



INSTITUTUL NAȚIONAL AL JUSTIȚIEI
NATIONAL INSTITUTE OF JUSTICE

REPORT ON THE ACTIVITY

2017

Chișinău

The message of the NIJ's Director

Dear colleagues,

As the Director of the National Institute of Justice of the Republic of Moldova, I invite you to read the annual Report on the activity of the NIJ in 2017.

The present Report tends to evaluate the successes registered in the process of strengthening the institutional capacities of the National Institute of Justice (further - NIJ), as being the main state institution empowered to ensure the initial training of the candidates to the positions of judge and prosecutor, continuous training of acting judges and prosecutors, court clerks, judicial assistants, heads of court secretariats, prosecutor's consultants, probation advisors, lawyers that provide state guaranteed legal aid, as well as of other persons that activate within the justice sector.

It is with great pleasure that I realize that 2017 was a year of challenges, which the entire team of the NIJ managed to transform in opportunities.

One of the most important realizations of the reporting year was the approval, by the NIJ's Council, of the NIJ's Strategic Plan and Actions Plan for the period 2017-2020, which basically constitute the main document of planning, organizing, and monitoring both from strategic and managerial point of view, the NIJ's activity for the next four years.

Another important aspect that I would like to highlight is the fact that the Strategic Plan of the NIJ for the years 2017-2020 was developed in the period preceding the elaboration of a new National Justice Sector Reform Strategy, given that the previous strategy was extended till the end of the year 2017. Still, the persons involved in the strategic planning of the NIJ were guided by a series of other normative acts and national policies which establish the framework and the processes that contribute to increasing the efficiency of the justice sector's professionals training, to ensuring the accessibility, the independence and the transparency of the justice system of the Republic of Moldova.

Among the major priorities established for the year 2017 were the following: the optimization of the process of organizing the admittance competition, the promotion of the best practices and methods of continuous training, the development of the trainers' network. Equally, a special attention was paid to enhance the international cooperation by means of the newly established bilateral partnerships and streamlining of the public relations of the NIJ. A significant step also constituted the improving of the scientific publication quality of the National Institute of Justice's Journal. In order to enhance the quality of the professional training of the NIJ's beneficiaries, the NIJ library was digitalized during the reference year. Of the same importance remains the correct management of the human resources.

Regarding the infrastructure, an important concern during the year 2017 represented the arranging of the court in order to increase the accessibility for persons with disabilities and the initiation of the renovation works inside the NIJ's premises.

It is to be mentioned that all the progresses registered were possible only thanks to the good cooperation, the involvement and the mutual support from the part of our partners which contributed to the efficient fulfillment of the engagements assumed for the year 2017. Thus, I use this opportunity to bring thanks to the NIJ's Council, to the trainers, also to the institutional partners, especially to the Supreme Court of Justice, the Superior Council of Magistracy, the Superior Council of Prosecutors, the General Prosecution, the Association of Judges from Moldova, the Ministry of Justice, but also to our international partners UNDP Moldova, the US Embassy in Moldova, the Council of Europe, the IRZ Foundation, the Leavitt Institute, OHCHR, OSCE.

On behalf of the entire NIJ's team, I want to thank the NIJ's trainees of the initial training for formulating useful suggestions that inevitably lead to the improvement of the training process, but also the beneficiaries of the continuous training for the receptivity they have proven in the modernization of the professional development modalities.

*Diana Scobioala,
Director, National Institute of Justice*

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ABBREVIATIONS

ABA ROLI – American Bar Association Rule of Law Initiative
AGEPI – State Agency on Intellectual Property
ATRECO – „Enhancing the Efficiency, Responsibility and Transparency of Courts in Moldova”
GIZ Project
CA – The Court of Appeal
WLC – Women’s Law Centre
CEC – Central Electoral Commission of the Republic of Moldova
CCET – The Center for Continuous Electoral Training
NCSGLA – The National Council of the State-Guaranteed Legal Assistance
CoE – The Council of Europe
CSJ – The Supreme Court of Justice
CSM – The Supreme Council of Magistrates
CSP – The Supreme Council of Prosecutors
ECHR – The European Court for Human Rights
EJTN – European Judicial Training Network
HELP – Human Rights Education for Legal Professionals
GPI – The General Police Inspectorate
NIJ – The National Institute of Justice
IOJT – The International Organization for Judicial Training
IRZ – German Fund for International Legal Cooperation in Moldova
IOS – International Organization for Standardization
LEAVITT –LEAVITT Institute for International Development
MF – The Ministry of Finance
MJ – The Ministry of Justice
UNRHC – United Nations Human Rights Office of the High Commissioner
IOM – International Organization for Migration
UN – The United Nations Organization
OSCE – Organization for Security and Cooperation in Europe
GP – General Prosecutor’s Office
UNDP – United Nations Development Program
UNDP Project – „Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion” UNDP Project
RM – Republic of Moldova
USA – the United States of America
NSCR – The National School of Court Registrars of Romania
EU – the European Union
UNHCR – United Nations High Commissioner for Refugees

INTRODUCTION

The National Institute of Justice was instituted by the Law on the National Institute of Justice nr.152-XVI from 8 June 2006. The NIJ is an autonomous public institution, with legal personality, which disposes of its own budget and patrimony.

According to the legislation and to its constitutive acts, the NIJ is responsible for the initial training of judges, prosecutors and for the professional continuous training of judges, prosecutors, court clerks and other categories of persons that operate within the judicial system. The initial and continuous training have the objective to ensure a high level of competencies and to contribute to the fulfillment of the tasks that result from the function of the judge and of the prosecutor.

Also, the Institute exercises attributions in the following areas: initial and continuous training, on a contractual basis, of other persons which activate within the justice sector, in the cases provided by the law; international cooperation in the field; conducting scientific researches in the field of law and justice; publishing the realized researches, the didactic materials or other materials elaborated in the process of its activity; training of trainers in order to increase the efficiency of the NIJ's training activity.

The NIJ Mission is to ensure high quality training for the professionals of the justice system in order to increase the independency and the integrity of the justice act in the Republic of Moldova.

The NIJ Vision: is a transparent, modern, public institution which promotes measures and high standards of professional training in order to increase the efficiency and the performance level of the justice system.

The NIJ Values: integrity, transparency, devotion, professionalism, receptivity, innovation, orientation towards the beneficiaries' needs – support the NIJ's actions in strengthening the culture of quality and are based on a deep sense of responsibility, both personal and collective.

The present report reflects the activities that were realized during the year 2017 by the NIJ in order to ensure the implementation of the Strategy of the National Institute of Justice 2017-2020, also it presents information on the activity of the NIJ's Council, the undertaken actions resulting from the Actions Plan in the following fields of activity: didactical-methodical activity, initial training, admittance and graduation, continuous training, recruitment and training of trainers, legal information center, public relations, international relations, human resources and financial resources.

EXECUTIVE SUMMARY

This Report reflects the actions provided by the Action Plan for implementation of the Institutional Strategy for 2017-2020 which have been designed for the purposes of realization of the objectives specified therein, together with other competences of the NIJ, as provided by the law.

To this end, the Council of the NIJ, being the supreme management authority of the Institute, have had 10 meetings where 54 decisions related to the activity of the NIJ were approved.

In the area of *initial training*, the year of 2017 was different for the classes of graduates which undergo their studies. The *final exam* for 45 students of the NIJ was organized. The average mark of IX class of graduates was 9,04 for the candidates to the position of a judge and 8,68 for the candidates for a position of prosecutor. Another 43 candidates for the position of a judge based on the duration of their employment service had their exams in front of the Admission Commission. Their average mark was 8,03.

The reforms were applied to the new candidates for the positions of a judge and prosecutors who have been admitted for studies with the NIJ within XI class of graduates. Based on the recommendations submitted by the SCM and the SCP, 25 candidates for the positions of a judge and 19 candidates for the positions of a prosecutor has been admitted for studies during 2017. A new phase of examination for *the admission exam* has been implemented – eliminatory psychological testing.

Another innovation, applicable for verbal examination, is the selection of the relevant questions through specialized software and based on a unique identification code assigned to each candidate during the submission of the documents. The Initial Study Plan was essentially amended, now having focus on the applicability of the knowledge received during the studies.

As part of *extracurricular activities*, the Institute successfully organized the competition „*Court criminal case hearing simulation*”. As a result, three candidates were selected for 3-weeks practical studies in the United States of America.

In the area of *professional continuous training*, the Institute re-drafted the *Continuous Training Study Plan*, which now contains both legal and non-legal and inter-disciplinary study modules. It should be noted that, for a first time in Moldova, the NIJ and the SCJ, with the support of the SCM, have established a *Resource Group* of young judges (the of which are the graduates of the NIJ) which will follow the specific training in the various areas of the continuous training and the training of trainers necessary for the enhancing the administration of justice.

During 2017, in compliance with the Continuous Training Study Plans, **219 continuous training activities** have been organized: seminars, workshops, training courses, conferences and etc. where **5,523 individuals (including repeated participation)**. Generally, if segregated per month, there have been **22 monthly activities** where approx. **550 individuals** followed the training.

During 2017, *the didactics and methodological activity and the training of trainers* has been focused on enhancement of the quality of professional training whose beneficiaries were the trainers included with the NIJ's list of trainers. In the area of *scientific research*, the trainers of the NIJ, together with the Training and Research Department have systematized court practice in various specific areas of activity and the relevant legal framework and drafted and published **8 scientific, both practical and theoretical, materials**.

Worth mentioning an important effort of the NIJ's trainers, who with the support from the CE, have drafted the guidelines [„Convenția Europeană a Drepturilor Omului. Comentariu asupra hotărârilor Curții Europene a Drepturilor Omului versus Moldova”](#). This commentary, in addition to a complete analysis of 196 of decisions and 40 resolutions passed by the European Court for Human Rights versus the Republic of Moldova until 31 December 2015, provides a description of the relevant court precedents involving other countries.

The re-evaluation of the network of trainers was one of the Institute's activity during 2017. That is to say, at the beginning of the year, this network included **173 trainers**. During the reporting period, the trainers included in the Network were subject to a complex re-evaluation process, as per the provisions of the Code of Trainers. As a result of re-evaluation performed by the Council of the NIJ, at present, **Network** has **112 trainers** who comply with the requirements specified by the Code of Trainers.

The training of trainers is an essential prerogative of the NIJ, necessary to maintain the quality of professional training. During the reporting period a total number of **252 trainers** (including repeated participation) have followed the specific training.

In 2017, in the area of **international cooperation**, the activity of NIJ has been focused on extension of the cooperation activities through establishing new partnerships. During the reporting period **5 cooperation agreements** with the judicial training authorities from the state member of the Eastern Partnership and national important stakeholders have been negotiated and entered into.

The enhancement of the NIJ's activity within the judicial training networks included the participation of the NIJ's representatives at XX General Meeting of the EJTN and at the reunion of the Judicial Training Institutions Network from the South and Eastern Europe.

Similarly, in 2017 the NIJ's efforts have been focused on identification of the opportunities for participation at various international training activities designed for the beneficiaries of the NIJ – students and the stakeholders in the area of justice. These, generally, have been materialized in participation of **two students and three judges** at various events organized in the Czech Republic, Holland and Montenegro.

The **public relations** activity during the reporting period has been focused on sustainability and promotion of image, transparency and visibility. The impact of the actions performed during the reporting period was as follows: essential improvement of the quality of publications with the Newspaper of the NIJ; drafting, editing and distribution of certain printing materials with the NIJ's signs; update and filling-in with new chapters of the NIJ's webpage; permanent maintenance and promotion of the NIJ's page on Facebook, together with the launch of Youtube's channel of the NIJ; maintenance of the permanent dialog with the representatives of the mass-media; organization of the Open Doors Day and the Republican Competition of Art for Children "I see justice this way".

From a point of view of numbers, the **number of news** published with the webpage is **137**, with an average of 11 news per month. The statistical tool installed to the webpage by the end of May 2017 demonstrated a total number of 76.890 – **visitors, with a number of 36.604 unique visitors during the period of June to December 2017**.

In addition, during 2017, 856 documents, 845 images, 8 publications and 4 video and audio registrations have been uploaded to the webpage.

During 2017, **31 scientific articles** have been published with four editions of the Newspaper of the NIJ. The NIJ proposes to improve the quality of the Newspaper and further submit it with the Supreme Council for Science and Technological Development of the NAM and the National Council for Accreditation requesting the accreditation of the Newspaper and granting it B category. In addition, essential efforts for including the Newspaper with the international databases, such as DOAJ, Copernicus and HeinOnline have been made. As a result of re-evaluation performed by the Commission for Evaluation of the Newspapers within the Academy of Science of Moldova, at its meeting of 16 November 2017, the Newspaper of the NIJ has been proposed for granting **B category**.

