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Rule of Law Institutional Strengthening Program (ROLISP)

Final Report

March 1, 2012 – February 28, 2016

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List of Acronyms

CSO	Civil Society Organizations
CTS	Center for Special Telecommunications
DJA	Department of Judicial Administration
GOM	Government of Moldova
ICMS	Integrated Case Management System
ICT	Integrated Case Technology
MOF	Ministry of Finance
JSRS	Justice Sector Reform Strategy
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
NGO	Non-governmental Organization
NIJ	National Institute of Justice
NORLAM	Norwegian Mission of Rule of Law Advisers to Moldova
OSCE	Office for Security and Cooperation in Europe
PBB	Performance-based Budgeting
PMEP	Performance Measurement and Evaluation Plan
ROLISP	Rule of Law Institutional Strengthening Program
SCJ	Supreme Court of Justice
SCM	Superior Council of Magistracy
USAID	United States Agency for International Development

Introduction

This Final Report discusses USAID Moldova's Rule of Law Institutional Strengthening Program's ("ROLISP" or "the Program") activities during the period March 1, 2012 through February 29, 2016. It presents in summary the activities for accomplishing the expected results specified in the contract. In addition to discussion of the accomplishments during ROLISP's four years, this Report also discusses:

- Problems encountered
- Objectives which were not fully achieved for reasons beyond the control of ROLISP
- Lessons learned
- Possible future, follow-on programming
- Estimates and/or a description of the Program's achievements

This Report also:

- Lists the governmental and nongovernmental institutions with which the Program worked
- Contains an index of all reports and information products produced under this contract

Checchi and Company Consulting, Inc. was awarded a four-year contract for implementing the Rule of Law Institutional Strengthening Program (ROLISP) that started on March 1, 2012 and ended on February 29, 2016. The contract's goal was to provide technical assistance that would strengthen the institutional capacity, transparency and accountability of key Moldovan justice sector institutions identified as the Superior Council of Magistracy (SCM), the Ministry of Justice's Department of Judicial Administration (DJA) and the National Institute of Justice (NIJ). By strengthening the capacity of these three institutions, they would more efficiently and effectively respond to citizens' needs.

Three inter-related objectives were established for the Rule of Law Institutional Strengthening Program. They were:

- Objective 1: Enhance the effectiveness, transparency and accountability of the Moldovan judiciary through strengthening the capacity of the Superior Council of Magistracy and the Department of Judicial Administration.
- Objective 2: Support the development of a professional judicial and prosecutorial cadre in Moldova by strengthening the institutional and operational capacity of the National Institute of Justice.
- Objective 3: Increase the capacity of civil society organizations to monitor and advocate for justice sector reform and improve public legal awareness.

Each of the objectives had expected results and tasks for achieving the expected results.

The tasks and work plan activities for achieving the expected results were designed to improve the efficiency and transparency of the Moldovan judiciary, strengthen the organizational capacity and ability of the National Institute of Justice so that it delivers high quality training to judges and court staff, and increase public confidence in the courts and the judicial system.

Prior to the start of the Program, Moldova adopted a Justice Sector Reform Strategy (JSRS) and a detailed action plan for extensive reform of the legal system. ROLISP activities supported the JSRS whenever possible. The MOJ also specifically requested ROLISP assistance to accomplish particular activities in the JSRS Action Plan when it lacked the resources.

Executive Summary

At the start of the Program, ROLISP assessed the current conditions in each Moldovan court in six areas; infrastructure, court automation, business, human resources, services to the public, and budget and procurement. ROLISP published its findings and recommendations in the “Assessment Report of the Courts of Law in the Republic of Moldova” and followed up in 2015 with a second assessment in the same areas. The Project determined that many of its recommendations from the 2012 Assessment Report had been implemented and published assessment’s findings in the “Assessment Report of the Courts of Law in the Republic of Moldova: September 2015.”

Electronic Case Management

During the Program’s four years, ROLISP devoted substantial effort and resources to improving the Moldovan court system’s electronic case management system, the Integrated Case Management System (ICMS). At the start of the Program ICMS was not widely used by the courts and there were many complaints from users. Responding to the complaints and committed to institutionalizing court use of the system, ROLISP upgraded and refined ICMS with Version 4.0 and later Version 4.1. Included in the two versions were:

- Integration of ICMS and Femida audio recording equipment for the easy transfer of audio recordings of hearings to court and ICMS servers
- Improved functions and tools for managing authorized access
- Improved search and case transfer functions

ICMS Version 4.0 and Version 4.1 resolved the issues which had troubled system users, and by 2015 every court in the country was using it with only minor complaints about ICMS functionality.

Included in the upgrade and refinement of ICMS were major changes and improvements to the ICMS’ Performance Dashboard module and Electronic Judicial Statistical Module. Additional performance indicators were added to the Dashboard, providing more useful information for court management to analyze. ROLISP removed bugs in the Module, improved the collection and storage of data so that reports produced by ICMS were accurate. The Program also added five new statistical reports on juvenile parties and witnesses in cases.

In order for the courts and administrative institutions to make full use of the improved system, ROLISP provided them with nearly \$1.3 million worth of computers, IT equipment, and office equipment. After each major upgrade and throughout its four-year duration the Program organized trainings for judges and court staff in using ICMS.

ICMS is close to full capacity and many of the features of newer case management systems cannot be added. Realizing that ICMS was becoming obsolete, ROLISP developed a concept for a new ICMS and delivered it to USAID Moldova.

Accounting and Budget Management

At the start of the Program the courts and judicial institutions’ budgets were developed by adding a small percentage to the prior year’s budget. ROLISP trained court staff in developing performance-based budgets and provided them with financial software so that records

and reports were uniform across the court system. ROLISP also trained court staff on public procurement and supported preparation of a guide for public procurements.

Random Case Assignment

Random assignment of cases is a key element of modern court and case administration. At the start of the Program only a few courts were using ICMS' random case assignment function. ROLISP organized a major campaign for random assignment of cases by ICMS, emphasizing its potential to reduce judicial corruption. The Program prepared monthly reports for SCM and DJA showing the number of cases randomly assigned by ICMS and modified the system to eliminate manipulation.

Audio Recordings

To address issues of transparency of judicial proceedings, ROLISP increased audio recording of hearings in court and in judges' chambers by providing additional equipment and improving the transfer of recorded hearings from court servers to the ICMS server. The number of hearings recorded was reported monthly to SCM and DJA, and at the conclusion of the Program all hearings were audio recorded and the recordings properly preserved.

IT Infrastructure

ROLSIP developed an IT Infrastructure Action Plan for maintaining and improving the judiciary's electronic systems. Some of the activities in the Plan remain incomplete, and near the end of the program period ROLISP and the Center for Special Telecommunications (CTS) discussed further steps needed to complete training of court staff on secure use of court hardware and software. To ensure that the steps are taken, ROLISP trained all Moldovan court staff in secure use of IT resources.

Court Optimization

The JSRS requires Moldova to optimize the number of Moldovan courts. A local NGO conducted a study on Moldovan courts which contained several optimization options for the Ministry of Justice (MOJ) to consider. At the MOJ's request, ROLISP conducted an economic feasibility study of potential courses of action, including the cost and impact of building new courthouses versus renovating old ones.

International Court Excellence Framework

During the last year of the Program, ROLISP introduced the International Court Excellence Framework (ICEF), a system in which courts work to achieve court excellence rather than focusing on a particular activity, in three pilot courts. The results were presented at a public meeting, and following a highly positive reception, the SCM adopted a "Good Practice Guide on Court Excellence in the Republic of Moldova." Courts apply the practices in the guide to achieve excellence in seven areas, namely Court Leadership and Management, Court Planning and Policies, Court Resources (Human, Material and Financial), Court Proceedings and Processes, Client Needs and Satisfaction, Affordable and Accessible Court Services and Public Trust and Confidence.

Judicial Training and NIJ

ROLISP directly and with partners organized and delivered trainings to judges and court staff on a variety of subjects, including operation of the electronic case management system, statistical analysis of court performance indicators, and techniques for management and budgeting.

ROLISP completed a functional analysis of the National Institute of Justice (NIJ), finding that judicial education would benefit from increased staff trainings and an improved curriculum as judges felt the curriculum was impractical, overly theoretical, and a repetition of law school. To address the staff capacity issue, the Program supported staff training in software, statistical analysis, and time management. Additionally, ROLISP worked with the NIJ to change judges' perception that NIJ courses were not useful by developing needs-based curriculums and training NIJ instructors on principles and modern techniques for adult education. With ROLISP assistance, NIJ now has procedures for evaluating its trainers, as well as hardware to facilitate the transition from a paper to electronic system for completing and analyzing the evaluations.

ROLISP concurrently developed a communication plan for NIJ staff to better disseminate course information and improve media relations.

Grants

ROLISP awarded 15 grants to local organizations for programs in advocacy, public awareness of court operations, judicial reform, and anti-trafficking. Grantees also received capacity building training on developing their organizational structures, financial management and fundraising skills.

Materials

As part of its initiative to increase court user's awareness of judicial operations, ROLISP developed and distributed brochures, films, phonebooks and posters in courthouses. These materials also included information on citizens' rights and court reform. Youth were engaged through a "Who's Who in the Courts" puzzle in which they could identify courtroom participants by placing an identification card next to a picture of a participant.

