members of the SCM fully aware of the background and professional skills and integrity of those they are asked to vote for. However, that changed with the most recent elections and appointment in October and November.

The Legal Resource Center of Moldova (LRCM), a USAID Rule of Law Institutional Strengthening Program grantee, began a campaign to make the election and the appointment of the 9 members more open and transparent. In October, LRCM requested the Moldovan Parliament to improve its process for appointing law professors as members of the SCM. At first there was no response or reaction from the parliamentary committee responsible for the selecting and forwarding to Parliament for approval the names of law professors to be appointed. A second request to the parliamentary committee resulted in a verbal request to the LRCM asking it to draft a regulation giving the selection process and criteria for the appointment. LRCM sent a draft regulation to the parliamentary committee but nothing happened and there was no response from the committee. The LRCM then organized a press conference criticizing the lack of reaction and communication of the Parliament with Moldovan civil society organizations advocating for change.

In November Parliament's majority coalition introduced a draft law providing for a merit-based and transparent process for selecting law professors that drew heavily on the draft sent by the LRCM. On November 21, 2013 Parliament passed the law which became effective with publication on December 6, 2013. On the same day, December 6th, the Parliamentary Committee called for applications from law professors interested in appointment to the SCM. In addition to advocating for the change in the selection of the 3 law professors, LRCM publicized the list of SCM candidates and their proposed programs before the judges' general assembly and monitoring the judges' general assembly from October 18, 2013. By publicizing the list of the candidates and their proposed programs, the members of General Assembly of Judges were able to base their decision on whom to vote for on specific information.

The openness and transparency in the election of SCM members are part of the continuing effort by USAID and the international community to open up closed processes

***First Video Conference with a US Court on Court Performance Indicators – a good example of efficiency and cost optimization***

USAID ROLISP organized a video conference with The Chief Judge and the Clerk of Court of the United States District Court, Middle District of Florida and the members of the Superior Council of Magistracy's (SCM) working group on court performance indicators. The Chief Judge and Clerk of Court discussed how their court analyzes performance data and uses it in preparing reports on court performance. The video conference took place on January 21, 2013 at the SCM premises. The U.S. presenters gave a comprehensive presentation covering the major issues of interest for Moldovan judicial authorities.



### **Audio/video recording equipment for hearings at the Superior Council of Magistracy**

Transparency in Moldovan judicial institutions received a major boost with the installation of audio and video equipment at the Superior Council of Magistracy. USAID ROLISP provided audio and video equipment for recording and on-line streaming of Council meetings. The video will also be retained on SCM's webpage for those who missed the real-time viewing of the Council meeting.



# SUCCESS STORY

## *A People Friendly Approach*

**More qualitative services for citizens addressing the courts.**

*Moldovan Courts' Chiefs of Chancelleries can now more effectively interact with the court users and provide support in solving their requirements and complaints.*

*Chiefs of Secretariats attending the training on People Friendly Courts*



*Training participants working in groups*



According to the Moldovan legislation, the courts of law are entitled to offer specific services to citizens, including access to information, access to court files, issue copies of audio recording of court hearings, issue copies of court case files etc. The procedures used by the courts staff that differed from court to court, and also the lack of information boards in some courts created difficulties for both: the court staff and the population, and led to the need of creating a uniform mechanism in all Moldovan courts for offering quality public services and easy access to information for court users, and providing a more people-friendly approach, in order to improve the quality of experience that Moldovans have when dealing with the courts.

To help the courts make these important improvements USAID ROLISP supported the National Institute of Justice (NIJ) in organizing two seminars on “People Friendly Courts” held on November 13-14, 2013 for the Chiefs of the courts’ chancelleries. The NIJ trainer Irina Lazur, expert in law and public communication provided theoretical and practical information to the participants about the types of services for citizens in courts, specifically on receiving and registering the court petitions and complaints, requests for access to information, public access to the court case files, issuing copies of audio recordings of hearings and copies of files, developing informational materials for citizens, publishing the information for the public on the courts’ webpages. The training course was highly appreciated by the participants who considerably increased their knowledge and skills in providing better services to population.