During the reporting period, **the Center for Legal Information**, continued the implementation of the information technologies in the activity of the NIJ and remote training of the NIJ's beneficiaries' activity, together with the assuring of the technical maintenance of the hardware and software systems of the National Institute of Justice.

For the purposes of efficient use of the Informational System of the NIJ, the Center for Legal Information performed the update of all users' accounts, inserted the training activities therein, performed analysis of the users' experience, drafted and implemented the optimization proposals. To this end, a total number of 700 accounts has been created, configured and modified. By the end of the 2017, **the Informational System of the NIJ had 3,388 of active accounts**.

E-learning training courses were launched in 2017. To this end, during 2017 a total number of 6 e-learning training courses have been offered. The beneficiaries of the NIJ have had a possibility to study through ILIAS electronic platform of the NIJ, HELP Platform of the Council of Europe and the Platform of the National School of Court Registrars of Romania. A total number of 199 individuals have followed these trainings, while 139 of them were certified.

During 2017, in the area of the **human resources management**, the NIJ performed a series of activities designed for improvement of the efficiency and skills of its personnel necessary for realization of the strategic activities planned for the period of 2017-2020. During the reporting period, the management of the human resources of the NIJ's personnel has been ensured by the NIJ's Director, the Deputy Director and the heads of the NIJ's departments. Out of the total number of 73 of positions with the NIJ, as per 31 December 2017, 16 positions represented the senior management positions, 25 – trainers, 18 – consultants, 5 – main specialists, 2 – specialists, programmers, 2 positions with 0.5 employment status and 6 positions of non-key personnel.

Given that the National Institute of Justice is a public institution, it manages the resources allocated from the state budget. For 2017, **the budget of the National Institute of Justice** has been approved at **26,554,900 Moldovan lei**. The budget execution rate was at **95,24%** which is a very good budget execution index.

During 2017, for the purposes of adjusting the NIJ's infrastructure to the increasing needs of disabled persons, the necessary repairmen and adjustment works at the premises of the NIJ have been performed. To this end, specific indicators allowing the disabled persons to better move within the territory of the Institute have been installed. A lot of repairmen works inside the NIJ have been commenced and are proposed to be finalized during 2018.

Chapter I. The Council and the structure of the National Institute of Justice

1.1 The Activity of the Council of the NIJ

For the purposes of realization of its competences, the Council of the NIJ, during the reporting period, has had 10 meetings where 54 decisions were taken.

The documents referring to the following areas of activity and functioning of the INJ have been passed by decisions of the Council: approval of the strategy of development of the Institute, together with the Action Plan for its implementation; amendments brought to a series of internal regulations which regulate the activity of the INJ, together with the approval of new regulations as per the provisions of the Law on the National Institute of Justice.

In the area of initial training of the candidates to the positions of a judge or prosecutor, continuous training of acting judges and prosecutors, court registrars, judicial assistants, the Council approved the Initial Training Study Plan and the relevant curriculums, Continuous Training, Training of Trainers and E-learning Study Plans, the competence of the Admission, Final and Appeal Commissions.

For the purposes of ensuring the transparency of these actions, the decisions of the Council of the INJ were published on the webpage of the Institute, at Council of the INJ's chapter - <https://www.inj.md/ro/hot>.

1.2 Organizational Chart of the INJ

From an organizational perspective, as per the provisions of the organizational chart approved on 14 November 2016 (published on www.inj.md), the Institute is structured in departments and sections, as follows:

I. Training and Research Department – manages training processes within the INJ, through the following sections:

1.1. Initial Training Section – performs initial training of the candidates for the positions of a judge or prosecutor;

1.2. Continuous Training Section – in charge for continuous professional training of acting judges, prosecutors and other stakeholders who contribute to the administration of justice;

1.3. Didactics, Methodological and Training of Trainers Section – in charge for coordination and realization of didactics and methodological processes, training of trainers, including by involving international experts and improvement of the study programs.

II. Council of the Director – manages the process of development of non-legal skills, public relations and the international relationships through the following sections:

2.1. Non-legal Skills, Public Relations and Publishing Section – responsible for public relations, publishing and promotion of the INJ's image;

2.2. International Relations Section – identifies and improves the cooperation relations with the relevant international institutions and organizations.

III. The Center for Legal Information – ensures the access of the candidates for the position of a judge or prosecutor and other stakeholders of the area of justice to legal information through complex and modern services, including remotely. It manages the following sections:

3.1. E-learning and Analysis Section – implements the process of remote trainings for judges, prosecutors and court registrars;

3.2. Informational Technology Section – manages the informational system of the Institute, applies informational technologies within training process and ensures the technical maintenance of hardware and software resources.

3.3. Library – offers informational resource and services to the beneficiaries of the INJ.

IV. Economics and Administrative Department – plans and manages material and financial resources of the Institute through the following sections:

- 4.1. Economics and Financial Section* – keeps record of finances and patrimony of the Institute;
- 4.2. Logistics and Administrative Section* – ensures functionality of the premises, procurement of the goods, services and works, as per the INJ's needs.

V. Human Recourses Section – ensures the process of the human resources management with the INJ.

Chapter II. Initial Training

The main aspects of the initial training activity during the reporting period are related to the final exams of IX Class of Graduates (2015-2017), initial training of the candidates for the positions of a judge and prosecutor within X Class of Graduates (2016-2018) and admission and initial training of the NIJ's students within XI Class of Graduates (2017-2019).

For the candidates within IX Class of Graduates the initial training and practical studies for the candidates for the positions of a judge and prosecutor have been organized based on the Study Training Plans approved by the Council of the NIJ. Upon the completion of the Study Training Plan, 45 candidates within XI Class of Graduates have followed the final exams. In addition to the final exam for the initial training, the exam for individuals who candidate for the positions of a judge based on the duration of their employment services have been organized.

The students of the initial training within X Class of Graduates continued their studies in compliance with the Initial Study Training Plan for 2016-2018.

The candidates for the positions of a judge and prosecutor within XI Class of Graduates are now following, starting with their admission to studies, a re-drafted study plan. For the candidates admitted for initial training, 2017 should be considered as a year of reformation.

A total number of 25 vacancies for the candidates for the position of a judge and 20 vacancies for the candidates for the position of a prosecutor were offered in 2017 as part of initial training.

During the reporting period, an innovation in a form of a new phase of admission exam – eliminatory psychological testing (*validated*) – was introduced for the admission exam for individuals who candidate for the positions of a judge or prosecutor.

In addition, for the purposes of admission electronic publishing of the factual circumstances for verbal testing and selection of the subjects containing case scenarios through computer software has been implemented.

During 2017, as per the provisions of the Law on the National Institute of Justice the following new Regulations, together with the amendments brought to the existing ones aimed at conceptual change of the process of training of the candidates for the positions of a judge and prosecutor have been passed:

- a. Regulation on the Order of Organization and Carrying Out the Exam for individuals who candidate for the positions of a judge or prosecutor based on duration of their employment service;
- b. Regulation on the Order of Submission and Analysis of Complaints;
- c. Regulation on the Order of Organization and the Conditions for Carrying Out the Initial and Continuous Fee-Based Training for Individuals acting in the Area of Justice;
- d. Regulation on Initial Training and Graduation of the Candidates for the positions of a Judge or Prosecutor;
- e. Regulation on the Order of Organization and Carrying Out the Practical Study for the Students of the National Institute of Justice who Candidate for the Positions of a Judge or Prosecutor;
- f. Regulation on the Order of Organization and Carrying Out of Admission for Initial Training of the Candidates for the Positions of a Judge and Prosecutor.

2.1 Organization and carrying out the final exams for IX Class of Graduates of the Initial Training and individuals who candidate for the positions of a judge or prosecutor based on the duration of their employment service

IX Class of Graduates, admitted for studies in 2015, has successfully finalized their practical studies at the relevant institutions (courts/prosecutors' offices), followed by the final exams which were comprised of two phases: written testing – drafting of two procedural documents and verbal testing – final evaluation of the practical testing.

For the purposes of information of the candidates for the positions of a judge or prosecutor based on duration of their employment service, a specific chapter „Exams for individuals who candidate for the positions of a judge or prosecutor based on duration of their employment service” was created on the webpage of the NIJ. This includes information on the process of organization and carrying out the exams.

Based on the application documents submitted by the applicants, a total number of 43 applications from the individuals who candidate for the positions of a judge or prosecutor based on duration of their employment service have been validated for final exams. These exams comprised of two phases: written testing – drafting of two procedural documents (*civil/criminal law*) and verbal testing – discretionary selection of 5 subject-matters from the previously approved disciplines (*civil law/civil procedure law, criminal law/criminal procedure law and the ECHR*).

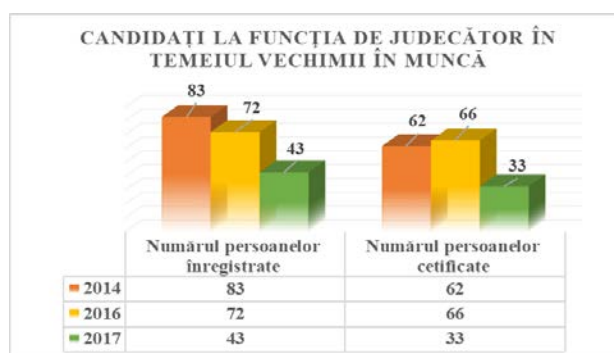
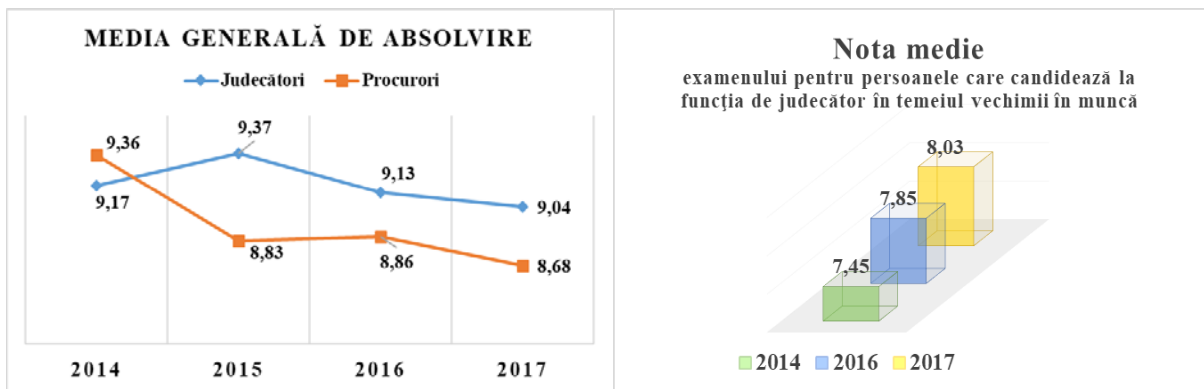


Table above provides for the number of certified individuals

The final exam was successfully followed in front of the Final Exams Commission by 45 students (*20 candidates for the positions of a judge and 25 candidates for the positions of a prosecutor*), while the exam for the individuals who candidate for the positions of the judge based on duration of their employment service was followed by 33 persons (out of 43 applicants who submitted their documents, where 8 persons were not present at the exam and 2 failed it). The results of the exam were validated by the Council of the NIJ.

The average mark of IX class of graduates was 9,04 for the candidates to the position of a judge and 8,68 for the candidates for a position of prosecutor.

The average mark of the last four classes of graduates and the average mark of exams followed by the individuals who candidate for the positions of a judge based on duration of their employment service during the last three years are specified below.



2.2 Consolidation of the practical studies process

As per latest amendments brought to the Law on the NIJ, for the first time in history of the Institute, the heads of practical studies have been appointed by the Director of the NIJ based on the lists of persons available for practical studies for the relevant year, as submitted by the SCM, the SCJ and the GPI. To this end, during the reporting year, a new process of distribution of the students for the practical studies has been applied. We identified the willingness of a lot of employees of local justice area institutions to accept and play the role of the head of practical studies. As a result, the majority of the NIJ's students – 23 candidates for the positions of a prosecutor and 3 candidates for the position of a judge had followed their practical studies at courts and police inspectorates located at various local districts of Moldova. This approach is completely new, in special for the criminal investigation authorities, since in the past years the practical studies have been organized, in the majority of cases, in Chisinau.

In addition, it should be noted that IX Class of Graduates had followed the verbal testing of its final exam in a form of final evaluation of the practical studies.