Court Customer Service

To improve the experience of court users, ROLISP developed a guide on customer service principles and practices, supplemented with a series of workshops for court staff on implementing those practices. The Program placed TV screens at the entrance of each court that show the daily calendar of trials, their courtroom location, and presiding judges. Additionally, the SCM web page was analyzed and revised to make it more appealing and user-friendly.

Public Private Partnership

Aware of the benefits to justice of cooperation between state and private sector actors, ROLISP subcontracted SSG Advisers to appraise possible candidates for a Public Private

Partnership. A concept was developed to partner NIJ with an IT company which would offer training in relevant technologies to the instructors, though the idea did not gain significant traction.

Expected Results, Tasks and Illustrative Activities

Objective I Enhance the effectiveness, transparency and accountability of the Moldovan judiciary through strengthening the capacity of the SCM and the DJA

Expected Result I.1 *Judicial operations are rationalized and streamlined based on objective court performance data.*

The five tasks for achieving Expected Result I.1 can be summarized as:

- Develop and refine court performance objectives.
- Assist the SCM and DJA with collection and analysis of performance data.
- Train court staff in the required skills and techniques for using performance data to measure case management in several areas, including: (1) case clearance rate, (2) on-time case processing, and (3) age of pending caseload.
- Provide technical assistance to SCM and DJA to conduct performance audits of courts
- Enhance the efficient organization of internal processes and workflow management

Summary of activities for achieving Expected Result I.1

Modern courts rely on electronic court and case management systems which can increase productivity and reduce opportunities for corruption. Moldovan courts use the ICMS to electronically manage its case administration. In addition to its usefulness in organizing case information, the ICMS has a Performance Dashboard and the Electronic Judicial Statistical Module, two essential functions which provide data on court performance. Properly analyzed, the data provides important information for rationalizing judicial operations. When court administrators better understand the scope and scale of court activities, they can streamline judicial operations to better meet the demands on it.

Court Performance Indicators Developed

Early in the Program ROLISP and the SCM organized a Working Group on Measuring Court Performance, and the group adopted the Program's six proposed 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

The first five indicators were programmed into the ICMS' Performance Dashboard module, and the data for the Access and Fairness indicator was collected by a survey of court visitors. Testing on the functionality of the Judicial Statistical Module for district and appellate courts found many bugs and errors which the Program fixed; the Program also added an additional statistical module for the Supreme Court of Justice.

Court Performance Data Used

ROLISP conducted extensive training for SCM, MOJ, DJA and court representatives on building the capacity to analyze, interpret and use the performance indicators and statistics to improve court management and efficiency. Judicial administration officials went on Program-funded study trips to the United States, Denmark and Austria where participants observed how courts in those countries use performance data on case clearance rates, on-time case processing and aging caseloads to improve management.

During the third and fourth program years, ROLISP worked closely with the SCM's Judicial Inspection teams to develop a detailed checklist of court performance measures using ICMS-generated data. The checklists were used for by court inspection teams from the SCM.

Reports on Court Performance in Cases Involving Juveniles

At the Department of Judicial Administration's (DJA) request, we also added the following new reports to the statistical module:

- Statistical report on the activity of the first instance courts to examine criminal cases related to juveniles
- Statistical report on the number of convicted juveniles
- Statistical report on the activity of the first instance courts that examine criminal cases related to juvenile witnesses of crimes
- Statistical report on the punishments given juveniles
- Statistical report on convicted juveniles

Online Publication of Court Performance Data

ROLISP developed and installed a Web Report Card to provide users with court performance information. The public can now easily access information about case clearance rates, the rate of postponed hearings, audio recordings of court hearings and case decisions.

Result

ICMS has been substantially improved and all the courts are using it. Court staff and the SCM and DJA can now collect and analyze data from the system to identify those areas in which performance is substandard. With the e-management technology operating across the system, the Moldovan judiciary now has more tools to effectively manage courts and provide quality service. ICMS users primary concerns relate to a lack of sophisticated functions, which will be addressed following a ROLISP plan for modernizing the system.

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

The five tasks for achieving Expected Result 1.2 can be summarized as:

- Assist SCM to manage the judiciary's financial resources and fulfill its procurement oversight, financial reporting and audit function.

- Develop the capacity of the SCM to formulate, present and defend budget requests to the GOM
- Build the capacity of Moldovan courts to develop budgets and manage financial resources
- Create in DJA the appropriate administrative structures responsible for procurement, capital improvements, human resources and statistical analysis so that it can administratively support SCM
- Improve coordination between the SCM and DJA

Summary of activities for achieving Expected Result 1.2

Courts need strong accounting and budgeting skills, and ROLISP supported the SCM to increase its capacity to plan for the judiciary's long-term financial needs.

Performance-based Budgets

The Program emphasized the value of performance-based budgets for productive judicial administration in Moldova. ROLISP discussed the concept with the SCM and the DJA, organized a roundtable, and invited experts from the U.S. and Romania to train administrators in the principles and techniques of financial management, internal audit and procurement. ROLISP then developed a performance-based budgeting methodology and a Budget Request Template for courts to use in preparing and presenting court budgets to approving authorities.

Report on Judicial Sector Financing

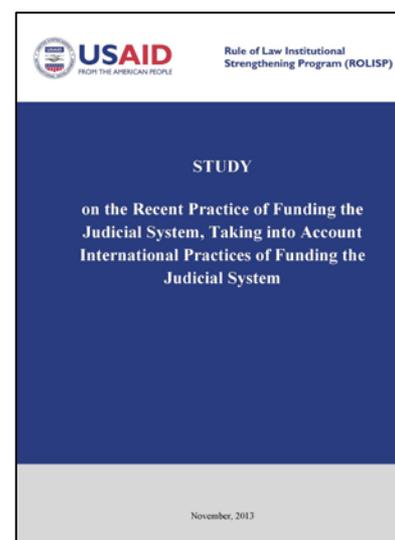
To fulfill its JSRS obligation, the MOJ requested that ROLISP undertake a study on financing practices of the judiciary. The report, which contained a thorough comparative analysis of court financing in Moldova and international practices, was presented at a public discussion. Based on the findings in the report, participants agreed that a regulation on internal court budgeting procedures should be adopted that standardizes zero-based and performance-based budgeting practice.

Financial Management and Control System (FMCS) Mandate

Under a directive originating from the Ministry of Finance, effective January 1, 2016, all courts and financial institutions are required to implement a financial management and control system (FMCS), a set of detailed procedures for managing public funds. ROLISP assisted in the development and piloting of an FMCS so that the courts could comply with the mandate.

Automated Accounting

To manage the planning for the long-term needs of the courts, courts must prepare and submit reports to the administrative authorities, and those reports must be based on uni-



form accounting procedures. With the assistance of ROLISP, most courts went from recording all transactions manually to using IC Budget software to keep record and report financial information. The Program provided software and training to all courts which had formerly relied on manual accounting. By the end of the program period, automated accounting had become standard practice across all courts, with ROLISP's support and the SCM's supervision.

Procurement

Following transparent and defined procurement procedures is important if courts are to maximize use of resources and minimize corruption. ROLISP trained court staff in proper procurement procedures and with a local expert developed a public procurement guidebook for courts.

Simplified Payment of Court Costs

Court users were having difficulty calculating the cost of filing documents and often arrived at the court with no clear idea of the amount of a filing fee or how to pay it. ROLISP developed a software program that would give citizens a means of calculating a filing fee and paying before filing the document. The software was installed on the courts' web pages and improved the court user experience.

Long-anticipated Merger of SCM and DJA

The MOJ requested that ROLISP conduct a functional analysis of the DJA to collect useful information for implementing a planned merger of the DJA and the SCM. Legislation authorizing the merger and renaming the unified administrative organ as the National Association of Court Administration ("NACA") did not advance in the Parliament. Consequently, ROLISP plans to conduct a financial analysis of DJA and provide the department with document management software were not completed.

Result: Significant progress has been made in budgeting and financial management practices in the courts of Moldova. ROLISP worked with the SCM and the DJA to improve financial management at the institutional level, and with substantial expert input and trainings, the judiciary was equipped with the skills and knowledge to perform better. SCM and courts have the tools and are now using indicators to prepare performance based budgeting. Budget software facilitates the preparation of uniform accounting records and reports. The SCM must still monitor and discipline courts that are not following prescribed procedures and continue to train staff on budgeting and financial management.

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

The eight tasks for achieving Expected Result 1.3 can be summarized as:

- Create a management process for improving and maintaining court infrastructure and ensure the proper usage and maintenance of IT systems and assets, including ICMS and court audio recording systems

- Improve the functionality of judicial information technology (computer systems, ICMS, Femida audio recording system and web sites) so that courts have the data necessary for managing their operations and providing the public with access to court proceedings and decisions
- Assist with providing system hardware, software upgrades and modifications and equipment. Work with the MOJ on planning for budgetary resources for maintaining current systems and IT equipment and acquiring new systems and equipment, including working in synergy with the GOM initiatives for e-governance and plans for centralizing computing operations
- Build the capacity of NIJ to take over the information technology training including training on ICMS and the current audio recording system for judges, court personnel, attorneys and other legal service providers
- Provide technical assistance, capital improvements, computers, software, scanners for ICMS and other technical equipment to the courts, including training for judges and court staff
- Develop an effective communications strategy to inform Moldovan citizens about reforms and tools that increase judicial accountability
- Develop public outreach programming to familiarize the public with recent court reforms such as automation and access to electronic data
- Design and implement an automated case management system for use by the Prosecutor General's Office

Summary of activities for achieving Expected Result 1.3

During the program period USAID ROLISP assisted the judiciary in Moldova to make significant strides in its administrative and technical capacity, particularly in the areas of infrastructure, court technology, human resources and budgeting.