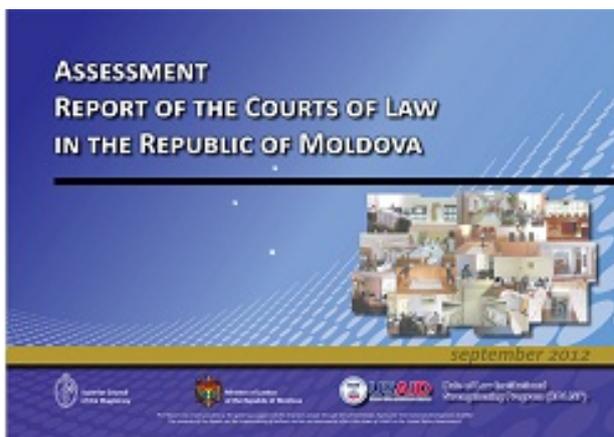
Alina Foltea from the Riscani Court in Chisinau says: *“During our working day we interact with different people and face various situations. And there were some issues that we could not solve, due to lack of information or practice. As a result of this training course I am able to offer more qualitative services to the court users and manage their problems based on the knowledge and skills acquired.”*

As a result of the training each participant received a User Guide on People Friendly Courts – the first practical informational support for Courts Chiefs of chancelleries, providing guidance on how to better interact with people addressing the courts. The manual contains extracts of laws related to services and information that courts have to provide to citizens, including practical examples

## The First Step to Moldovan Courts' Efficiency

With the public presentation of the “Assessment Report of the Courts of Law in the Republic of Moldova” the USAID Rule of Law Institutional Strengthening Program (ROLISP) completed the first-ever detailed assessment of the Moldovan courts.

On October 18, 2012 at a ceremony at the Supreme Court of Justice attended by court presidents and senior government officials the Assessment Report was officially released. Following opening remarks by the Minister of Justice Oleg Efrim, the Chairman of the Superior Council of Magistracy, Mr. Nichifor Corochii, and ROLISP's Deputy Chief of Party, Ms. Cristina Malai, explained the assessment's findings and recommendations. In their comments the Minister of Justice and the Chairman of the Superior Council of Magistracy acknowledged ROLISP's contribution in carrying out the detailed assessment that will provide useful information for future court improvements and reforms.



The Assessment Report contains a detailed court profile of each Moldovan court with a comparative summary of all the details and findings for the Moldovan courts. The court profile of each court provides up-to-date information on the infrastructure, automation, activities, human resources, public services and budgeting and procurement practices.

The Assessment Report, printed in both English and the Moldovan State Language, is available to NGOs, international organizations and others working with the Moldovan courts, the Ministry of Justice of the Republic of Moldova and the Superior Council of Magistracy.



# 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*

*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."

The project, implemented by the Balti Legal Clinic, will continue until December 2015.

## BUDGET EXECUTION SECTION

<b>Budget Execution Report - Annual Report 2014 Checchi and Company Consulting, Inc.</b>					
Line Item	Contract Amount (\$)	Inception to last reported period (as of January 31, 2014)	Estimated Expenditures February 2014	Total Cumulative Billed plus Estimated Costs	Estimated Remaining Budget as of Feb 28, 2014
	1	2	3	4=2+3	5=1-4
Total Labor	2,193,196	898,365	49,232	947,597	1,245,599
Total Fringe Benefits	102,579	39,432	1,984	41,416	61,163
Travel Transportation & Per Diem	332,860	90,059	1,615	91,674	241,186
Expat Costs/Allowances	259,023	113,765	1,907	115,672	143,351
Project Administration	460,313	204,221	8,964	213,185	247,128
Program Costs	2,690,573	1,404,744	72,157	1,476,901	1,213,672
Subcontracts	390,173	112,560	3,582	116,142	274,031
Overhead	1,365,693	497,272	23,872	521,144	844,549
<b>Total costs</b>	<b>7,794,410</b>	<b>3,360,418</b>	<b>163,314</b>	<b>3,523,732</b>	<b>4,270,678</b>
Fixed Fee	374,132	161,300	7,839	169,139	204,993
<b>Total cost plus Fixed Fee</b>	<b>8,168,542</b>	<b>3,521,718</b>	<b>171,154</b>	<b>3,692,872</b>	<b>4,475,670</b>

## ADMINISTRATION AND PROJECT MANAGEMENT

The Program has three components each component is charged meeting a specific contract objective. Component 1 is engaged in activities that satisfy Contract Objective 1 Enhance the effectiveness, transparency and accountability of the Moldovan Judiciary through strengthening the capacity of the SCM and the DJA. Component 2 is engaged in activities that satisfy Contract Objective 2 Support the development of a professional judicial and prosecutorial cadre in Moldova by strengthening the institutional and operational capacity of the NIJ (25%). Component 3 is engaged in activities that satisfy Contract Objective 3 Increase the capacity of civil society organizations to monitor and advocate for justice sector reform and improve public legal awareness (25%). Each component has a team leader and other personnel.