2.3 Optimization of the process of organization and carrying out the admission competition

For the purposes of ensuring the transparency and equality of the rights of participants at the competition, a new version of the [Regulation on the Order of Organization and Carrying out of the Admission Exam for Initial Training of the Candidates for the Positions of a Judge or Prosecutor](#) was approved.

For the purposes of good organization and carrying out the competition, by the Order of the Director of the NIJ, the Commission for Organization and Carrying out the Admission Exam has been established, having 4 members selected from the administrative personnel of the Institute.

The admission competition had place during the period of 03.07.2016 to 06.10.2016, in compliance with the Schedule approved by the Director of the NIJ.

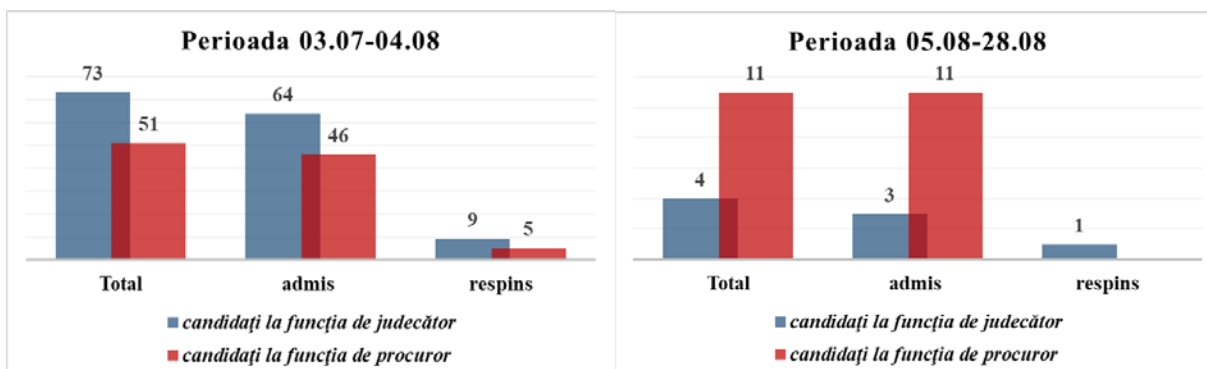
During the reporting period (2017), all applications for admission to the exam have been filed through the webpage of the Institute¹ via E-admission system. This approach allowed electronic confirmation of acceptance of the file, immediate access to the files of participants and efficient management of information.

During the period of 3 July – 4 August 2017, the Commission registered 124 applications, i.e. 73 applications for the position of a judge (where 9 applications were rejected) and, respectively, 51 applications for the position of a prosecutor (where 5 applications were rejected).

¹<https://www.inj.md/ro/inj-dat-startul-admterii-2017-cu-depunerea-electronic%C4%83-dosarului>

The Council of the NIJ extended the 2017 Admission Competition deadline until 28 August 2017. During this extended deadline, another 4 applications for the positions of a judge were received (1 rejected) and 11 applications for the position of a prosecutor.

The number of the participants, in comparison with 2016, has decreased to 92 persons.



The Working group for drafting the multiple-choice tests for written testing has drafted/reviewed 1600 tests, while the Working group for drafting the subject for the verbal testing has drafted/reviewed 430 subjects.

Multiple-choice tests (1.600 tests), together with the correct answer, were published 60 days prior to the first phase of exam, while subjects (400 subjects) – factual circumstances for verbal testing were published 60 days prior to the second phase of exam at „2017 Admission” Chapter of the official webpage of the NIJ, being publicly available.²

As per latest amendments brought to the Law on the NIJ, the Admission Exams Commission is composed of 7 members: judges, prosecutors and NIJ’s trainers.

As per the lists approved by the Director of the NIJ, a total number of 124 candidates have been admitted for the first phase of exams, as follows: 67 candidates for the position of a judge and 57 candidates for the position of a prosecutor.

For the second phase of exams – specialized multiple-choice tests – a total number of 98 candidates have been promoted, as follows: 51 candidates for the position of a judge and 47 candidates for the position of a prosecutor.

For the written testing a total number of 88 candidates has been promoted, as follows: 49 candidates for the position of a judge and 39 candidates for the position of a prosecutor.

During the reporting period, the selection of the subjects for each candidate (civil law, civil procedure law, criminal law and criminal procedure law) was made electronically and discretionally, through the specialized computer software. The software has selected 2 subjects for each participant, which were further printed, using their personal code generated online. The participants had 1 hour to prepare their answers and maximum 30 minutes for its presentation in front of the Commission.

For the first time in history, following the successful passing of the admission exam, all candidates for the positions of a judge or prosecutor were subject to a medical examination performed by the Specialized Commission of the Ministry of Health. As a result of medical examination, these have been provided with the medical certificates confirming their health conditions and containing the conclusions on their eligibility for the proposed positions.³

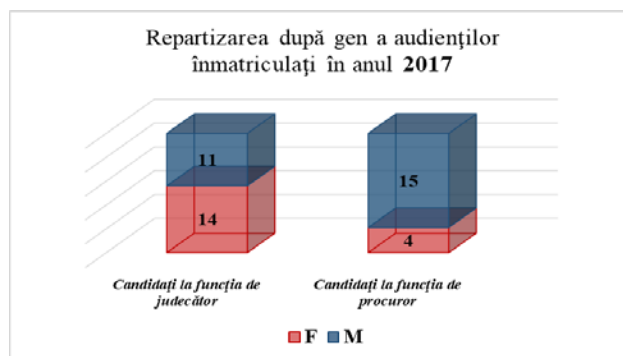
² <https://www.inj.md/ro/admitere>

³ <https://www.inj.md/ro/%C3%AEn-aten%C5%A3ia-participan%C5%A3ilor-la-concursul-de-admitere-pentru-formare-ini%C5%A3ial%C4%83-candida%C5%A3ilor-la-func%C5%A3ia>

Based on the above, through the Order of the Director of the NIJ, starting with 16.10.2016, a total number of 25 candidates for the position of a judge and 19 candidates for the position of a prosecutor have been admitted for 18 months long studies with the NIJ.

In 2017, given the new requirements provided by the newly passed Regulation, i.e. minimum and mandatory mark of 8,00 – 1 position of the prosecutor remained vacant.

The distribution of the candidates admitted during 2017 based on their sex is specified below.



2.4 Improvement of the initial training of the candidates for the positions of a judge and prosecutor and integration of the processes simulation to the initial training courses

X Class of Graduates continued their training in compliance with the [Initial Training Study Plan](#) for 2016-2018. In January 2017 they have passed the exams for I semester of initial training. As a result, through the Order of the Director, all candidates for the positions of a judge or prosecutor have been promoted to II semester.

II semester was focused on involvement of the students in the processes of simulation of the real case studies in the area of civil and criminal laws. A total number of 376 hours for the criminal law cases simulation and, respectively, 250 hours for the civil law cases simulation have been allotted for the candidates.

The initial training of the candidates for the positions of a judge and prosecutor admitted for 2017 study year (XI Class of Graduates) has been performed in compliance with the [Initial Training Study Plan](#) and pre-approved curriculums of the relevant disciplines.

To this end, it should be noted that the students within XI Class of Graduates were the first who started their studies with the NIJ in compliance with the essentially re-drafted Study Training Plan, which is now focused on the applicability of knowledges received during the studies. The studies during I semester had a form of simulative activities (simulation of procedural actions during the pre-court proceedings) of 4 mixed groups, as per the new Methodology of the Processes Simulation. That is to say, a total number of 120 hours for the criminal law cases simulation and, respectively, 160 hours for the civil law cases simulation have been allotted for the candidates. During II semester a total number of 220 hours (*court proceedings at first instance courts on criminal cases*) for the candidates for the positions of a judge and prosecutor and, respectively 242 hours (*court proceedings at first instance courts on civil law cases*), together with 200 hours (*Methodology of investigation of certain categories of crimes*) for the candidates of the prosecutor will be allotted.

In addition, the re-drafted Study Plan now includes e-learning module (online study courses – mixed training) covering the following disciplines: UN Human Rights System, ECHR and the applicability of the ECHR decisions for local courts, Judicial Physiology and Criminalistics.

2.5. The appointment of the NIJ's graduates

The graduates of the NIJ are appointed, on a competitive basis, by the Superior Council of Magistrates and the Superior Council of Prosecutors.

Out of the total number of 117 graduates from I to IX Classes of Graduates, who candidate for the position of a judge, 69% were appointed. You may find statistical data for 2009-2017 on the appointment of the NIJ's graduates who candidate to the position of a judge.

Statistical data on appointment of the NIJ's graduates to the positions of a judge										
<i>Year of graduation</i>	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL
<i>Number of graduates</i>	10	9	9	10	14	15	15	15	20	117
<i>Year of appointment</i>	2009	2								2
	2010	0	0							0
	2011	4	8	3						15
	2012	1	0	4	6					11
	2013	0	0	0	0	0				0
	2014	2	1	1	4	7	1			16
	2015	0	0	0	0	3	8	2		13
	2016	0	0	0	0	1	0	4	0	5
	2017	0	0	0	0	1	4	5	9	0
<i>Total no. employed</i>	9	9	8	10	12	13	11	9	0	81
<i>Employment ratio</i>	90%	100%	89%	100%	86%	87%	73%	60%	0%	69%
<i>Total no unemployed</i>	1	0	1	0	2	2	4	6	20	36

Out of the total number of 197 graduates from I to IX Classes of Graduates, who candidate for the position of a prosecutor, 84% were appointed. You may find statistical data for 2009-2017 on the appointment of the NIJ's graduates who candidate to the position of a prosecutor.

<i>Year of graduation</i>	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL
<i>Number of graduates</i>	19	29	29	11	15	24	20	25	25	197
<i>Year of appointment</i>	2009	19								19
	2010		29							29

a r o f a p p o i n t m e n t	2011			29							29
	2012				11						11
	2013					14					14
	2014						22				22
	2015							20			20
	2016								0		0
	2017								21	0	21
Total no. employed		19	29	29	11	14	22	20	21	0	165
Employment ratio		100%	100%	100%	100%	93%	92%	100%	84%	0%	84%
Total no. unemployed		0	0	0	0	1	2	0	4	25	32

During 2017, for the first time, for the purposes of inclusion with the Registry of candidates for the vacant positions of the prosecutor within territorial prosecutor's offices, the graduates of VIII Class of Graduates, have been subject to simulated behavior detector testing (polygraph).

2.6. Extra-curriculum activities

During 2017 the individuals who candidate for the position of a judge or prosecutor have had a chance to participate at the following extra-curriculum activities:

- *Simulation of a criminal case court hearing*, an event organized by LEAVITT Institute for International Development from the United States of America within „JET IINITIATIVE” Project, in cooperation with INL (Bureau of International Narcotics and Law Enforcement Affairs)⁴. As a result, three students were selected for a 3-week practical study in the United States of America.
- Study visits at the [Supreme Court of Justice](#), the [Superior Council of Magistrates](#), the [General Prosecutor's Office](#), [Prison No.](#), Prison No. 9 and the [State Agency for Intellectual Rights Protection](#), [Mental Health Clinic](#).
- III Edition of the Competition of the Reports *„Standards and mechanisms for gender equality”*. A total number of 19 persons participated at the competition – 16 candidates for the position of a judge and 3 candidates for the position of a prosecutor.

2.7. Fee-based training of other individuals who act in the area of justice

⁴<https://www.inj.md/ro/au-fost-desemna%C8%9Bi-c%C3%A2%C8%99tig%C4%83torii-concursului-privind-procedura-contradictorie>

As per the amendments brought by Law No. 85 of 28.04.2016, the NIJ ensures initial fee-based training of other individuals who act in the area of justice, in compliance with the law.

To this end, it should be noted that through [Decision of the Council of the NIJ No. 9/4 of 06.10.2017](#), the [Regulation on the Order of Organization and the Conditions of Carrying out of the Fee-Based Initial and Continuous Training of Individuals who Act in the Area of Justice](#) was approved.

In addition, the Institute received expressed requests for organization of the initial training courses from the auto-administration bodies of certain professions in the area of justice.

Chapter III. Continuous Training

In the context of implementation of the Justice Sector Reformation Strategy and the amendments brought to the Law on the NIJ, the Institute approved new **Regulation on the Continuous Professional Training of Judges, Prosecutors, Court Registrars, Judicial Assistants, Head Of Courts Chancelleries, Prosecutors' Consultants, Probation Officers, Attorneys Involved in State-Guaranteed Legal Assistance** and the **Regulation on the Order of Organization and the Conditions for Carrying out the Fee-Based Initial and Continuous Training of Individuals who act in the Area Of Justice**. To this end, the categories of the Institute's beneficiaries were increased.