International Court Excellence Framework (ICEF)

In the last program year SCM piloted the International Court Excellence Framework (ICEF), a set of concepts and tools for assessing and improving a court's performance. ROLISP introduced ICEF to Moldovan judicial administrators at an international conference in October 2014 around the theme of "Contemporary Court Administration – Key Element for Judicial Reform". Courts implementing the ICEF assess their own performance in seven core areas:

1. Court Leadership and Management
2. Court Planning and Policies
3. Court Resources (Human, Material and Financial)
4. Court Proceedings and Processes
5. Client Needs and Satisfaction
6. Affordable and Accessible Court Services
7. Public Trust and Confidence

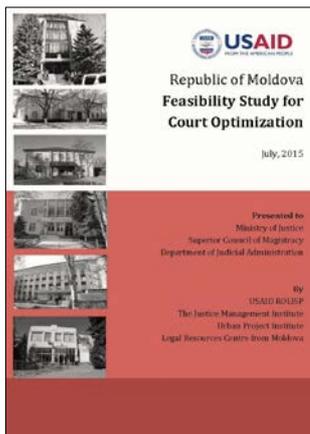
Following its self-assessment, a court will develop an action plan for addressing the weaknesses identified.

With ROLISP support, the SCM appointed the Balti Court of Appeals, Criuleni District Court and Donduseni District Court to pilot development of a Court Excellence Framework. The three pilot courts used court user surveys, court staff surveys, a self-assessment questionnaire and information from study visits to Europe and the United States to develop action plans for improving their court's efficiency and quality of services for court users. On November 16, 2015 at a meeting of court presidents and chiefs of secretariats from each of the pilot courts presented their report on the court's activities and accomplishments in piloting ICEF. Included in the activities reported by the three pilot courts were:

- A system for monitoring the correctness of addresses in the summons prepared by the court secretaries
- Construction of an exterior access ramp for disabled people
- Samples of civil complaints and other documents that citizens request most were placed in the court's public area
- Brochures outlining the procedures for submitting a case
- A Facebook page on which the court posts information about court activity

In December 2015 the SCM, acting on the favorable results of the pilot and the high level of interest shown at the public presentation of the report on the piloting, approved the "Good Practice Guide on Court Excellence in the Republic of Moldova" as a guide for courts to use in improving in the seven areas of excellence.

Court Optimization



As a part of the Justice Sector Reform Strategy, the GOM seeks to optimize the Moldovan Courts. Following a study by a local NGO on optimizing the courts, the MOJ was considering consolidated 42 district courts into courts with nine or more judges. Following an MOJ request, ROLISP conducted a feasibility study for court optimization which looked at the economic costs for building new courthouses or renovating existing courthouses, the costs of terminating staff in closed courts, and the costs of adding staff in courts hosting transferred judges. The study was delivered to the MOJ with an annex containing statistical data supporting its conclusions. The MOJ had yet to make a decision on optimizing the courts at the end of the Program.

Courthouse Facilities

Many of Moldova's courthouses are in a poor state. They lack many of the facilities necessary for efficient administration and do not accommodate court users. ROLISP developed guidelines for the construction and design of Moldovan courthouses that can be used for future construction or renovations.

Random Case Assignment

In March 2012 most of the courts were assigning cases manually and ignoring the random case assignment module in ICMS. The media was frequently reporting on cases assigned to a

judge preferred by a more powerful or wealthy party, and the SCM and the MOJ were under pressure to eliminate the manual assignment. To aid courts in transitioning to random case assignment using the electronic case management system, ROLISP refined and upgraded the assignment module in ICMS. The Program prepared monthly for the SCM and DJA a report on the use of random assignment of cases. By the Program's end in February 2016, 95% of all cases filed in Moldova were randomly assigned by ICMS on the first assignment, and the other 5% were randomly assigned more than once. Cases may be reassigned due to the unavailability of the initially assigned judge either for ethical reasons, vacation, illness or other legitimate reasons. The cases that are assigned two, three or four times are randomly assigned by ICMS. Although there are still a few reported instances of courts manipulating the random assignment of cases, SCM and DJA are aware of the manipulation and take disciplinary action when it happens.

Audio Recording of Hearings

With ROLISP support, all court hearings are now recorded and added to the ICMS system. At the start of the Program, few courts had the technological capacity to record hearings using an audio recorder system. Courts relied on inefficient methods to keep track of what was said during hearings. ROLISP provided Femida audio recorders for all courtrooms that were not sufficiently equipped with them. Because nearly all courts house more judges than courtrooms, digital voice recorders were provided for recording hearings held in judges' chambers.

ROLISP reported monthly to the SCM and DJA on the audio recording of court hearings. The data reported was often subject to interpretation and adjustment because in some cases the number of recorded hearings exceeded the number of hearings calendared. This is due to digital voice recorders recording a new trial if the voice recorder is stopped during a hearing and restarted. Version 4.1 implemented at the end of the Program made changes in how data is saved and recorded and should eliminate most of the inaccuracy problems.

Upgrades to Electronic Management System

ROLSIP made major revisions to the ICMS to make it more user-friendly for courts, with attention primarily to refining the Performance Dashboard and the Electronic Judicial Statistical Module as discussed above. Additionally, it is now easier to save audio recordings and to transfer records from court servers to the ICMS server.

The last revision, Version 4.1 made the following changes:

- Revised source codes for all changes to ICMS
- Refined Performance Dashboard and the Electronic Judicial Statistical Module
- Integrated ICMS and Femida audio recording equipment for the easy transfer of audio recording records of court hearings
- Better functions to minimize unauthorized access
- Improved search and case transfer functions

After Version 4.0 and Version 4.1 were installed, debugged and fully operational, ROLISP trained users in navigating ICMS's new and refined features.

Although there has been substantial improvement in ICMS since it was first installed in 2009, it lacks the features of most modern electronic case management systems and is close to its capacity for additional features. In January 2016 ROLISP delivered a concept to USAID for further upgrading ICMS to include the latest technology.

Equipment Provided

Soon after beginning to implement Program activities to support improved court administration, it became apparent that the computer equipment lacked the speed and memory to take full advantage of the upgraded systems that ROLISP was providing for the courts. Court administrators newly trained in using ICMS to monitor random case assignments and track performance data were inhibited by limited access to functional equipment. To assist courts in enjoying the full benefits of the upgraded electronic system, ROLISP began providing courts with computers, software and office equipment, as shown in the following table.

IT AND OFFICE EQUIPMENT PROVIDED COURTS, SCM AND DJA			
Beneficiary	Quantity	Provided Equipment	Value / USD
Ministry of Justice	48	Mikrotic routerboards	\$7,284.00
Supreme Council of Magistracy	1	Polycom audio-video system	\$46,276.17
	30	Computers and software	\$30,144.52
	3	Multifunctional printers	\$9,300.00
	1	Archiving furniture / equipment	\$3,312.00
Supreme Court of Justice	30/15/5/1	Computers, scanners, printers, LED TV, etc.	\$40,950.00
	20/20	Computers, software and office printers	\$41,712.74
National Institute of Justice	1	Computer HP Elite Pro 7500 Business Desktop with software	\$1,434.00
	1	Audio-recording Femida set	\$2,442.32
	1	Info Screen (LED TVs, mini PCs, accessories)	\$1,100.00
	100	E-tablets	\$33,300.00
Balti Court of Appeals	1	Archiving furniture / equipment	\$9,050.00
Department for Juridical Administration	1	Multifunctional printer	\$3,100.00
Centre for Special Communications	1	Data storage equipment	\$22,342.00
Balti, Botanica and Hincesti Courts	1	Archiving equipment	\$58,789.00
Moldovan Courts	228	Digital Voice Recorders	\$36,070.00
	111	Audio-recording Femida sets	\$264,513.01
	386	Computers and software	\$398,276.52
	45	Licensed 1C8.2 (8.3) accounting software	\$11,725.00
	5	Switch 24 ports	\$2,000.00
	5	Switch 32 ports	\$2,500.00
	40	Scanners	\$45,741.00
	27	Multifunctional printers	\$92,620.24
	231	Office printers	\$21,623.91
44	Info Screens (LED TVs, mini PCs, accessories)	\$48,815.00	
Ciocana Legal Court	1	Archiving equipment	\$41,777.00
Chisinau Court of Appeals	12	Femida license keys	\$21,840.00
TOTAL			\$1,298,038.43

IT Infrastructure

In the first year of the Program, ROLISP developed a plan for maintaining and improving the judiciary's IT infrastructure. Reviewing the IT Infrastructure Action Plan in 2015, ROLISP determined that many activities remained incomplete and offered to support CTS to make further progress, particularly with security-related activities. In November 2015 ROLISP trained all Moldovan court staff on secured use of hardware and software, drawing from the security provisions in the "Norms for the Acceptable Use of IT Resources in Courts" that CTS developed in 2014.

Prosecutor Case Management System

One of ROLISP's work plan activities was to develop a case management system for prosecutors. When the Program learned that UNDP was already developing one, ROLISP instead conducted an assessment of the IT infrastructure in prosecutors' offices. The Prosecutor General acknowledged the assessment's usefulness for case management.