The Program also has an administrative section handling typical administrative duties such as accounting and translating.

Senior program people meet regularly with USAID.

There has been limited employee turnover. The Monitoring, Reporting and Gender Specialist, Program Assistant for Component 1 and the accountant resigned to take positions with other organizations. These positions were quickly filled.

Annex C  
Counterparts and Beneficiaries

Superior Council of Magistracy (SCM)  
2<sup>nd</sup> floor, 70 Kogalniceanu Street  
Chisinau, Moldova

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

Department of Judicial Administration (DJA)  
Blvd Stefan cel Mare, nr.124 B, et.2.  
Chisinau, MD  
Tel: 373 (022) 26 11 06

E-mail: [daj@justice.gov.md](mailto:daj@justice.gov.md)

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

National Institute of Justice (NIJ)  
1 S.Lazo St.  
Chisinau, MD  
Tel/fax: [\(+373 22\) 232 755](tel:+37322232755)  
Email: [inj@inj.gov.md](mailto:inj@inj.gov.md)

Role: The NIJ is an independent body charged with training judges and prosecutors and candidates for the judiciary and General Prosecutors Office. ROLISP is working with the NIJ to improve its management practices, develop modern, comprehensive curriculums and improve its trainers' training skills.

Moldovan Judges Association (MJA)  
13 Zelinski St.  
Chisinau, MD  
Tel./fax: [/+373 22/ 55-21-52](tel:+37322552152)  
Email: [jud\\_lex@mail.md](mailto:jud_lex@mail.md)  
Email: [mja\\_rm@yahoo.com](mailto:mja_rm@yahoo.com)

Role: ROLISP and MJA are jointly developing a series of roundtables designed to give Moldovan citizens information on the judiciary, judicial reform and build citizen awareness.

Supreme Court of Justice (SCJ)  
70 Kogalniceanu Street, 2<sup>nd</sup> floor  
Chisinau, Moldova

Role: The SCJ is a beneficiary. ROLIOSP has provided the Court with IT equipment, computers, printers and scanners and monitors for the court's entrances.

## GRANTEES

Legal Resource Center of Moldova  
str. Sciusev 33,  
Chisinau, Republica Moldova, MD 2001  
Tel. 373-22-843 601

Institute for Penal Reform  
str. Lomonosov 33  
Chisinau, Republica Moldova, MD 2009  
Tel. 373-22-925 171

Association of Independent Press  
str. Bucuresti 77  
Chisinau, Republica Moldova, MD 2012  
Tel. 373-22-220 996

Association of Independent TV Journalist  
str. Puskin 22, bir. 324  
Chisinau, Republica Moldova,  
Tel. 373-22-234 438

Women's Law Center  
str. Sfatul Tarii 27, office 11  
Chisinau, Republica Moldova  
Tel. 373-22-242 541

Balti Legal Clinic  
str. Puskin 38  
Balti, Republica Moldova  
Tel. 373-231-52 476

LaStrada  
str. Sciusev 81/4  
Chisinau, Republica Moldova  
Tel. 373-22-234 906

# Component 1 –

## Book of Annexes (3) -11

Annex C1-1 Assessment Report on the Courts of Law in the Republic of Moldova

Annex C1-2 Report on Audio Recording of Case Hearings in Moldovan Courts for the Period of December 2013 – January 2014

Annex C1-3 Report on Audio Recording of Case Hearings in Moldovan Courts for the Period of June-November 2013

Annex C1-4: Report on Audio Recording of Case Hearings in Moldovan Courts for the Period of November-December 2013

Annex C1-5: Report on Random Case Distribution in Moldovan Courts for the Period of November 11 - December 11, 2013

Annex C1-6: Report on Random Case Distribution in Moldovan Courts for the Period of December 12, 2013 - January 11, 2014

Annex C1-7: Report on Random Case Distribution in Moldovan Courts for the Period of January 12, 2014 - February 28, 2014

Annex C1-8: Centralized Procurement Guide for the Justice System of the Republic of Moldova

Annex C1-9 Courthouses Prioritizing Report

Annex C-10 Functional and Institutional Analysis of the Department of Judicial Administration of the Republic of Moldova

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Annex C1-20: Report on ICMS and Femida Trainings in January 2013

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# COMPONENT 2

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