In the area of improvement of the professional skills and the development of abilities of the NIJ's beneficiaries, the Institute **re-drafted, conceptually, the Continuous Training Study Plans** transposing the best experiences and practices of the European schools of magistrates. The plans are drafted in the forms of modules, containing both legal and non-legal and inter-disciplinary subjects.

It should be noted that, for a first time in Moldova, the NIJ and the SCJ, with the support of the SCM, have established a **Resource Group** of young judges (the majority of which are the graduates of the NIJ) with the purposes of enhancing the independency, integrity, credibility and efficiency of Moldovan justice system.

Another component of the continuous training remains the cooperation with the training institutions abroad, such as the **National School of Court Registrars (NSCR) of Romania**, both in the classic format and remote (on-line) format, through NSCR's platform.

3.1 Conceptual re-drafting of the Continuous Training Study Plan in the form of modules and its implementation

During 2017, continuous professional training within the NIJ was marked by implementation of the reforms. For the purposes of implementation of new experiences, undertaken from the schools for magistrates from Spain and Germany, the Continuous Training Study Plan for the beneficiaries of the NIJ, was re-drafted, from a conceptual perspective, now having the form of modules designed to address specific areas.

The modules were elaborated by the head of modules, together with the NIJ's trainers, based on the needs identified by the Methodology on determination of the needs for continuous training of NIJ's beneficiaries⁵, taking into account the proposals submitted by the SCM, SCJ, GPO, MJ, NCSGLA; recommendations made by experts, NIJ's trainers and development partners proposals on the subjects and the format of the continuous training; priority areas specified by strategic documents in the area of NIJ's activity.

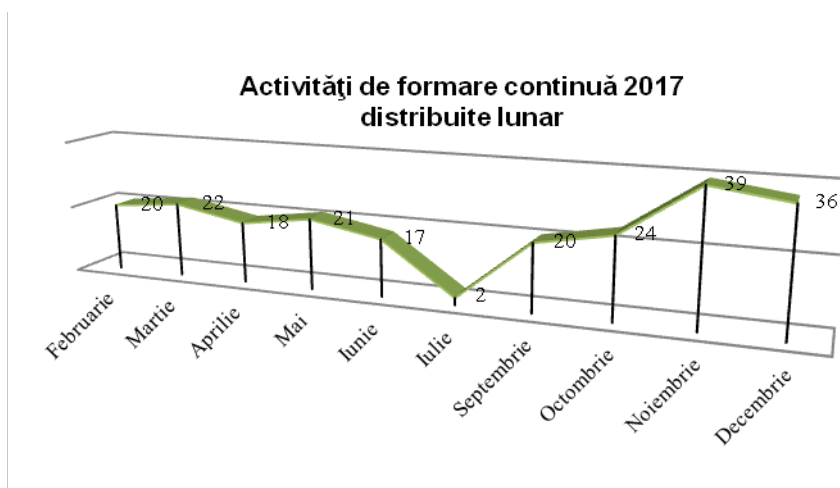
The modules are designed in a form of separate and inter-dependent activities, in the form of seminars, workshops and training courses. The relevant training materials afferent to a module are: module curriculum, activities' agendas and didactics materials. The duration of a module is from 1 to 10 days (8-80 hours, 1 to 2 days *per an activity*). The continuous training modular study plan for 2017⁶ comprises of 13 modules for judges and prosecutors and 11 modules for other beneficiaries of the NIJ, which are repeated each semester.

⁵ <https://www.inj.md/ro/metodologii>

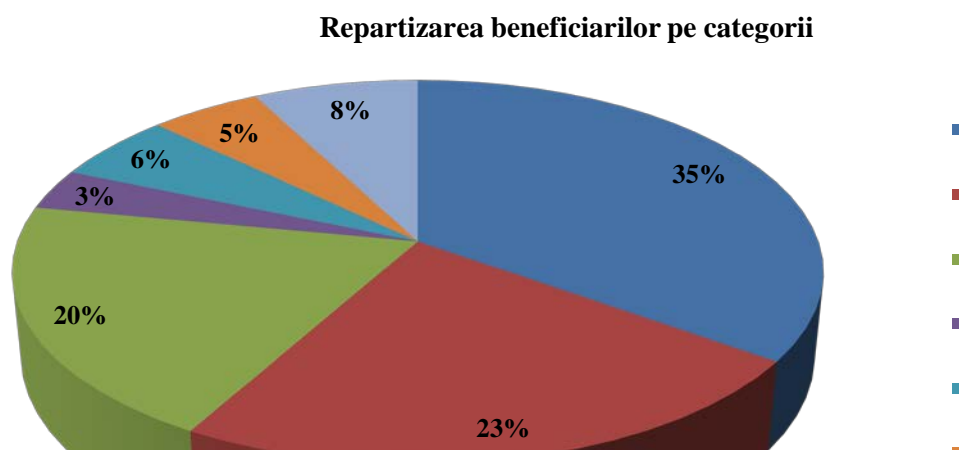
⁶ <https://www.inj.md/ro/planuri-de-formare-1>

It should be noted that, as a result of amendment of Law on the NIJ (12.11.16)⁷, another 2 categories of beneficiaries were added: consultants of prosecutors and attorneys involved in state-guaranteed legal assistance and, respectively, additional 2 modules for these categories have been added to the relevant study plans.

As part of its competencies, the NIJ successfully implemented all planned activities. As per the Continuous Training Study Plans, during 2017 a total number of 219 continuous training-related activities: seminars, workshops, training courses, conferences, etc. where **5,523 individuals** followed their studies (**including repeated participation**).



Out of those **5.523** beneficiaries, **1.928** were judges, **1.282** – prosecutors, **1.097** – employees of the courts (278 court registrars, 781 judicial assistants, 38 heads of chancelleries), **316** probation officers, **190** attorneys involved in state-guaranteed legal assistance, **286** consultants of prosecutors, together with other **424** individuals acting in the area of justice (authorized administrators, criminal investigation officers, attorneys, other employees of courts, NIJ’s beneficiaries, NIJ’s trainers and others).

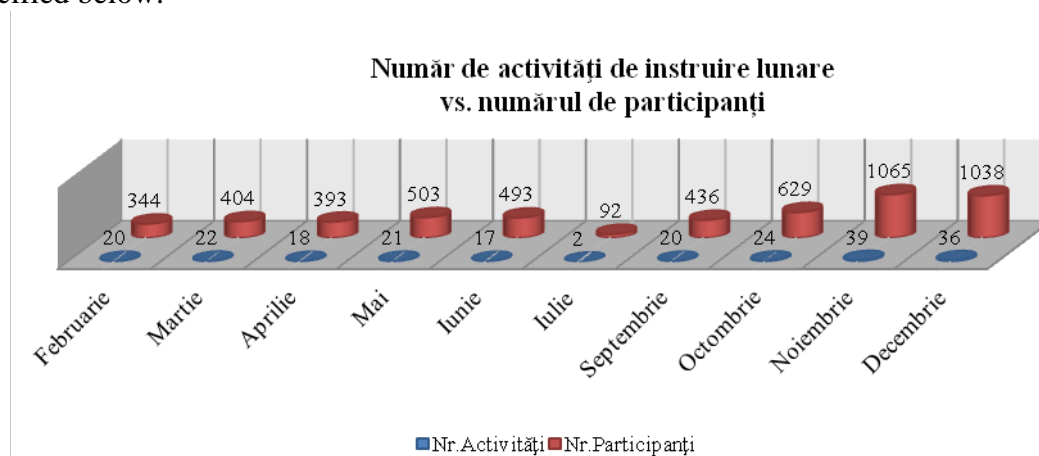


Generally, if segregated per month, there have been 22 monthly activities where approx. 550 individuals followed the training.

⁷ Law No 85 of 28.04.2016 on Amendment and Supplementation of Certain Laws// Official Gazette No. 256-264 of 12.08.2016

The biggest number of persons followed the trainings in the months of November and December, the smallest number of training participants was registered during the months of February and July.

The segregation of the beneficiaries/activities in the area of continuous trainings, per months, is specified below:



For the purposes of monitoring the number of hours of the continuous training of judges and prosecutors, the database of the Informational System (IS) of the NIJ was filled-in with data relevant for 2017.

As per information available in the Database referenced above, during the reporting period a total number of 401 judges and 452 prosecutors took part in 136 of the relevant continuous training activities, while the number of hours is specified below:

Frequency of participation of judges/prosecutors at the seminars of continuous training during 2017

No	Category of beneficiaries	8 - 39 hours	40 hours	40 – 80 hours	>81 hours
1.	Judges	82	78	272	47
2.	Prosecutors	269	79	182	1

It should be noted that during 2017, special attention was paid to the **area of human rights** and consolidation of the INJ's capacities in efficient implementation, at national level, of *the European Convention for Human Rights and the ECHR jurisprudence*. To this end, the NIJ organized **52 activities**, i.e. 23.74% of the total number of activities where **1.302 individuals** (23.57%) followed their training. A number of 13 activities and, respectively 425 participants (127 judges, 92 prosecutors, 170 judicial assistants, 30 court registrars, 23 persons from other categories) were the ones specifically dedicated for Convention, at the same time, however, the subject-matter related to the ECHR's jurisprudence was addressed at all such activities organized in the area of human rights.

The following specific areas of this segment worth mentioning, which, being provided by strategic documents, were subject to specific continuous training courses, as follows:

- *Family violence*: 9 activities, 241 participants (judges - 75; prosecutors - 62; juridical assistants - 43; criminal investigation officers - 30; attorneys involved in state-guaranteed legal assistance - 18; NIJ's beneficiaries - 10; court registrars - 3);
- *Juvenile justice*: 9 activities, 174 participants (judges - 33; prosecutors - 49; probation officers - 74; attorneys involved in state-guaranteed legal assistance - 17; 1 beneficiary of the NIJ);

- *Non-discrimination/Equality*: 7 activities, 134 participants (judges – 36; prosecutors – 29; attorneys involved in state-guaranteed legal assistance – 31; court registrars - 28; judicial assistants – 8; specialists – 2);
- *Migration/Asylum*: 6 activities, 120 participants (judges – 48; prosecutors – 29; attorneys involved in state-guaranteed legal assistance - 34; NIJ’s beneficiaries - 3; other categories – 6);
- *Human trafficking prevention*: 4 activities, 97 participants (judges – 20; prosecutors – 26; judicial assistants – 46; court registrars - 5);
- *Torture/Bad treatment prevention*: 4 activities, 84 participants (judges – 20; prosecutors – 19; judicial assistants – 41; court registrars - 4).

Another area of NIJ’s activity on training of its beneficiaries was *Prevention of corruption*, where 15 activities were with 431 participants (judges – 158; prosecutors – 212; NIJ’s beneficiaries – 29; criminal investigation officers - 10; judicial assistants – 9; court registrars - 7; main specialists – 6) were organized.

This subject had its own Module – *Economic crimes, corruption and similar crimes* – which is repeated each semester and has 10 activities of continuous training, 80 hours each, and 293 participants.

Another important component of professional training is comprised of non-legal and *inter-disciplinary* Modules organized with the purpose of training/development of non-legal abilities and skills, together with their various inter-disciplinary connections. A total number of 58 trainings with the duration of 504 hours and 1,225 participants were organized in this respect, as follows:

- *Communication and personal development abilities* - 16 training activities, 128 hours each with participation of 335 persons;
- *Law. Psychology. Psychiatry* - 13 training activities, 128 hours each with participation of 267 persons;
- *Management and leadership for prosecutors* - 9 training activities, 72 hours each with participation of 245 persons;
- *Judicial management and leadership for judges* - 8 continuous training activities, 80 hours each with participation of 147 persons;
- *Management of activities with the courts* (personnel of the courts) - 6 continuous training activities, 48 hours each with participation of 109 persons;
- *Court documents drafting techniques* - 6 continuous training activities, 48 hours each with participation of 122 persons.

This area includes last activities within CEPEJ Project „*Strengthening the efficiency of justice and support to lawyers’ profession in the Republic of Moldova*” implemented with the support of the CoE, which materialized in a study course and the *Final Conference* on the results of the implemented activities.

To this end, judges and the personnel of the Supreme Court of Justice, Chisinau and Cahul Appeal Courts, Soroca, Ialoveni and Riscani district courts had followed the training on the CEPEJ instruments and their implementation with the courts. It should be noted that, as a result of this activity, the NIJ was able to implement the *Judicial Management and Leadership* Module designed for judges, with the duration of 40 hours.