Result: All Moldovan courts are now using ICMS, due to the numerous improvements made through the Program. With ICMS's higher degree of functionality, courts reap substantial gains from a more organized, accessible and informative management system. To ensure that ICMS remains beneficial, the Program developed a concept for a new and more modern ICMS to be implemented in a follow-on project. ROLISP's contribution of audio recording equipment and supportive trainings in how to use and maintain it allow courts to now record all judicial hearings. The substantial amount of equipment provided by ROLISP allows the courts to make full use of ICMS and other software. The Program's court optimization feasibility study and guidelines for courthouse construction and renovation will help the MOJ address concerns about court facilities.

Objective 2 Strengthen the institutional and operational capacity of the NIJ

The National Institute of Justice (NIJ) is the training center for sitting judges, candidates for the judiciary, prosecutors and court staff. An independent agency, the NIJ is governed by the NIJ Council to which the NIJ Director reports. The JSRS requires the NIJ to train a greater number of legal professionals, however, the GOM has not provided the necessary funding for an increase in training.

Expected Result 2.1 Improved Management Practices Within NIJ.

The three tasks for achieving Expected Result 2.1 can be summarized as:

- Develop and implement a strategy to improve management capacity
- Define and improve NIJ organizational structure
- Develop transparent recruitment procedures for staff and experts

Summary of activities for achieving Expected Result 2.1

Early in 2013 ROLISP supported a functional analysis of the NIJ, concluding with a series of recommendations for different areas that needed improvement in the NIJ, including institutional development, financial management, staffing, and communication.

Institutional Development Plan

A major recommendation was to strengthen the administrative skills of staff and provide further training in software such as Excel. ROLISP, working with NIJ, arranged staff training in time management, Internet use, basic statistics, advanced statistics and institutional management practices. ROLISP assisted NIJ to prepare and implement a strategic action plan for developing staff, assessing judicial candidates, assessing judges' needs, and modernizing initial content for judges-in-training and in-service training for practicing judges.

Financial Management

The functional analysis highlighted NIJ's weakness in financial management and recommended institutional capacity-building in budget matters. ROLISP pursued a more in-depth investigation of how NIJ managed its resources, compiling its findings into the "Evaluation Report on the National Institute of Justice Budget Execution." The report noted that there were some deficiencies in budget planning and cooperation between units within the NIJ, and recommended that administrative staff in all units be trained in budget matters and record-keeping be more uniform. To implement the report's recommendations, ROLISP and NIJ prepared an action plan which included training in preparing and implementing budgets, public procurement and communication skills.

Human Resources

Another recommendation from the functional analysis was that NIJ's staffing structure needed to be clarified and strengthened. ROLISP prepared a staff needs assessment and drafted a workforce plan and an organizational chart which, after revisions by NIJ, were approved. ROLISP 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 Divisions.

To improve and modernize NIJ's obsolete regulations governing personnel, ROLISP developed a Human Resources Management Plan and a Personnel Policy which were accepted by NIJ.

ROLISP also drafted the following human resources regulations and submitted them to the NIJ for review and comment.

- Internal Order Regulation
- Personnel Adaption and Mentoring Regulation
- Personnel recruitment and selection regulation
- Development and Training of the NIJ Staff Regulation

NIJ requested a number of revisions to the draft regulations, and by the end of ROLISP only the Internal Order Regulation had been adopted by the NIJ Council.

Communications

ROLISP supported improving communication practices and skills at the NIJ through a seconded communications expert. The expert trained the staff on effective communication, developed a communication plan and recommended significant changes to the NIJ webpage.

Assessment of ROLISP's Impact

In the Program's final year, ROLISP brought in an expert from the Romanian School of Magistracy to assess the impact of ROLISP's activities with the NIJ. A summary of the conclusions in the End of Term Assessment is shown below.

Summary of the End of Term Assessments Conclusions

Quality of training: Clearly the development of distance learning with courses that are interesting and provide quality training is a success. In addition to meeting the needs of the judges and candidates, the development of the ToT distance learning course will also enhance the skills of the IT staff. NIJ is also promoting distance learning with a brochures and information on its web page.

The development of training and trainers has been less successful but has established a basis on which the NIJ can build. Providing PC tablets for evaluators to use has been a big step forward and will, without doubt, speed up the evaluation when they are fully integrated into the evaluation process and the paper forms are eliminated.

ROLISP has actively promoted using adult education techniques and provided training to trainers. The consultant believes that the full use of techniques will depend on the trainer and NIJ.

A lot of work has been done on developing curricula that are more than just a repeat of the law school curriculum and now cover topics in a more practical and less theoretical way. Revising and updating the training materials for initial training has been a challenging process and work remains to be done.

Improving NIJ's institution and organization capacity: ROLISP was very active in developing NIJ's capacity with training for the staff on institutional management, time management, statistics, performance indicators and financial management. Most of the training and the recommended changes for improving NIJ's institutional and organizational capacity require changes in NIJ's institutional culture which takes time to develop. NIJ is also handicapped by budget constraints and regulations and laws which limit the opportunity to make staff changes that will speed-up progress.

Result: The functional analysis pointed out a number of weaknesses in NIJ's management and provided recommendations, which ROLISP followed up with through active efforts to promote human resource development. As the End of Term Assessment points out, changing cultural attitudes of an organization is a long-term endeavor and depends on the willingness of senior management to make the necessary changes and on the willingness of the staff to incorporate the changes into their daily activities. ROLISP has laid the foundation for NIJ to grow and improve. Whether the training and changes will be institutionalized depends on the management and staff.

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

The tasks for achieving Expected Result 2.2 can be summarized as:

- Develop a needs-based, modern, comprehensive curriculum for training sitting judges and candidates for the judiciary
- Develop a training program for court staff
- Integrate anti-trafficking curricula as part of the mandatory continuous legal education program for judges.

Summary of activities for achieving Expected Result 2.2

Curriculum Development

In March 2012 when ROLISP started, judges and candidates for the judiciary were complaining that the mandatory NIJ training in continuous legal education was too theoretical and academic, without much relevance to judges' practical legal work. To begin developing a needs-based curriculum, ROLISP created a methodology for assessing the needs and priorities of in-service judges and judicial candidates. The methodology was approved by the NIJ for strategic planning for curriculum development, and ROLISP followed it to perform an initial assessment of judges' needs.

ROLISP developed a "Concept for Continuous Training of Justice Sector Professionals" and the "Template Curriculum for Continuous Training of Justice Sector Professionals" which were reviewed and accepted by NIJ. ROLISP and NIJ then organized a roundtable at which justice sector institution representatives discussed the Concept and Template. The roundtable participants accepted the two documents and they were approved by the NIJ Council. ROLISP also supported the development of the NIJ Trainers Statute and the Methodology for the Evaluation of the Quality of the Training Programs" (Methodology). NIJ prepared an action plan for implementing the concept paper, the template, the trainers' statute and the methodology and submitted it the NIJ Council for approval.

Chiefs of Secretariat

The GOM passed a law establishing a chief administrator position, called Chief of Secretariat, for each Moldovan court. Many of the appointed individuals were not familiar with the duties required for administering a court and participated in a three-month initial training program organized by ROLISP and NIJ.

Audio Recording Training

In addition to the three-month training, ROLISP's Judicial IT Specialist conducted two training sessions for the chiefs of secretariat in using ICMS and Femida audio recording equipment to record court hearings.

Donor Committee

Realizing that it was responding to donors' offers of assistance and training with no plan for managing them, NIJ accepted ROLISP's suggestion to organize a Donor Committee. The Donor Committee was intended to advise NIJ on planning, coordinating, monitoring and assessing the impact of donors' technical and financial assistance. The initial plan was that the committee would meet quarterly. However, after several quarterly meetings, NIJ decided to hold committee meetings twice a year. ROLISP advised NIJ to keep the meetings short and focused if it wanted to keep donors active and involved.

Database of Trainings

NIJ had a database of information on trainings and participants. However, the database was neither accessible to the participants nor to the institutions with which the participants were associated. ROLISP supported upgrading the database so that it maintained a training record for each judge, prosecutor and staff person trained showing the hours trained and

the courses attended. The upgraded database also allowed the institution with which the participant was associated access to information about the training. The upgraded database allows for online enrollment.

Distance Learning

Long distance training for judges, prosecutors and staff allows the participant to learn skills and increase knowledge without traveling to the training center and at the participant's choice of time. ROLISP worked with NIJ to develop a distance training program that fit the needs of the institution and the judges. Although NIJ had received an open-source ILIAS training platform from a donor, NIJ did not know how to use it and it remained uninstalled. ROLISP arranged for NIJ to learn about open source learning management from a local organization that used the ILIAS platform. ROLISP also provide consultants who organized a distance learning course on anti-trafficking and on Training of Trainers. Other donors are also helping NIJ to design long distance learning courses.

To provide judges and court staff with information about distance learning and to encourage them to register for the training, NIJ developed a brochure on the merits of distance learning and procedures for enrolling. The brochure was distributed to the courts and also handed-out at trainings at the NIJ.

Anti-Trafficking Curriculum

Integrating anti-trafficking into NIJ's mandatory continuous legal education for judges started with the collaborative efforts of NIJ, ROLISP, NORLAM, a local international donor and frequent contributor to NIJ trainings and LaStrada, a local NGO and ROLISP grantee. The group organized a workshop to improve participants' knowledge of investigation and classification of the crime of trafficking in humans, to improve their skills in interviewing victims (including child victims), and to provide guidance to NIJ on the content of its anti-trafficking curriculum for in-service training of judges. The workshop was attended by judges, prosecutors and police investigative officers. ROLISP and LaStrada then organized trainings on "Interviewing Children Witnesses of Sexual Abuse/Exploration." NIJ used the agendas and participant comments to develop the NIJ's continuing education curriculum on anti-trafficking for judges and prosecutors. La Strada's study of the treatment of child/victims witnesses in Moldovan courts under its ROLISP grant also provided source material for the anti-trafficking course, which was successfully piloted in a 2-day training in November 2013.

Result: ROLISP activities successfully developed NIJ's first distance learning course and followed up with a more sophisticated distance learning course for Training of Trainers. The NIJ IT staff actively participated in developing the distance learning course for Training of Trainers and are more capable of developing distance courses with the aid of consultants. NIJ has marketed distance learning with brochures and information on its web page. Upgrading and improving the NIJ database allowed the NIJ to provide training information to participants and allows them to register on-line. Summaries of training courses and on-line registration are an indication that NIJ is giving some attention to serving its client base. ROLISP made a concerted effort to improve curricula so that they are practical and needs based. ROLISP has also made a significant effort on teaching the NIJ staff and trainers the basic principles of adult education.

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

The two tasks for achieving Expected Result 2.3 are:

- Design a system of evaluation that will be used to improve NIJ training
- Design a system of evaluation that will be used to improve allocation of resources.

Summary of activities for achieving Expected Result 2.3

ROLISP's "Methodology for the Evaluation of the Quality of the Training Programs" provided steps for NIJ staff to evaluate trainers and for course participants to evaluate courses. All evaluations were on a paper form with a prescribed format. The evaluation was then input into a computer for analysis and reporting. However, due to the number of trainings and the lack of sufficient staff, entering the data into the computer was always late and many evaluations were never entered. In the Program's fourth year, NIJ and ROLISP discussed the importance of the evaluations and the failure to adequately comply with the methodology. The discussion concluded with a decision to use PC tablets to do the evaluation with the evaluation entered electronically in a computer program directly. ROLISP provided NIJ with 100 PC tablets to use for the evaluation. NIJ developed a guide for training participants on how to do an electronic evaluation of the course using the PC tablets.

Result: ROLISP developed a methodology and procedures for evaluating the trainers, and a methodology in which training participants could evaluate courses. To make processing the evaluations more efficient, ROLISP supplied NIJ with 100 PC tablets. NIJ has worked to improve its evaluations and gives every indication of committing to and institutionalizing good evaluation practices. With sufficient resources and committed staff, it is reasonable to assume that in time evaluation of trainers and courses will be standard practice.

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.

At the start of the program Moldovan citizens had a relatively low level of awareness of their rights, did not fully understand the relevant legal institutions in the Moldovan legal system, and had little knowledge of how court procedures should work to redress violations.

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

The three tasks for achieving Expected Result 3.1 can be summarized as:

- Select civil society organizations to more effectively advocate for justice sector reform initiatives
- Select civil society organizations to monitor and report on the implementation of reform initiatives supported by ROLISP
- Civil society organizations are better at advocating on anti-trafficking issues, monitoring of anti-trafficking cases, and increasing public legal awareness of anti-trafficking

Summary of activities for achieving Expected Result 3.1

Civil society organizations working together can impact the quality of courts and judicial institutions by advocating for reform and providing information to citizens. They have an impact on citizens' knowledge and understanding of a court system that is independent and protects their rights. By awarding grants to civil society organizations, ROLISP gave voice to organizations that challenged the government's lack of transparency and accountability.

Grants

During the four years, ROLISP implemented two grant programs. The first program awarded grants to seven local NGOs to carry out activities on advocacy, public information and anti-trafficking. Four of the grantees were engaged in advocating for judicial reform, two grantees focused on providing citizens with information on court reforms and activities that were contrary to ethical judicial practices. Two of the grantees advocated for women's rights and for protection for children who were victims of or witnesses to trafficking.

Funding in the amount of \$450,000 was awarded in March 2015 for a second grant program which focused on supporting NGOs located in the southern region of Moldova. Nine grantees advocated for judicial reform, informed the public about citizens' rights as set forth in the Moldovan laws and constitution, developed methods for helping people to secure their rights, and promoted protection of women's rights.

At the start of the first grant program ROLISP conducted an organizational assessment of the seven grantees following the integrated approach summarized in the manual "Civil Society Capacity Building Approaches and Tools" and shown in Figure 1 below. In order for civil society organizations to advocate effectively and provide citizens with information.

The assessment covered advocacy, governance and strategic identity, management practices, human resources management and financial management and stability. The assessment indicated weaknesses in financial management, developing funding sources and building a network of supporters.

Following the assessment ROLISP organized five workshops on financial management and accounting standards for its NGO grantees with the goal of improving their knowledge and understanding of Moldovan accounting, tax law, and labor law.

Some grantees revised by-laws, developed or redesigned web pages or engaged in a strategic review of activities as a result of the assessment.

Figure 1: Integrated Approach for Capacity Building



Result: The grant program was successful in advocating for reform in the judiciary. The two grantees working in media provide monthly articles on the need for reform, on corruption in legal institutions, on court activities and generally informing citizens of their rights. The articles were published in national and local periodicals and online, and many were translated into several languages to reach the widest possible audience of Moldovan citizens. The Balti Legal Clinic and the Comrat Legal Clinic conducted legal awareness and Know Your Rights programs in the villages and small towns of northern and southern Moldova to provide residents with information about their rights and how to pursue legal remedies for violations of those rights.

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

The two tasks for achieving Expected Result 3.2 can be summarized as:

- Organizing public debates on advocacy issues
- Encouraging discussion between MOJ, the SCM and the grantees.

Summary of activities for achieving Expected Result 3.2

ROLISP and the Moldovan Judges Association (MJA) organized ten roundtables for bringing state officials, judges, citizens and the media together to engage in a public dialogue on judicial reforms. The roundtables were held in different locations in Moldova in order to get maximum participation and ensure coverage by the national and local press.

Organizer	Purpose	Audience	Discussion
Legal Resource Center from Moldova	Public presentation of the analysis of "Sanctioning in corruption cases – how uniform is the judicial practice?"	Representatives from the Superior Council of Magistracy, the Supreme Court of Justice, judges, the National Anti-corruption Center, prosecutors' offices, Union of Attorneys at Law of the Republic of Moldova, journalist donor community and development partners, e.g., ROLISP, ABA-ROLI, UNDP, OSCE,	<ul style="list-style-type: none"> Context and scope of the document Methodology Importance of the uniformity of judicial practice – why and how? Evolution of the sanctions applied in corruption related cases before 2014 Research results from analysis of corruption cases between 2014 – September 2015 based on the SCJ practice Compliance with the Supreme Court of Justice recommendation No.61 Observations and findings Recommendations for improvement.
Center for Analysis and Prevention of Corruption	Public presentation its second report on the Superior Council of Magistracy Selection and Evaluation Collegiums sector and the reforms.	Representatives from the Superior Council of Magistracy, Evaluation Collegium, Ministry of Justice.	<ul style="list-style-type: none"> Building a mass media network is an advocacy strategy of the LRC.
Legal Resource Center of Moldova	Presentation of the policy document "Minutes and Audio Recording of the Court Hearings – accuracy or duplication of tasks"	Representatives of the Superior Council of Magistracy, district courts, Chisinau Court of Appeal, National Institute of Justice, donor community and development partners.	<ul style="list-style-type: none"> Legislation and national practice in the field; Content of the minutes of the court hearings; Drawing up of the minutes and declarations; Audio recording and other technical options; Legislation and international practice in the field, based on examples of judicial systems in France, Germany, England and the USA (federal system); Optimization of the minutes of court hearings; Recommendations for improving the efficiency of recording court hearings.
Center for Analysis and Prevention of Corruption	Presentation of report on monitoring the Superior Council of Magistracy Selection and Evaluation Collegiums.	Representatives from the Superior Council of Magistracy, Selection and Evaluation collegiums and other NGOs that work in this area.	<ul style="list-style-type: none"> Findings and observations General Recommendation Recommendations for improving the Selection Collegium's method for interviewing candidates.
Legal Resource Center of Moldova	Public presentation of an analysis on the uniformity of the Supreme Court's judicial practice.	Representatives of the Supreme Court of Justice, Customs Service, Chamber of Commerce and Industry of the Republic of Moldova, Union of Lawyers, international development partners, and mass media representatives.	Findings from analyzing cases and decision in the area of retroactive customs payments.
Association of Independent TV Journalists	Public meeting	Media and the judiciary	Public discussion about the role of mass media in justice sector reforms.
Legal Resources Center of Moldova and the Center for Investigative Journalism	Inform journalists about the process currently used by the SCM to select and promote judges	Journalists from the Center for Investigative Journalism, Radio Moldova, Privesc.eu, Adevarul Moldova, and Radio Europa Libera	<ul style="list-style-type: none"> Problems impeding selection and appointment of the best judge candidates Recommendations for reforms
Association of Independent Press	Public presentation of its research study on the public's need for information about justice sector reforms.	Representatives of the Supreme Court of Justice, General Prosecutor's Office, Ministry of Internal Affairs, Nation Union of Court Enforcement Officers, National Council of Guaranteed Legal Aid, National Integrity Commission, National Anti-corruption Center, Parliament committee for mass media, journalists, and development partners.	Conclusions and recommendations for mass media and justice sector institutions in their efforts to inform the general public about justice sector reforms.