The activity of organization of training for judges and the SCJ’s personnel continued to be implemented during the reporting period. To this end, the NIJ organized 8 seminars on various subjects, where 563 persons followed the training, as follows: 136 judges and 298 beneficiaries – personnel of the SCJ (including repeated participation).

Another novice event, which had a great impact, organized at request of the SCJ, was the professional training study course „*Rules of Official Protocol and Diplomacy*”.

It should also be noted that, at initiative of the Director of the NIJ and the President of the SCJ, based on the Order of the President of the Supreme Council of Magistrates, Resource Group of young judges have been established, which will participate at various continuous training and training of trainers' activities.

The criteria for selection of the members of this group was knowing an international language, age, equal gender and territorial distribution.

Another new activity was the Seminar „Judicial Mediation” organized in partnership in partnership with CEDR in English language (mandatory condition for the members of the Resource Group).

In cooperation with the IOM, the National Institute of Justice organized, at the SCJ's premises, a seminar for young judges named „International Criminal Court”, with the participation of Moldovan representatives at Hague International Criminal Court.

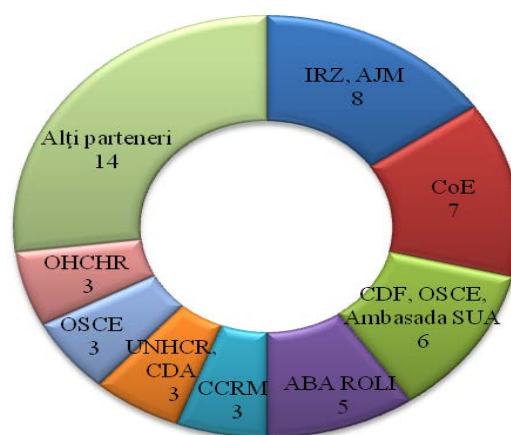
In addition, 3-days seminar in the area of interactive training methodology with the participation of German experts and with the support of IRZ was organized.

Based on the above, during a short period of time, the Institute was able to organize for the members of this group 5 continuous training activities in the different areas, with the participation of 101 judges (including repeated participation) and in cooperation with the NIJ's partners.

3.2 Partnerships in the area of continuous training

During 2017, out of **219** continuous training activities (seminars, workshops, study courses, etc.) **166** activities were financed by the NIJ's budget, while **53** by its development partners: the SCJ, the AJM, US Embassy, UNDP, IRZ, IRP and others who contributed to consolidation of the NIJ's institutional capacities and good implementation of various activities.

Information on the number of activities organized by the NIJ, in cooperation with its development partners is specified below:



It should be noted that, the biggest number of seminars (a minimum of 6) were organized in partnership with the IRZ and the AJM, i.e. 9 activities with participation of 399 persons, the CoE – 7 activities with participation of 179 persons, the US Embassy, CDF, OSCE – 6 activities with participation of 168 persons and ABAROLI – 5 activities with participation of 126 persons.

3.3 Promotion of best practices and training modalities

One of the relevant practices in the area of professional training is an event organized for the judges from the Resource Group – **Winter School in the area of human rights** „Implementation of the European Convention for Human Rights on the national level – remedies for the improvement of the process of administration of law”, organized in cooperation with the Council of Europe as part of „Support to the criminal justice reforms in the Republic of Moldova”.⁸

In addition, another novice element of the process of training of young judges was the Seminar „Judicial Mediation”, organized in partnership with CEDR in **English language**, (mandatory condition for the judges from the resource group), with the participation, as experts, of various trainers/experts from the EU member states.

Another element of the professional training consisted of implementation of „Improvement of communication and behavior skills of the beneficiaries of the NIJ in relation to psychological and/or mental disabled persons” Project, with the support of the UNDP, financing by the Government of Denmark and implemented by the Criminal Reforms Institute as part of the Program for Financing the Initiatives/Projects for Changes in the area of Human Rights.

This initiative for development of skills of relevant professionals in the area of legal interviewing of mentally disabled persons was materialized in a form of a seminar for training of trainers⁹, followed by two consecutive continuous training seminars.

Another important component of professional continuous training is cooperation between the NIJ and the National School of Court Registrars (NSCR) of Romania. To this end, 18 persons (court registrars, judicial assistants, specialists) from the Republic of Moldova participated at 4 seminars organized in the city Bârlad, Romania.

3.4 Continuous fee-based training of other individuals who act in the area of justice

During the reporting period, the National Institute of Justice and the National Anti-Corruption Center (CNA) performed ECHR-related training for the employees of the CNA. A lot of articles of the ECHR were subject to discussions at the training. The participants were involved in interactive activities through e-learning and blended learning.

3.5 E-learning and blended learning promotion

E-learning together with the blended learning remains a good perspective for continuous training of the NIJ’s beneficiaries, representing very useful and accessible tool for their professional development. This didactics tool was used during the reporting period by the Continuous Training Section which was in charge for promoting it, facilitating and involving in various segments of the relevant activity (for details, please see Chapter VII – Center for Legal Information).

⁸ Please see <https://www.inj.md/ro/inj-organizeaz%C4%83-%C8%99coala-de-iarn%C4%83-%C3%AEEn-domeniul-drepturilor-omului>

⁹ <https://www.inj.md/ro/formatorii-inj-%C3%AE%C8%99i-dezvolt%C4%83-abilit%C4%83%C8%9Bi-de-intervievare-persoanelor-cu-probleme-de-s%C4%83n%C4%83tate-mintal%C4%83>

Chapter IV. Didactics, methodological, scientific activity and training of trainers

For the purposes of implementation of the Strategic Plan and the Action Plan of the National Institute of Justice (2017 - 2020), the activity of the NIJ during 2017 was focused on the improvement of quality of professional training of the trainers included in the NIJ's network, as per the strategic goals specified in the relevant documents.

4.1 Strengthening scientific research, national and international court jurisprudence generalization, implementation of scientific initiatives for the scientific results promotion

The fulfilment of the strategic goal of strengthening the scientific research and efficient use of its results was possible due to the involvement of the personnel of the Training and Research Department of the NIJ who, together with the trainers of the Institute and other legal experts, have systemized court jurisprudence in various areas, relevant national legal framework and drafting and publishing relevant practical and theoretical scientific materials. In addition, the students who follow initial training have also been involved in these activities. As a result of scientific research, the following materials were elaborated:

- *Samples of administrative court hearings procedural documents (new edition);*
- *Collection of international treaties „International Legal Cooperation”;*
- *Sample of criminal court hearings procedural documents (new edition);*
- *Revision, systematization and consolidation of the decisions of the Plenum of the Supreme Court of Justice;*
- *Collection of international treaties in the area of human rights;*
- *Collection of subjects in the area of jurisdictional immunity;*
- *Collection of subjects related to the activity of the International Court of Justice;*
- *Methodological guide for continuous training module.*

A total number of 14 NIJ's trainers, both included in the network and not included, 1 student of the initial training course and 1 employee of the Government Agent Department of the Ministry of Justice took part in this activity.

A large number of trainers was involved in the activity of reviewing the scientific articles proposed for publishing, which were subject to double review process. Out of the total number of reviews, 42 were executed by the trainers of the NIJ, having PhD in Law.

Special attention should be paid for the essential effort of the NIJ's trainers who, together with other experts in the area of justice, elaborated a book [„Convenția Europeană a Drepturilor Omului. Comentariu asupra hotărârilor Curții Europene a Drepturilor Omului versus Moldova”](#). This edition was published under the aegis of the Supreme Court of Justice and the National Institute of Justice, with the support of the Council of Europe.

This material, designed for experts in the area of justice, scientists and public servants, in addition to the comprehensive analysis of 196 decisions and 40 resolutions passed by the European Court for Human Rights versus the Republic of Moldova until 31 December 2015, offers a description of the ECHR precedents against other countries, to the extent these are relevant to the subject-matter of the edition, for the purposes of avoiding of eventual breaches and familiarization of Moldovan society with the development of relevant jurisprudence.

This is for the first time in the Republic of Moldova when similar comments were published in a separate book. This edition is used as key source for the initial and continuous training and the training of the trainers within the National Institute of Justice.

In addition, during the reporting period, the Training and Research Department of the NIJ, through its relevant subdivisions, together with the Supreme Court of Justice, following the evaluation and identification of needs for elaboration of a practical guide containing the samples of the documents generated during the administrative court hearing procedures, has initiated the process of systematization of the relevant legislation and court practice on administrative court cases.

As a result of this joint activity and fruitful cooperation between the NIJ, the Supreme Court of Justice and the university professor the book named „*Samples of administrative court hearings procedural documents*” was published.

This material is designed to fill-in the legal blanks in the area of the samples of the procedural documents afferent to the administrative court hearings. In addition to the fact that these samples contain references to the relevant jurisprudence of the European Court, these are designed to address grammatical inconsistencies and introduce accurate Romanian language legal wording in the court practice of the Republic of Moldova. These samples contribute to the process of drafting of court decisions which should be accurate both from legal and linguistic perspective, being understandable to the ordinary citizen.

4.2 Ensuring didactics, methodological and scientific activities

The NIJ coordinated and ensured the drafting/revision/update of the disciplinary curriculums included in the Initial Training Study Plan for 2017-2019. The purpose of this initiative was to ensure the compliance of the training study plan with the didactic and methodological requirements, together with its aligning to the efficient methods and participative techniques of training. In total, **15 disciplinary curriculums** were presented to and approved at the meetings of the Council of the NIJ, which are now used for organization and carrying out the initial training courses.

Based on the training needs identified as a result of assessment, the following plans were elaborated:

- Initial Training Study Plan for the Candidates for Position of a Judge and Prosecutor (16 October 2017 - 16 April 2019 (XI Class of Graduates)¹⁰;
- Modular Continuous Training Study Plan for Prosecutors (2018)¹¹;
- Modular Continuous Training Study Plan for the Personnel of Courts, Probation Officers, Attorneys involved in the State-Guaranteed Legal Assistance and Consultants of Prosecutors (2018)¹²;
- Trainers Training Study Plan (2018)¹³;
- E-learning Study Plan (2018)¹⁴;

As per the provisions of the Action Plan for 2017, the update of the curriculum for training of trainers was planned. This activity is still ongoing and is planned to be completed by 2018, in a form of elaboration of a final form of the curriculum to be adjusted to the actual needs and the best practices of adults' education.

¹⁰ Passed through Decision of the Council of the NIJ No. 9/2 dated 06.10.2017

¹¹ Passed through Decision of the Council of the NIJ No. 10/1 dated 30.11.2017

¹² Passed through Decision of the Council of the NIJ No. 10/1 dated 30.11.2017

¹³ Passed through Decision of the Council of the NIJ No. 10/2 dated 30.11.2017

¹⁴ Passed through Decision of the Council of the NIJ No. 10/3 dated 30.11.2017

4.3 Application of transparent, objective and flexible procedures of recruiting and assessment of trainers, in compliance with the Statutes of Trainer of the NIJ. Development of the network of trainers as per the strategic objectives of initial and continuous training

The process of selection of the trainers was based on legal provisions and the requirements specified by the Statutes of Trainer, which provide that a trainer is selected on a competitive basis with further inclusion to the network of trainers of the Institute. The competition is organized in compliance with the rules established by the Council of the NIJ and unconditional observance of the principle of transparency. The recruiting activity is dictated by the necessity of filling-in the network of trainers for the certain areas included in the Initial Training Study Plan and the Modular Continuous Training Study Plans, predominantly on a discipline basis.

The trainers' selection activity was realized through applying objective criteria, designed, in principle, for assessment of their professionalism, professional experience, reputation and notable relevant experience.

At the beginning of the year, the NIJ's network included 173 trainers. During 2017, through decisions of the Council of the NIJ, two phases of supplementing 9 areas of studies with the necessary trainers have been initiated.

During the process of organization of competitions, the applications for 8 areas of activities were registered. No application for the activity „*Instructional design*” have been submitted.

As a result of assessment of the proposal submitted with the Permanent Competition Commission, through Decisions of the Council of the NIJ No. 4/3 of 31.03.2017 and No. 5/9 of 26.05.2017, the network of trainers was supplemented by 9 trainers.

4.4 Training of trainers both in the area of material and procedural laws and the area of didactics methods and techniques

The purpose of training of trainers is designed for continuous development of their professional and didactic skills. The training of trainers was organized according to the relevant plans and based on identified needs.

The activities of training of trainers during 2017 included:

The area of methods and didactic/methodological techniques of studying of adults:

- seminar „Application of active and participative training methodologies” – 17 trainers trained;
- seminar „Instructional Design for trainers – development of instructional scenarios for e-learning” - 5 trainers trained;
- seminar „Drafting of a scenario and uploading of a e-course to ILIAS (Moodle or other LMS)” - 5 trainers trained;
- Summer school „Processes simulation methodology”- 16 trainers trained;

To this end, a total number of 43 trainers (including repeated participation) had followed the training in the area of methodology of study of adults.