The nine 2015 grantees organized a series of public discussions that are summarized in the table above.

Result: The public discussion and the roundtables were effective in creating a platform for discussion between the judicial legal institutions, the legal advocacy groups and interested citizens. They gave citizens information about issues confronting the judicial system and innovated efforts and reform strategies to address them.

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

The three tasks for Expected Result 3.3 can be summarized as:

- Develop outreach materials informing citizens about judicial activities and reforms in the judiciary
- Improve citizens' perceptions of the judiciary
- Measuring citizen satisfaction with courts

Summary of activities for achieving Expected Result 3.3

The activities for achieving Expected Result 3.3 were designed to provide citizens with information about court activities and to measure and improve the services that courts provide to court users.

Public Awareness Survey

Early in the program ROLISP did a survey of the public's awareness of the judiciary and judicial reform and supplemented the survey with group discussions and interviews to better understand the issues. The survey covered knowledge of court activities, awareness of citizens' rights and ways to protect them and citizens' preferences for sources and types of information. The research results indicated that most people lack basic legal process knowledge and prefer to rely on lawyers to know the technical aspects of law and procedure. Understanding their options, particularly with respect to cost and state-provided services, remains important for citizens.

Participants were questioned on their awareness of justice-related rights, including the right to legal assistance, right to access justice, right to equality before the law and right to a fair trial. Fewer than half of respondents claimed awareness of those rights, but the percentage increased by the time ROLISP conducted a follow-up survey on the same issues in the fourth year of the Program.

Between the initial and follow-up surveys there was little change in citizens' preferences for sources of information (television and lawyer ranked at the top) or the type of information they would like to receive (filing procedures, rights and obligations, fees). In response to questions about judicial corruption, 45% of the 2015 survey respondents indicated that the state was making no effort to eliminate corruption and 30% said it *probably* was making no effort to eliminate corruption.

In asking citizens whether they had knowledge of or had heard of the ICMS or audio recording, more citizens knew of or had heard of audio recording than knew of or had heard

of ICMS in the initial survey. This is not surprising, as citizens are not directly affected by ICMS whereas anyone in a courtroom can see the microphones and the signs announcing that hearings are being recorded.

Human Rights Phonebook

As the judicial awareness survey results indicated, citizens are not often aware of their rights or how to get assistance in enforcing those rights. In response to that lack of awareness, ROLISP developed a Justice Sector Phonebook and a Human Rights Phonebook. The Justice Sector Phonebook contains contact information for each court, prosecutor's office, lawyers, notaries, bailiffs and the state legal aid offices. It also gives details about the organization of the Moldovan judicial system and some information about the European Court of Human Rights. The Human Rights Phonebook has contact information for the NGOs and government agencies that provide assistance to citizens seeking to enforce the rights guaranteed them under the laws and constitution of Moldova. Ten thousand copies of each phonebook was printed and distributed throughout Moldova.

Materials Available for Court Visitors

Providing citizens with information about court operations is important if citizens are to understand how courts function and the services they can expect when at the courthouse. ROLISP made and distributed brochures that explain in simple language the right to have a hearing recorded, the right to legal aid, the right to appeal a decision and the time in which to make an appeal. To further provide easier access to the information, ROLISP developed posters on these topics for display in the courthouses. To provide trial participants with information on the courtroom in which a trial was to be held and the judge hearing the case, ROLISP purchased and had installed in each court a LED TV screen that displays the court's daily calendar and identifies the courtroom and the presiding judge.

Court Web Pages

Each Moldovan court has a web page on which it publishes information about the court and decisions. ROLISP reviewed each court's web page and established a base line of information or lack of information. The Program collaborated with NIJ and court specialists to organize a training on Court Webpages Content Management System. Shortly after the training, the SCJ decided to develop a web portal for the court websites and contracted with a local company to manage it.

Customer Service

The research into public awareness of justice processes confirmed that citizens do not have a positive perception of the Moldovan judicial system. To improve the public opinion of courts, ROLISP focused its outreach activities on strengthening the courts' ability to provide quality service and information to users. People-friendly courts are essential if citizens are to have a more positive perception of the judicial system. ROLISP developed a manual on people-friendly approaches for Moldovan court operations and a curriculum for NIJ to use to teach judges and court personnel customer service techniques.

Courteous and efficient services influence considerably a court user's perception of the court. ROLISP prepared and distributed a customer service guide specifically for court staff

as well as a poster listing 10 standards for quality customer service that court users could expect. The poster “Customer Service Standards in the Courts of the Republic of Moldova” is now on display in each court, and with additional ROLISP training on how to provide service that meets the 10 standards, court staff are better prepared to meet and exceed users’ expectations.

ROLISP purchased suggestion boxes and placed them in the courts and developed a satisfaction form for court users to comment on the quality of the service.

Media Engagement

The SCM is one of two judicial institutions responsible for overseeing the courts and court activities. It is frequently asked to provide information on courts and court activities and to participate in public meetings, TV programs and radio programs. However, SCM’s ability to manage information and to communicate was often ineffective. To improve SCM’s communication skills, ROLISP published the “Practical Guide: Communication and Interaction with Media”. The guide includes tips for working with the media. The Program also trained the SCM Chairman in skills for working with the media and appearing on television and radio programs.



SCM Chairman Micu demonstrates ICMS to the media.

The SCM’s Working Group of Court Performance Indicators decided to use a court user survey to track access and fairness. ROLISP developed a court user satisfaction survey and gave it to the MOJ’s Department of Judicial Administration (DJA).

Result: Citizens have received information about courts and court reforms in a variety of ways. In addition to all of the information provided by grantees, particularly the many articles published by the Association of an Independent Press and the Association of Independent TV Journalists, ROLISP engaged in a variety of activities designed to improve citizens’ confidence in the courts. Brochures, short films and posters provided information about the courts and what to expect there. SCM’s communication skills were improved, and the chairman and staff were more prepared to engagement with the media. Although not all members of the SCM council were supportive of increasing the institution’s transparency and outreach, the SCM’s attitude towards media relations was significantly more positive later in the project than after the findings from the first judicial awareness survey was presented. At that time the SCM felt it did not have an obligation to keep citizens informed, and now most of the members understand the importance of better communication and more transparency.

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

The two tasks for Expected Result 3.4 can be summarized as:

- Awareness of legal institutions
- Tools for the enforcement of rights.

Summary of activities for achieving Expected Result 3.4

The two Moldovan legal clinics, Balti Legal Clinic and Comrat Legal Clinic, were actively engaged in making citizens aware of their rights and providing assistance to protect and enforce those rights. They organized legal awareness programs and meetings in the small towns and villages in northern and southern Moldova to offer information and services to rural populations. Citizens were able to contact the clinics by e-mail, telephone or a visit to the clinics’ offices if they wanted more information or wanted to request specific assistance.

The Women’s Law Center focused on improving legal awareness of domestic violence. It worked with legal NGOs and other legal professionals so they were aware of the protection mechanisms available to potential victims and victims of domestic violence.

Result: The legal clinics provided residents in the smaller towns and villages with information on their rights and other services that citizens would not have received if the clinics had not conducted the legal awareness campaigns. Beneficiaries of WLC’s activities became more aware of domestic violence and active in protecting victims.

Public-Private Partnerships

At the start of the Program SSG Advisors, a subcontractor assessed the opportunities for public-private partnerships. SSG’s assessment began with an orientation seminar for ROLISP staff to acquaint them with the principles of public-private partnerships. Following the orientation seminar, ROLISP organized 17 meetings with local businesses and CSOs. At the end of the visit SSG organized a half-day participatory meeting for ROLISP staff to present its conclusions and to suggest future activities they might consider. SSG identified seven possible public-private partnership opportunities listed in the Table below.

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

ROLISP tried to develop a public-private partnership in Judicial IT Training and NIJ indicated an initial interest in the Cisco Connected Justice Partnership, but eventually decided that it was not ready for a partnership.

Problems Encountered

Corruption and Public Discontent

The political environment made advancing justice reform particularly difficult. Corruption is rampant and rarely prosecuted, and citizens feel powerless to make the government more responsive. The discontent and dissatisfaction increased during the Program's four years. In such an environment it is difficult to change attitudes and perceptions particularly at the macro level. Working with small groups and relying on champions helped ROLISP to accomplish most of its goals.

President of Supreme Court of Justice

The President of the Supreme Court of Justice was extremely difficult to work with. He is a very prominent and powerful actor in the justice sector. He was often antagonistic to ROLISP's activities and disliked ICMS. While not an obstacle to the ICMS upgrades, particularly in support of random case assignment, he often demanded unreasonable changes. When we accepted a request to make a change he often altered his request during the implementation so that the time and resources for completion had to be extended.

NIJ Capacity

NIJ was difficult because of the lack of senior staff with professional skills in managing a judicial training institute. Senior management was also reluctant to undertake some activities because of concern about unfavorable publicity. For example, in finally agreeing to the functional analysis, the Director insisted that the analysis not be made public because she feared unfavorable publicity. The lack of resources, poor management of the resources and legal constraints also interfered with activities. For example, ROLISP was willing to purchase and install human resource management software but the offer was rejected because NIJ believed it lacked the resources to maintain the software and thought that it could design a simple Excel worksheet to do the same thing.

Insufficient Resources

GOM's financial problems often delayed full institutionalization or commitment to a particular activity, and courts were constantly facing a shortage of office supplies because of the lack of resources to secure them.

Inter-institutional Cooperation

The lack of cooperation and coordination between the SCM and DJA sometimes made it difficult to get a commitment or follow-on support for an activity. It was difficult to know which institution had responsibility for any particular course of action relevant to court administration. If the Program failed to acknowledge one of them when communicating with the other, ROLISP would be caught in the middle of the turf battle. GOM's failure to act on neither the merger nor the renaming and clarification of duties contributed to the problem.

Lessons Learned

Early Involvement from Counterparts

It is extremely important to develop support for a particularly activity that will change procedures or attitudes right at the start. Committees, discussion groups or focus groups that develop understanding of the need for change, the procedures to employ and the results and benefits of the activity are a necessary precursor to a successful intervention. Good examples of getting counterparts involved to ensure success are the Working Group on Court Performance Indicators and the roundtable with senior officials on the benefits of performance-based budgeting, both of which were organized before beginning the related activities.

Buy-in from Users

Particularly with IT activities it is extremely important to get buy-in at the start of the activity and to continue providing information and details. That means one should get information from the individuals who will use the IT on what they expect and need from the proposed IT and then follow up with workshops or meetings to clearly explain the change or activity, the purpose and specific details to those using the program as to how to implement.

Change Management

Marketing the activity is as important as implementing the activity. Marketing before, during and after the activity is completed is necessary. People need to prepare for a change in procedures or process. They need to know that a change is coming and they need to be encouraged to accept it.

Counterparts and Beneficiaries

Ministry of Justice (MOJ)

31 August 1989 Street
Chisinau, Moldova

The Ministry of Justice is an independent body charged with managing the Moldovan Legal System, including courts, prosecutors, notaries, bailiffs and other legal system agencies.

Superior Council of Magistracy (SCM)

2nd floor, 70 Kogalniceanu Street
Chisinau, Moldova

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 presents the judiciary budget to Parliament. ROLISP worked 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, Moldova
Tel: +373 (022) 26 11 06
E-mail: daj@justice.gov.md

The Department of Judicial Administration is a department in the Ministry of Justice. It is charged with providing administrative services for the SCM. ROLISP worked closely with the DJA on implementing activities for modernizing and streamlining court activities.

National Institute of Justice (NIJ)

I S.Lazo Street
Chisinau, Moldova
Tel/fax: +373 (022) 23 27 55
Email: inj@inj.gov.md

The NIJ is the only judicial training institute in Moldova. The only officially recognized legal education for judges is the training done or authorized by the NIJ.

Moldovan Judges Association (MJA)

13 Zelinski Street
Chisinau, Moldova
Tel./fax: +373 (022) 55 21 52

Email: jud_lex@mail.md

Email: mja_rm@yahoo.com

Supreme Court of Justice (SCJ)

70 Kogalniceanu Street, 2nd floor
Chisinau, Moldova

Grantees

Legal Resource Center of Moldova 2012

33 Sciusev Street
Chisinau, Moldova 2001
Tel. +373 (022) 84 36 01

Institute for Penal Reform

33 Lomonosov Street
Chisinau, Moldova 2009
Tel. +373 (022) 92 51 71

Association of Independent Press

77 Bucuresti Street
Chisinau, Moldova 2012
Tel. +373 (022) 22 09 96

Association of Independent TV Journalists

22 Puskin Street, bir. 324
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Tel. +373 (022) 23 44 38

Women's Law Center

2012 Sfatul Tarii Street 27, office 11
Chisinau, Moldova
Tel. +373 (022) 24 25 41

Balti Legal Clinic

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Balti, Moldova
Tel. +373 (023) 15 24 76

LaStrada

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Chisinau, Moldova
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Alliance of Women from Southern Moldova

11A Pobeda Street
Comrat, UTA Gagauzia
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Center for the Analysis and Prevention of Corruption

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Center for Prevention of Abuse Against Children

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Comrat Legal Clinic

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Center Nebiru

32, Soseaua Hancesti, ap. 40
Chisinau, Moldova
Tel: +373 (068) 75 25 17

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- Public-Private Partnerships assessment
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- Report on Study Trip Report to Albanian School of Magistrates
- ICMS Training Report – June
- ICMS Training Report – July
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- Moldovan Courts Training Profiles
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- Assessment Report of Courts of Law in the Republic of Moldova
- Memorandum of Understanding with the MOJ
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- Workshop on modern budgeting practices, budget preparation and budget presentation on October 31 and November 2, 2012
- Femida Training Report for December 2012
- ICMS training for commercial court judges
- Femida Audio Training – December 17-21, 2012
- Study trip to Bulgarian National Institute of Justice
- La Strada report on training for judges and prosecutors
- Donor Coordination Committee Organizational Meeting and Second Meeting
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 - La Strada
- Workshop for journalists – “Best Journalistic Practices on Legal Issues”
- Judges Roundtable, “Implementation of the judicial reforms in the Republic of Moldova – achievements and prospects,”
- Civil Society Capacity Building ROLISP Approaches and Tools Manual

PROGRAM YEAR MARCH 1, 2013 –FEBRUARY 28, 2014

- Audio Recording Reports:
 - Report on Audio Recording of Case Hearings in Moldovan Courts for the period of June – November 2013

- Report on Audio Recording of Case Hearings in Moldovan Courts for the period of November – December 2013
- Report on Audio Recording of Case Hearings in Moldovan Courts for the period of December 2013 – January 2014
- Report on Audio Recording of Case Hearings in Moldovan Courts for the period of January 2013 – February 2014
- Courthouse Prioritizing Report
- Six performance indicators approved
- Four regional workshops on ICMS and audio recording conducted.
- Four workshops for court staffs on financial management, audit and procurements
- Video conference on Court Performance Indicators
- Training on ICMS and audio recording for court staffs January 15-22, 2013
- Two-day training on ICMS for court staffs on February 4 and 5, 2013
- Training plan to improve the institutional capacities of the court's staff in developing and present budgets.
 1. Training on ICMS and audio recording for court staffs 15-22 January 2013
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 3. Anti-trafficking Workshop Report
- Judicial Awareness Research Report
- Second judicial roundtable
- Webpage monitoring report
- Court user survey methodology for SCM
- Functional Analysis of DJA – Final Report
- Report – Evaluation of Chiefs of Secretariats' Training – Group I- June 3-15, 2013
- Latvia Study Visit Report
- Financial Management Training Report
- Proposed amendments to the Audio Recording Regulations
- Report on Monitoring Digital Voice Recorders Use (Dictaphones) in Chisinau Courts
- Report on Delivery of Digital Voice Recorders (dictaphones) with Rules for Audio Recording Court Hearing with the Digital Voice Recorder VN-712PC
- Statistical Module Testing Analysis
- Functional and Institution Review of National Institute of Justice
- La Strada Report on Training 1-2 April 2013
- La Strada Report on Training 8-9 April 2013
- Training Report – ICMS & Femida
- Questionnaire on Judges IT Skills
- NIJ Staffing plan for 2014 -2016 and organizational chart
- NIJ's editor-in-chief job description
- Concept paper on continuous training of justice sector professionals
- Report on training the NIJ staff in determining the beneficiaries' training needs and assessing the training activities by means of Google Drive forms and SPSS.
- Judicial Awareness Research Report (Magenta Report)

- Court Survey Methodology
- Courts Web Pages Monitoring Report
- ROLISP Partners Capacity Mapping Report
- Third Judicial Roundtable
- List of Courts using the manual & automatic module to randomly assign cases to judges
- June – August Reports on Audio Recording of Court Hearings
- September Report on Audio Recording of Court Hearings
- October Report on Audio Recording of Court Hearings
- Four workshops on delimitation of competences between court presidents, chiefs of secretariats and court accountants
- Study of Best International Practices for Financing Judicial Systems
- IC Financial Software installed in 42 courts
- All courts' financial staffs trained on IC Financial Software
- SCM and DJA trained on Version 4's performance dashboard and statistical module
- Omega Detailed Security Audit Report
- Omega Report on Results of Security Test
- Court Administration Manual
- Second Session Training for 50 chiefs of secretariats
- Performance-based Methodology
- Amendment to Regulations on Secretarial Activity
- Anti-trafficking training curriculum, agenda and training materials
- Anti-trafficking seminar for ToT trainers
- Initial Training Agenda
- In-service Training Concept
- In-service Training Agenda
- Training Needs Assessment Methodology for NIJ Trainers
- Methodical Guidelines for Course Syllabus Development
- Job descriptions for NIJ's Didactic-Methodical and Research Division
- Job descriptions for NIJ's IT Division
- Template Curriculum for Initial Training of Justice Sector Professionals
- Draft of Recruitment Regulations for NIJ
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- IRP's national conference on "Report Regarding the New System for Performance Evaluation of Judges"
- La Strada training for judges "Improvement of legal mechanisms concerning protection of the rights of trafficked persons, especially children."
- La Strada's research report on "Improvement of legal mechanisms concerning protection of the rights of trafficked persons, especially children"
- La Strada's briefing local public authorities on "Opportunities to be protected in cases of victims of trafficking of human beings"

- LRC's advocacy campaign for transparency and openness in electing or appointing SCM members
- Consultant's report on developing a communication strategy