An important achievement of the NIJ worth mentioning, as follows: for the purposes of modernization of the process of training of judges and prosecutors and, in special, through simulation modules and implementation of specific subject of training of adults, the Institute, at Court of Appeal of Arges, Romania, organized and carried out the Summer School „***Processes simulation methodology***” with the participation of trainers of the NIJ, representative of UNDP Moldova, the Council for Preventing and Eliminating Discrimination and Ensuring Equality and the United Nations Human Rights Office of the High Commissioner.

Legal area:

- seminar „Methodology for collection of evidences in the criminal case process in compliance with the international standards” 19 trainers trained;
- seminar „Methodology of interrogation scenarios in compliance with international standards in a criminal case process together with identifying eventual breaches of the human rights” 20 trainers trained;
- seminar „Methodology of scenarios for investigation of application of special tools and arms by the relevant state agents” 18 trainers trained;
- Summer School „Combating crimes in the area of sexual life. Sharing the best practices” 19 trainers trained;
- Summer School „Simulation of a criminal case and preliminary investigation of a crime, with a focus of typical torture and bad behavior infringements” 16 trainers trained;
- Autumn School „Enhancement of capacities of legal practitioners during the interrogation of mentally disabled” 8 trainers trained;

As a result, 100 trainers (including repeated participation) benefited the specific legal training.

Taking into account that, the improvement of the skills of professionals from the area of justice related to the interrogation of the mentally disabled persons is an important objective of the training process, during the period of 23-27 October 2017 in the city of Calarasi the Autumn School „**Enhancement of capacities of legal practitioners during the interrogation of mentally disabled**” was organized. This activity was part of „*Improvement of communication abilities and behavior of the beneficiaries of the NIJ during interaction with the mentally and/or psychologically disabled persons*”, being followed by establishing a resource group formed of 10 trainers specialized in the area of protection of human rights of mentally and/or psychologically disabled persons. Further on in November, these trainers have had a chance to apply the relevant knowledge during two specific seminars designed for judges and prosecutors.

Training in other relevant legal areas/non-legal skills included:

The area of use of informational technologies:

- „Use of SMART interactive Board and SMART Notebook Instructional software” course. 16 trainers were trained;
- seminar „Microsoft Word”. 28 trainers were trained;

Personal development and communication area:

- seminar „Burn oneself out Syndrome” 16 trainers trained;
- seminar „Communication. Management of relationships with mass-media. Improvement of audio and video format communication abilities” 18 trainers trained;
- seminar „Neurolinguistic programming elements (polygraph)” 16 trainers trained;
- „Communication and Public Speeches” course, 15 trainers trained.

To this end, a total number of 109 trainers benefited training in specialized/non-legal abilities areas. In total, during 2017 a total number of 252 trainers (including repeated participation) had followed various training courses.

4.5 Increase of the number of trainers working part-time and full-time, in special from the list of acting judges and prosecutors

Based on strategic needs of the initial and continuous training and the consolidation of the didactics and methodological activities, the NIJ is permanently seek to recruit the best trainers. To this end, for the purposes of ensuring the training process one prosecutor was seconded.

4.6 Ensuring the compliance with specific requirements applicable to the NIJ's trainers

The performance of trainers is assessed for the purposes of evaluation of the level of their skills and professional abilities. The trainers included in the network of trainers are subject to periodical and complex assessment.

During the reporting period a total number of 65 trainers of the continuous training courses and 39 trainers of the initial training courses were subject to assessment.

Through Decision of the Council of the NIJ No. 5/8 of 26.05.2017 comprehensive process of professional assessment of 88 trainers of the National Institute of Justice was initiated with the purpose of analysis of their compliance with the requirements provided by the Statutes of Trainer.

As a result of this comprehensive assessment, 69 trainers have been withdrawn from the NIJ's network, based on their decision to stop the activity of a trainer. One trainer was withdrawn from the network based on such trainer's justified application.

By the end of 2017, the NIJ's network had 112 trainers, as follows:

- 29 judges – 25,89 %;
- 23 prosecutors – 20,53 %;
- 18 university professors – 16,07 %;
- 14 attorneys – 12,5 %;
- 26 other experts – 25 %.

Chapter V. International cooperation

The international cooperation activity performed during 2017 was oriented on the extension of existing cooperation relations and establishing new ones. During the reporting period, the Institute drafted and negotiated five cooperation agreements with the similar judicial training organizations from the state-members of Eastern Partnership and important local stakeholders.

In addition, for the purposes of realization of the information sharing activities and the use of best relevant practices, the representatives of the NIJ took part in a lot of international events, including organized by regional judicial training institutions.

For the first time in Moldova, in 2017 the NIJ has been involved in direct elaboration and implementation of a change project which allowed to implement a series of activities oriented to strengthening of the NIJ's capacities to offer quality training in the area of human rights.

5.1 Development of international cooperation through bilateral agreements and improvement of number of cooperation programs with the similar organizations from other countries

One of the priority in the area of international cooperation and relationships for the reporting period was the initiation and development of cooperation relations with the similar judicial training organizations from the state-members of the Eastern Partnership of the purposes of enhancement of the exchange of the best practices of initial and continuous training of judges, prosecutors and other categories of beneficiaries.

To this end, during 2017 the Institute elaborated three cooperation agreements which are proposed to be entered into with the similar judicial training organizations from Armenia, Azerbaijan and Georgia. The drafts were coordinated with these institutions and pre-approved by the Council of the NIJ. Their execution is scheduled for the next year.

The purpose of entering into these agreements is the establishment of favorable conditions for implementation of joint actions designed for promotion of justice, common values and human rights.

5.2 Increase of the NIJ's implication in the activities organized under an aegis of the judicial training organizations network

Another important aspect of international cooperation development by the NIJ is the maintenance of certain interactive relations with the regional and international networks of judicial training organizations with the purposes of improvement of visibility and consolidation of the NIJ's position on the international level.

To this end, it should be noted that in 2017 the NIJ took part at XX General Meeting of the EJTN organized during 22-23 June in Malta¹⁵. In addition, the representative of the NIJ were present at the second reunion of the *Judicial Training Organizations Network from South and Eastern Europe*¹⁶. The event offered the representatives of the schools for magistrates from the region the possibility to exchange views and experiences in the area of judicial training and to identify eventual regional cooperation areas within the network, together with the current needs of external assistance for these institutions.

5.3 Participation of trainers, students and NIJ's personnel at international events

¹⁵ Participation of the NIJ's representatives in Malta was possible due to the financial support offered by the Ministry of External Affairs of Denmark as part of "Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion" Project, implemented by UNDP Moldova.

¹⁶ The event was organized during 26-27 April 2017 by the Council for Regional Cooperation (CRC) and the Academy of Justice of Turkey.

Another important component of the process of international cooperation development is active participation of the NIJ at various international events. The relevant efforts during the reporting period were materialized in participation of the representatives of the institution at international and regional conferences and various events organized by international projects.

To this end, the Director of the NIJ took part at [Open Day Moldova](#) event organized at Strasbourg by the Office of the Directorate General of Programs of the Council of Europe. First results of implementation of the Action Plan of the Council of Europe in Moldova for 2017-2020 were assessed at this reunion. In the area of judicial training, the activities implemented with the support of the Council of Europe as part of numerous projects and their impact on professional training of the NIJ's beneficiaries were assessed.

In addition, the NIJ was present at an event on launch of Graz Recommendations by OSCE High Commissioner on National Minorities on Access to Justice. The event, which took place on 14 November 2017 at Graz University in Austria included discussion panels on challenges faced during the adaptation of the judiciary systems to ethnical diversity of societies, access to justice for national minorities and prevention of inter-ethnical conflicts.

One of the NIJ's trainers took part, on 28 and 29 September, at the second regional roundtable „Trans-border cooperation: issues and solutions”, organized by the National Academy of Prosecutors, Military Prosecutor's Office and the General Prosecutor's Office of Ukraine. The event was focused on the analysis of current issued in the area of regional trans-border cooperation and identification of the best solutions for their addressing and minimizing existing negative aspects.

With the purposes of consolidation of institutional capacities and modernization of your judges and prosecutors training processes, a group of trainers of the NIJ participated at Summer School „Processes simulation methodology” which took place during 15-21 July 2017 at Court of Appeal of Arges, Romania¹⁷. The participants were informed on the methodology of the processes simulation, including principles for preparing the materials for simulation, criteria to be complied with for elaboration of the simulation scenarios, the skills to be developed by the students and the simulation modules.

Similarly, INJ's efforts in 2017 were focused on identification of the opportunities for participation of the NIJ's direct beneficiaries (students and other justice area stakeholders) at various international activities. In total, these materialized in participation of two students and three judges at events organized in the Czech Republic, Holland and Montenegro.

That is to say, one graduate of X Class of Graduates of the NIJ – candidate for the position so a judge – participated at a regional seminar on practical aspects of legal cooperation in the area of civil, commercial and family law, which took place during 21-22 March 2017 in Podgorica, Montenegro. The seminar, organized by the Council for Regional Cooperation reunited judges, ministers of justice and future judges from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Montenegro, Macedonia, Republic of Moldova, Romania and Turkey. The goal of this activity was to improve the knowledge of participants in the area of trans-border cooperation related to civil, commercial and family law, together with the solutions applied for real cases in the South and Eastern Europe.

¹⁷ Summer School was organized in the context of implementation of “Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion” Project, financed by the Government of Denmark.

Another graduate from X Class of Graduates, who is also candidate to the position of a judge, participated at human rights study course organized by *Matra Rule of Law Training Program*¹⁸. The event took place in Hague, the Netherlands during 13-22 September 2017 with the participation of representatives from Serbia, Albania, Georgia, Ukraine, Moldova, Macedonia, Montenegro and Kosovo. The participants of this event extended their knowledge in the area of human rights, the rights of ethnical minorities and non-discrimination.

With respect to the continuous training, the participation of two judges at „*Practical aspects of corruption in the justice sector*” seminar and the participation of a judge at a round table „*Judicial Ethics*” worth mentioning. Both these events took place in Praha with the support of CEELI Institute from Praha, the Czech Republic, which has long-time cooperation relationships with the Institute.

5.4 Consolidation of cooperation between the NIJ and the European Union and its structures

As part of the fourth session of the Inter-governmental Commission of the Republic of Moldova and Romania for European Integration, which took place on 19 May 2017, the representatives of the NIJ met, in sectorial working group format, with the Director of the INM of Romania. Various subject of cooperation activities between the NIJ and the INM and the possibilities for the future development of cooperation relationships in the future were addressed during the meeting. In special, the INM confirmed its undertaking to facilitate the participation of the judges and prosecutors from the Republic of Moldova at various continuous training activities organized by the European Judicial Training Network (EJTN). In addition, the Director of the NIJ, at invitation of the Director of the INM participated at 25 Anniversary of the INM which took place on 10 November 2017.

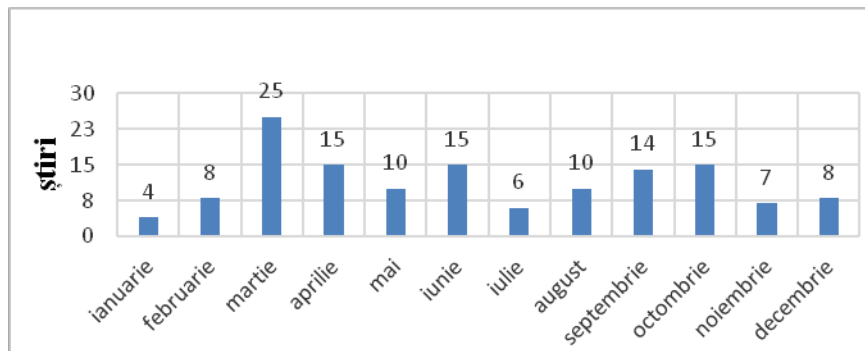
¹⁸ Financed by the Ministry of External Affairs of Holland and implemented by a consortium formed by the Judicial School from Leiden, the Netherlands Helsinki Committee and the Academy for Local Governance from Hague (THA).

Chapter VI. Public Relations and NIJ's Visibility Enhancement

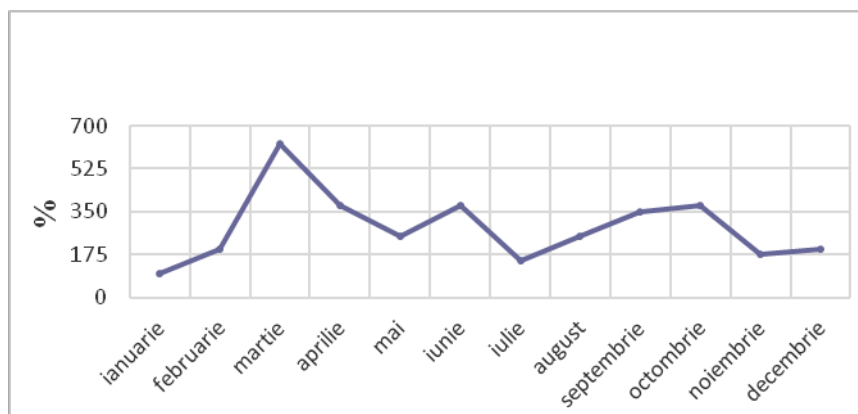
During 2017 the activity of the National Institute of Justice was characterized by continuity and efficiency of the public relations, promotion of its image, transparency and visibility. The impact of the relevant actions performed during the reporting period is as follows: substantial improvement of the quality of the Newspaper of the NIJ; drafting, editing and distribution of certain printing materials with the NIJ's signs; update and filling-in with new chapters of the NIJ's webpage; permanent maintenance and promotion of the NIJ's page on Facebook, together with the launch of Youtube's channel of the NIJ; maintenance of the permanent dialog with the representatives of the mass-media; organization of the Open Doors Day and the Republican Competition of Art for Children "I see justice this way".

6.1 Improvement of efficiency of public relations and implementation of the NIJ's communication strategy

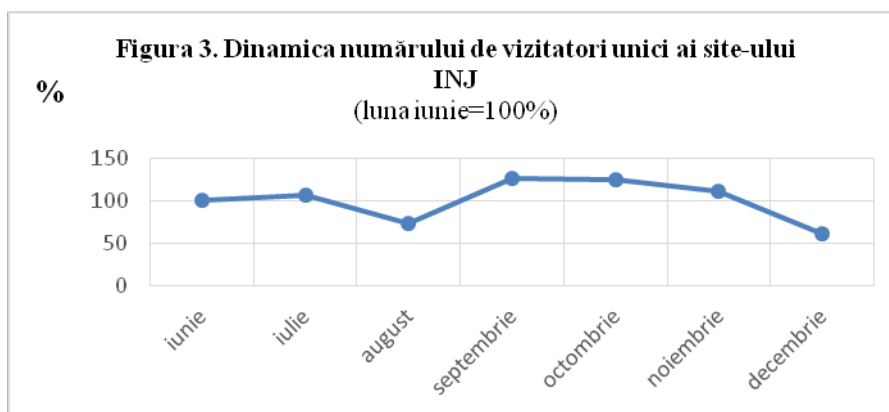
The NIJ's goal during 2017 in the area of external communication strategy was the compliance with the principles of information of society, transparency and quality of information. To this end, for the purposes of NIJ's image promotion and information of the public on the activities and events within or with participation of the NIJ, all relevant information has been promptly published on the Institute's webpage. The performance indices associated with this objective are the number of articles published thereon, i.e. 137 with an average of 11 articles per month (scheme 1 below).



During 2017, the number of articles elaborated and published on the webpage of the NIJ has increased with 51.99%. At the same time, it should be noted that, during the reporting period the biggest increase of such number, i.e. 525% was registered in March, which is the month of final exams for the candidates for the positions of a judge or prosecutor and the individuals who candidate for the position of a judge based on duration of their employment service (scheme 2).



Web statistical tool installed on the webpage during the last days of May 2017 demonstrated the information on the number of publications on the webpage, its visitors and popularity (total number of visitors - 76.890, number of unique visitors during the period of June-December 2017 - 36.604). During the second part of the year in question, the total number of unique visitors in September has increased with 26% in comparison with the month of June. Such increase may be explained by the fact that the admission exams for the candidates for the positions of a judge and prosecutor were organized in September 2017. (scheme 3).



Modernization and update of the Institute's webpage was performed through creation and uploading information to its new chapters/sections. At „Newspaper of the NIJ” Chapter 4 new sections containing useful information on the current and future authors of the Newspaper of the NIJ were created¹⁹. „Initial Training” Chapter was supplemented with 2 new sections: „Extracurriculum Activities”²⁰ and „NIJ's Graduates”²¹. „Photo Gallery” Chapter now contains two new folders: The Republican Competition of Art for Children “I see justice this way”²² and „Charity activities”²³. In addition, during 2017 a total number of 856 documents, 845 images, 8 publications and 4 video and audio files were uploaded to the webpage.

During 2017, the NIJ hosted and co-organized 5 conferences and public discussions on the matters of interest for the justice area, which reunited various representatives of the decision-making authorities, relevant institutions and civil society (a total of 320 participants)²⁴.

¹⁹ Please see <https://www.inj.md/ro/declara%C8%9Bie-privind-accesul-deschis>; <https://www.inj.md/ro/declara%C8%9Bie-privind-asumarea-r%C4%83spunderii>; <https://www.inj.md/ro/recezenen%C8%9Bii-articolelor-%C8%99tiin%C8%9Bifice>; <https://www.inj.md/ro/recezie-model>

²⁰ <https://www.inj.md/ro/activit%C4%83%C8%9Bi-extracurriculare>

²¹ <https://www.inj.md/ro/promo%C8%9Bii-inj>

²² <https://www.inj.md/ro/%E2%80%9Ejusti%C8%9Bie-%E2%80%93-eu-te-v%C4%83d-a%C8%99a%E2%80%9D-concurs-de-arte-plastice-pentru-copii>

²³ <https://www.inj.md/ro/ac%C8%9Biuni-de-caritate>

²⁴ <https://www.inj.md/ro/discu%C8%9Bii-privind-programul-de-%C8%9Bar%C4%83-al-pnud-moldova>;

<https://www.inj.md/ro/discu%C8%9Bii-publice-%E2%80%9Econstruirea-podurilor-de-%C3%AEncredere-dintre-societatea>

On 5 April 2017, the NIJ organized Open Doors Day for the candidates for the positions of a prosecutor, as a result of a request filed with the NIJ by the Working group for ensuring the functionality of the TAU Gagauzia with respect to offering the Gagauz minority of a quota of 5 vacancies for the position of a judge and 5 vacancies for the position of a prosecutor. For the purposes of familiarization with the activity of the NIJ, the possibilities for training of future judges and prosecutors and encouraging young specialist to participate at the initial training course a total number of 60 representatives of Gagauz minority – student of the Law Faculties from the State University of Comrat and Theoretical Lyceum „Orizont” from Ceadar-Lunga visited the Institute²⁵.

As a continuity for cooperation with the School of Art „A. Şciusev”, during the period of 27.01-1.06.2017, the National Institute of Justice organized the Republican Competition of Art for Children “I see justice this way”. The most creative children have received their premiums on 1 of June, the International Children’s Day. On 14 September 2017, the National Institute of Justice, in cooperation with the Permanent Representative of the Republic of Moldova at the Council of Europe, on occasion of XX anniversary of ratification by the Republic of Moldova of the European Convention on Human Rights organized an exhibition of children’s pictures at the European Court for Human Rights.

A total number of 372 persons took part at various events organized for public during 2017 (Open Doors Day, the Republican Competition of Art for Children “I see justice this way”, launch of the books „Convenția Europeană a Drepturilor Omului. Comentariu asupra hotărârilor Curții Europene a Drepturilor Omului versus Moldova”, and „Samples of administrative court hearings procedural documents”).

Indices of the interest of the society in the activity of the NIJ is the total number of its official webpage²⁶. By the end of the reporting year, a total number of 2.129 individuals (total number of visitors is higher – 2.147) liked our page, i.e. an increase with 962 subscribers in comparison with the last year, the fact that demonstrates the increase of the interest of society. The most interesting for public were postings on selection of winners of the Contradictory Procedure Competition (10.05.2017, impact – 3.776 persons); festivities dedicated to the launch of IX Class of Graduates of the candidates for the positions of a judge and prosecutor based on duration of their employment service (3.04.2017, impact – 3.589 persons); verbal exams of the candidates for the position of a judge based on duration of their employment service (23.03.2017, impact – 3.324 persons); announcement for the admission competition for the period of 2017-2019 (6.06.2017, impact – 3.178 persons); Winter School in the area of human rights „Implementation of the European Convention for Human Rights on the national level – remedies for the improvement of the quality of administration of justice” (7.12.2017, impact – 3.122 persons) and etc.

In addition, in February 2017, for the purposes of ensuring the transparency and efficient communication with society, NIJ’s YouTube channel having 5 videos was created. The most popular upload was the speech of the Director of the NIJ on the impact of the justice sector reform on the National Institute of Justice at „Building confidence bridges between the civil society and the justice sector” public discussions of 17.03.2017.

During 2017, the SERP published a lot of materials, including those related to the e-learning and training of trainers, the NIJ’s student cards, the NIJ’s graduates’ certificates, the Institute’s letterhead, agendas, fliers and various greeting cards.

[civil%C4%83-%C8%99i-sectorul-justi%C8%9Biei](https://www.inj.md/ro/conferin%C8%9B%C4%83-dedicat%C4%83-%C3%AEmbun%C4%83t%C4%83%C8%9Birii-eficien%C8%9Bei-%C8%99i-calit%C4%83%C8%9Bii-justi%C8%9Biei-%C3%AEn-republica-moldova); <https://www.inj.md/ro/conferin%C8%9B%C4%83-dedicat%C4%83-%C3%AEmbun%C4%83t%C4%83%C8%9Birii-eficien%C8%9Bei-%C8%99i-calit%C4%83%C8%9Bii-justi%C8%9Biei-%C3%AEn-republica-moldova>; <https://www.inj.md/ro/discu%C8%9Bii-publice-despre-integritatea-actorilor-sectorului-justi%C5%A3iei-din-republica-moldova>; <https://www.inj.md/ro/conferin%C8%9B%C4%83-na%C8%9Bional%C4%83-dedicat%C4%83-respect%C4%83rii-drepturilor-persoanelor-cu-dizabilit%C4%83%C8%9Bi-mentale>

²⁵ Please see <https://www.inj.md/ro/ziua-u%C8%99ilor-deschise-pentru-minoritatea-g%C4%83g%C4%83uz%C4%83>

²⁶ https://www.facebook.com/INJmd/?notif_id=1514898675942601¬if_t=page_fan

In addition, during 2017 under the auspices of the Supreme Court of Justice and the National Institute of Justice and with the support of the Council of Europe the book named „Convenția Europeană a Drepturilor Omului. Comentariu asupra hotărârilor Curții Europene a Drepturilor Omului versus Moldova” (circulation: 1000 ex.)²⁷ and the manual „Samples of administrative court hearings procedural documents” (circulation: 1000 ex.)²⁸ were published. These editions were mostly distributed with the courts and prosecutors’ offices of Moldova in order to be used by judges and prosecutors in their daily activity.

In order to increase the NIJ’ public visibility, a lot of materials using its signs were elaborated (NIJ’s colors, pens, T-shirts, packages and etc.).

6.2 Consolidation of relations with mass-media necessary for enhancing the visibility and transparency of the NIJ’s activity

The information on the activity of the NIJ was offered to the public and the mass-media. The impact the press-releases was materialized by use of various mass-media of the articles and information published by the NIJ, as follows: news portals BizLaw, MoldNova, newspapers Dreptul, Timpul, Ziarul de Gardă, TV Channels Realitatea, ProTv Chișinău, Teleradio-Moldova, news agencies Info-Prim_Neo, Moldpress and so on. To this end, the Republican Competition of Art for Children “I see justice this way” was mediatized by 18 news and TV news bulletins, while the launch of the book „Convenției Europene a Drepturilor Omului. Comentariu asupra hotărârilor Curții Europene a Drepturilor Omului versus Moldova” – by 15 news and TV news bulletins.

In addition, the Director of the NIJ, on 13 April 2017 was interviewed by BizLaw Portal on the activity of the Institute²⁹.

In 2017, the NIJ was one of the partners for citizens information campaign on the status of the „Justice for people – benefits for the justice reform. Social aspects of the justice system modernization process” reform, organized by the Supreme Court of Justice. The debates were broadcasted by Privesc.eu, Realitatealive.md, Teleradio-Moldova, Publika, Canal 3, Bizlaw, Dreptul etc. As part of this campaign, the students of the law faculties from Balți³⁰, Cahul³¹ and Comrat³² were familiarized with the conditions for admission to and the study program of the Institute. Various aspects of the NIJ’s training activity reformation were presented by the NIJ’s representatives during the meetings with society at Criuleni (21.09.2017), Hancesti (28.09.2017), Orhei (5.10.2017), Ungheni (12.10.2017).