PROGRAM YEAR MARCH 1, 2014 – FEBRUARY 28, 2015

- Consultant's Report on Court Renovation
- Report on Performance Measurement in 4 Courts
- Evaluation Report on the National Institute of Justice Budget Execution
- Guidelines for Effective Court Administration – English
- Budget Request Template and Explanatory Note
- Training for chiefs of secretariat, court chief accountants, DJA, and SCM representatives on PBB Methodology
- Concept Paper on Continuous Training of Judiciary Professionals
- Action Plan for Concept Paper on Initial Training of Judges and Prosecutor Candidates and other Judicial Professionals
- Action Plan for Consultant's Report- Statute of Trainers and A Methodology for the Evaluation of the Training Programs
- Trainers' Manual for ToT Training
- Report on Time Management Training for NIJ
- 6th Judicial Roundtable
- 7th Judicial Roundtable
- Axa Consulting completed the HR Management assessment for five grantees
- Report on Training Activities organized in June 2014-Integrated Case Management System (ICMS 4.0)
- Report on the results of the "Assessment of the In-service Training for Chiefs of Court Secretariats" conducted in May 2014 at the NIJ
- DJA Internal Audit Regulation
- Concept Note for a Web Report Card
- Regulation on Electronic Statistical Reporting
- Regulatory Framework for the Judicial Budgetary Procedure
- Guidelines for Building Courthouses and Renovating Current Courthouses
- Performance based Audit Report for Rezina District Court
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- Performance based Audit Report for Cahul District Court
- "Norms for Appropriate Use of Informational Resources in Courts"
- Evaluation Report on the National Institute of Justice Budget Execution
- Trainers Handbook
- NIJ Trainer's Statute
- Training Program Quality Assessment Methodology

- Action Plan for the Implementation of the NIJ Concept Paper on Initial Training and the Concept Paper on In-service training
- On-line course “Psychological Specificity and Peculiarities of Hearings of Human Trafficking Victims”
- Fifth meeting of the Donor Coordination Committee
- Consultant’s Training Report on People Friendly Courts
 - SCM Communication Strategy
- 8th Judicial Roundtable
- Advocacy Training for grantees
- International court conference “Contemporary Court Administration – Key Element for Judicial Reform”
- Opportunity Study on the Purchase of Postage Meters for Courts of Law Through a Centralized Procurement
- Performance based Audit Report for Cahul District Court
- Performance based Audit Report for Comrat District Court
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- IT Infrastructure Action Plan
- Three one-day anti-trafficking workshops on “Trafficking in Human Beings and Forced Labor,”
- One two-day training on “Investigation and Legal Qualification Aspects of Trafficking in Persons Offences. Techniques for Interviewing Victims/Witnesses of the Trafficking in Persons”
- Monitoring report “Implementing the Training Needs Assessment Methodology for Initial Training”
- NIJ Personnel Policy Manual
- Diagnostic Analysis of Human Resources Management at the NIJ
- ILIAS – Distance Learning Brochure
- Report on Training Needs Assessment of Sitting Judges
- Report on Training Needs for Initial Training
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- SCM Communication Strategy
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PROGRAM YEAR MARCH 1, 2015 – FEBRUARY 28, 2016

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 - REPORT (modified) on audio recording of case hearings, in Moldovan courts for the period of April 1-30, 2014
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 - Drochia Court: Activity Report Based on Performance Indicators - Reporting period: January - April 2015
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- SCM decision on new budget classifications
- Training report on assistance for implementing new budget classifications
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- Report on Austria Denmark Study Trip
- Report on USA Study Trip
- Training report on NIJ staff statistics training
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- Training Report on best methods and tools for qualitative analysis and interpretation
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- Themis Competition Paper
- Brochure: “ The Conditions for Obtaining Relief from State Taxes”
- Brochure: “Time Period for Challenging Judgments”
- Justice Sector Phone Book
- HR Phone Book
- Film and radio spots on court automation
- SCM Communication Plan
- SCM Communication Guide: “Practical guidelines: Communication and interaction with mass media”
- “About Femida” Flyer
- “Courts’ Automation “ Brochure
- “The Court’s Portal: The Court for Citizens’ Convenience” Brochure
- Republic of Moldova Feasibility study for court optimization with Annex
- Report on the Study Visit of Representatives of the Moldovan Judiciary to the United States of America
- Briceni Court Report on the Activity Assessed on the Basis of Performance Indicators
- Riscani Court Report on the Activity Assessed on the Basis of Performance Indicators
- Report on Training Activities Organized in July 2015: Management and Use of Information Technologies–Court Audio Recording System SRS “Femida”
- Alexandru Dumbrava Consultant’s Offers Analysis Report” Development of a Concept for a new Integrated Case Management System for the Moldovan Courts
- FINAL REPORT: Activities Undertaken to Implement Financial Management and Control System in the Courts of the Republic of Moldova: March 30 to July 31, 2015
- Training report on NIJ staff statistics training
- Budget Internal Rules
- Training Report on best methods and tools for qualitative analysis and interpretation
- Workshop report on labor trafficking
- Themis Competition Paper
- Leaflet: “Time Limits for Appeals”
- Leaflet: “Requesting Exemption from Courts Fees”
- Leaflet: “Information Citizens Can Request from a Court” People Friendly Courts: Approaches and Tools
- Final report: Public Awareness Campaign: Film Distribution
- Poster: Audio Recording in Courts
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 - Annual Report for USAID Rules of Law Institutional Strengthening Program: March 1, 2014 – February 28, 2015
 - Annual Report for USAID Rules of Law Institutional Strengthening Program: March 1, 2015 – February 28, 2016
- PMEPP Report
 - PMEPP Report for FY 2012
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CONSULTANT REPORTS

Consultant	Subject
Caragia Dumitru	Functional and institutional analysis of the National Institute of Justice of Moldova
Botezatu Raisa	Assist the Superior Council of Magistracy with drafting regulations and documents
Muraru Elena	Training at the National Institute of Justice of Moldova
Manoil Vlad	Assist with Developing TOR for Improving the Integrated Case Management System
Scutelnic Cristina	Develop training documents for NIJ
Postolache Natalia	Develop training documents for NIJ
Rotaru Liliana	Develop training documents for NIJ
Nederita Alexandru	Training ROLISP Grantees in financial management
Babuci Petru	Develop training documents for NIJ
Irina Lazur	Training court staff on people friendly court practices
Prisacar Tatiana	Training ROLISP Grantees in financial management
Esanu Adriana	Training needs assessment of trainers
Sterbet Valeria	Training needs assessment of trainers
Buianina Tatiana	Develop anti-trafficking curriculum, training materials and training
Ghervas Maria	Develop anti-trafficking curriculum, training materials and training
Ciobanu Viorel	Develop anti-trafficking curriculum, training materials and training
Manoil Vlad	Develop TOR for testing ICMS security
Baghici Stela	Train court staff in program based budgeting and budget execution
Caras Natalia	Train court staff in program based budgeting and budget execution
Grigoriev Vladislav	Train court staff in program based budgeting and budget execution
Neagu Svetlana	Train court staff in program based budgeting and budget execution
Slova Nadejda	Train court staff in program based budgeting and budget execution

Grib Ecaterina	Develop a guide for centralized public procurements
Manoil Vlad	Develop TOR for improving the NIJ data base of NIJ mechanism of
Buiarina Tatiana	Develop distance learning course on preparation of rights of victims of trafficking in human beings
Dorina Andreev Jitaru	Develop an SCM communication strategy for a medium-term information campaign for 2014 – 2016
Irina Lazur	Train court staff on people friendly court practices
Pelaghia Stegari	Assist the NIJ to developing an NIJ Personnel Policy
Viorica Rusu	Training in statistics and simple statistical analysis for the NIJ staff
Veronica Mocanu	Develop Regulation on keeping the ICMS according to the Law on Registers No. 71 of 03.22.07
Natalia Postolache	Training in Public Procurement for NIJ Staff
Viorica Tudos	Public Communication for the Superior Council of Magistracy
Lilia Chirtoaca	Develop a Bench Book on Gender Moldovan Courts
Verdes Viorica	Develop a financial management and control system for Moldovan Courts
Caragja Dumitru	Feasibility study on optimizing the Moldovan judicial map
Viorica Rusu	Advanced statistical training on data analysis for the NIJ staff
Manoil Vlad	Develop technical specification for the State fees software calculator
Stegari Pelagheia	Assist NIJ to Develop HR Regulations
Baciu Veronica	2015 Assessment of Courts
Gorgoja Marina	2015 Assessment of Courts
Dascal Irina	2015 Assessment of Courts
Istrati Alexandru	2015 Assessment of Courts
Ivasiutic Marina	2015 Assessment of Courts
Ojoga Andrei	2015 Assessment of Courts
Dumbrava Alexandru	Develop TOR for a concept for a new ICMS
Ojoga Andrei	Technical support to the SCM Judicial Inspection
Andreev-Jitaru Dorina	Develop NIJ Communication Strategy
Postolache Natalia	Developing a Public Procurement Handbook for Courts of Law
Macrinici Tatiana	Develop a guide on customer service standards for the courts and facilitating customer service workshops for judges and court employees
Corgoja Marina	Training for court staff
Dascal Irina	Training for court staff
Tilipet Marina	Training for court staff
Furculita Teodor	Training for court staff
Corgoja Marina	Training on ICMS and Femida for lawyers, prosecutors and judicial executors
Dascal Irina	Training services/PGD 4.1 and Femida SRS to lawyers, prosecutors and judicial executors