For the purposes of collection of information related to the NIJ, daily mass-media review, i.e. search and identification of the relevant articles, was performed. Based on this data, the SERP oriented its activity to a better information of the mass-media, including by creation of a group of journalists who are specializing in law-related articles from Moldpres, Radio Moldova news agencies, newspapers Dreptul, Timpul, Ziarul de Gardă, news portal Agora, Unimedia, BizLaw etc. Upon request of the mass-media representatives (BizLaw, Dreptul, Jurnal TV, Ziarul de Gardă etc.) the NIJ was providing necessary information and data.

6.3 The improvement of scientific quality of the Newspaper of the National Institute of Justice

²⁷ Please see <https://www.inj.md/sites/default/files/Conventia%20Europeana.pdf>

²⁸ https://www.inj.md/sites/default/files/1970_Manual_Modelle%20de%20acte%20judicatoaresti_site.pdf

²⁹ <https://www.bizlaw.md/2017/04/13/diana-scobioala-director-inj-farmecul-institutiei-pe-care-o-conduc-este-ca-nu-intra-in-esichierul-politic/>

³⁰ <https://www.inj.md/ro/directorul-inj-%C3%AEn-vizit%C4%83-la-universitatea-de-stat-%E2%80%9Ealecu-russo%E2%80%9D-din-b%C4%83%C8%9Bi>

³¹ <https://www.inj.md/ro/institutul-na%C8%9Bional-al-justi%C8%9Biei-%E2%80%93-o-%C8%99ans%C4%83-%C8%99i-pentru-viitorii-absolven%C8%9Bi-ai-facult%C4%83%C8%9Bii-de-drept-de>

³² <https://www.inj.md/ro/directorul-inj-venit-cu-invita%C8%9Bii-la-universitatea-din-comrat>

The publishing of scientific and practical edition of the Newspaper of the NIJ, during 2017, was performed in a traditional way, i.e. four editions with 200 quarterly published exemplars (a total of 800 exemplars). The Newspaper was distributed, free of charge, with the national justice institutions with another 10 exemplars from each quarter publishing with the relevant institutions from Ukraine, Romania, Bulgaria and Russia.

During the reporting period, the purpose of the NIJ was to improve the quality of the Newspaper and its submission with the Supreme Council for Science and Technological Development of the NAM and the National Council for Accreditation requesting the accreditation of the Newspaper and granting it B category of the human rights-related publications. For these purposes, the Editorial Team was reviewed and supplemented with the important personalities from the area of justice, including from abroad. The members of the Editorial Team contributed to the improvement of the scientific quality of the articles published with the Newspaper, including through their revision, in a form of double and “blind” review of scientific articles.

At the same time, the articles published with the Newspaper were structured as per the areas and the CZU. During 2017, a total number of 31 articles were published with the Newspaper, including four scientific articles elaborated by international authors – three in Russian and one in English languages.

It should be noted that, the Newspaper of the NIJ was included in three international databases - DOAJ, Copernicus and HeinOnline.

The Newspaper of the National Institute of Justice is a scientific edition with the Open Access and an alternative for publishing and promotion of the results of scientific research in the area of human rights. The Creative Commons Attribution issued the Newspaper international license – CC BY 4.0, while on 21 December 2017 the Newspaper of the National Institute of Justice’s dossier was examined by the Commission for Evaluation of the Newspapers within the Academy of Science of Moldova which recommended it for granting B category.

Chapter VII. Center for Legal Information

As per the priorities undertaken for 2017, the CLI ensured the candidates for the positions of a judge and prosecutor and other stakeholders in the area of justice with the access to various legal information through a complex of modern services, including online.

During the reporting period, the CLI's subdivisions continued to implement the informational technologies within the NIJ, manage the process of e-learning of the NIJ's beneficiaries and ensure the technical and informational maintenance of hardware and software basis of the National Institute of Justice. In addition, the Informational System of the NIJ was implemented and optimized, while the NIJ's library was subject to modernization process.

7.1 Technical and informational maintenance of the activity of the NIJ

During 2017, the CLI ensured the management of the NIJ's intranet network and webpage. The informational resources of the NIJ were hosted on Mcloud Platform with the internet email services offered by the Center for Special Telecommunication, thus ensuring the informational security and efficient use of resources.

As per the amendments brought to the [Regulation on Organization and Carrying out the Admission Competition for the Candidates for the Position of a Judge or Prosecutor](#)³³, the modality of online filing of the dossier of a candidate was re-analyzed. In 2017, the dossier of the candidates was filed and managed solely electronically, solely through the IS of the NIJ, as compared to the precedent year, where the mixed form of filing was used. This modality allowed to optimize the working processes and efficient communication with the candidates necessary to ensure the accurate and complete filing of dossier. To this end, the CLI ensured necessary technical assistance and the revision of the [E-Admission Platform User Guide - <https://intranet.inj.md>](#).

Another novelty approach provided by the Regulation referenced above is the digitalization of the psychological test of the written phase of the admission exam and, partial digitalization of the verbal phase of the admission exam by aleatoric and automatic selection of the subjects. As a result, electronic psychological test afferent to the written phase of exam and automatic and aleatoric selection of the subjects for the verbal phase were developed³⁴, tested and applied during the reporting period.

For the purposes of organization of the admission exam 1600 multiple choice tests and 400 subjects were introduced and configured, groups of candidates for the electronic selection of the subjects were created and provided with passwords and technical assistance.

It should be mentioned that audio and video registration of the admission exam³⁵ performed by the IT Section had contributed to its transparency, the process of appeals examination and etc.

Automatization of the admission exam increased the efficiency of the theoretical subjects' management, ensured its transparency and objectivity, thus allowing to avoid the human factor and enhance the confidence of the society in accurate assessment of the candidates and their admission for studies with the NIJ.

³³ Passed by Decision of the Council of the NIJ No. 5/2 of 26.05.2017

³⁴ With the support of "Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion" UNDP Project

³⁵ As per point 4.2 of the Regulation on Organization and Carrying out the admission competition for initial training of candidates for the positions of a judge or prosecutor, approved by Decision of the Council of the NIJ No. 5/2 of 26.05.2017, the written phase of exam is subject to video registration, while the verbal phase – audio and video registration (p.4.15)

In addition, the Informational System of the NIJ was optimized based on the relevant experience and the provisions of the law. Pursuant to the approval of the [Regulation on Organization of Professional Continuous Training of Judges, Prosecutors, Judicial Assistants, Head of the Court Chancelleries, Consultants of Prosecutors, Probation Officers and Attorneys Involved in the State-Guaranteed Legal Assistance](#), the following improvements were implemented: a tool which prohibits application for the training courses for persons who have more than 80 hours of training per year or, alternatively, did not participated, unjustified, at a course, has been introduced. This tool allows the efficient use the total number of vacancies of the training courses. In addition, a possibility to segregate the total number of hours per training course per person was introduced. As a result, all the necessary reports, lists and total numbers have been reviewed in order to reflect the number of hours accumulated within the seminars.

For the purposes of facilitation of drafting the statistical reports on trainings, the lists and reports generated by the IS of the NIJ have also been revised.

A new module „AVstats” was introduced to the webpage of the NIJ, allowing visualization of the advanced statistics about the visitors of the webpage. For the purposes of indexing and archiving the Newspaper of the NIJ with the National Bibliometric Tool and the international database Hein Online, an automatic transmission of notifications to these organizations on the new upload of the Newspaper of the NIJ to the webpage was scheduled.

In total, 65 new tasks were developed with the Informational System of the NIJ, including development and amendment actions and errors elimination.

For the purposes of efficient use of the IS of the NIJ, a communication framework with the courts and prosecutor’s offices was created, allowing a better communication with their new employees who need to have their accounts with the system or acting employees who had no password for their accounts. To this end, more than 700 accounts were created, configured and modified. At this moment, the IS of the NIJ has 3,388 of active accounts. The positive outcome of the ITS’s activity in the area of continuous training is that judges and prosecutors may electronically apply for the relevant training courses and visualize the courses they have applied or graduated. The beneficiaries of the continuous training got their electronic certificates, while the authenticity of these certificates may be checked, electronically, on the NIJ’s webpage. In addition, necessary technical assistance, both electronically and via phone, was offered. For facilitation of the use of the IS of the NIJ, the User Guide on [the Informational System of the National Institute of Justice \(IS of the NIJ\) and Intranet of the NIJ](#) was developed.

An important result achieved by the NIJ is the reorganization of its local network through substitution of its central router. Instead of Windows-based server, a new specialized MikroTik router allowing more stability, configuration flexibility, advances statistics and functioning was installed.

For the purposes of segregation of the folders necessary for ISO standards implementation, a new web application for segregation and storage of information was installed on the local server.

7.2 Facilitation of access to legal information

The goal of the Center for Legal Information (CLI) is to render full specter of modern services designed to facilitate the access to legal information. For these purposes, [CLI’s Section on the official webpage of the Instituted](#) was created.

This section contains the following sub-sections:

- [Court cases and legal framework](#) – offers online access to legal frameworks of 30 countries and court practice of 4 states.
- [Electronic resources](#) – provides for links to various legal portals, databases and etc.
- [E-learning](#) – provides for a list of offered e-learning courses and their description.
- [The Newspaper of the NIJ](#) – contains an archive of all Newspapers of the NIJ.
- [Publications](#) – provides electronic access to all publications of the Institute.
- [SIBIMOL Catalogue](#) – provides access to the Catalogue of Integrated Informational System of the Libraries of Moldova.

Starting with May 2017, this section had 1012 visitors, demonstrating an increasing interest of beneficiaries and usefulness of the materials contained therein.

7.3 Reorganization of the training/study/education process with the NIJ and increase of number of participants of e-learning courses.

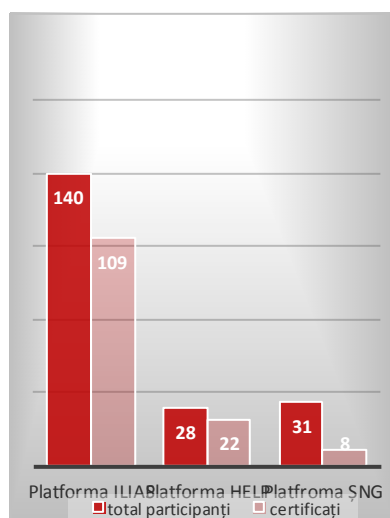
During the reporting period, the quality of initial, continuous and trainers training processes has substantially increased due to the use of e-learning platform ILIAS, which offers efficient and uninterrupted (synchronized and non-synchronized) communication between the professor and student.

ILIAS Platform was widely used for rendering, in a mixed form, of 2 study courses– „The use of informational technologies during professional activity”³⁶ and „Introduction to the European Convention for Human Rights”³⁷. The use of ILIAS Platform during the didactics process allowed to optimize of interaction between the professors and beneficiaries by combination of online activities with the study courses with the physical presence.

To this end, the relevant study hours were oriented for practical studies, while the ILIAS Platform offered various didactics materials, subjects, self-assessment tests, electronic sources and the possibility to interact with the professor and colleagues, online, through a specific forum and private internal messages.

For the candidates for the positions of a judge and prosecutor from X and XI Classes of Graduates, a series of electrical tests were organized.

E-learning study courses became very popular due to commodity of their usage, automatic generation of results, possibility to configure various options, such as, for instance: aleatoric and individual generation of tests based on pre-approved questions; scheduling of testing periods and the time necessary for results generation, possibility for the students to visualize the results of testing and etc.



For the purposes of promotion of e-learning study courses, the content of [„e-Learning” Section](#) on the NIJ’s webpage was reviewed. Now, this section provides for a description of each study course offered by the NIJ through ILIAS Platform or in cooperation with its partners, their duration and active period. A total number of 6 announcements regarding the e-learning study courses were prepared and published on the webpage of the NIJ and 50 relevant fliers distributed. The development of efficient communication between the beneficiary institutions – courts and prosecutors’ offices – was ensured through creation and administration of the mailing list containing the emails of these institutions.³⁸ As a result of these activities, the number of accounts on ILIAS Platform increased with 192, with the total number of 889 accounts registered by the end of the year.

In 2017, the beneficiaries of the NIJ had the possibility to benefit continuous e-learning through ILIAS Platform, HELP Platform offered by the Council of Europe and the Platform of the National School of Court Registrars of Romania. These courses were designed for judges, prosecutors, employees of the courts, consultants of prosecutors and other individuals who act in the area of justice.

A total number of 199 followed e-learning courses with 139 persons certified.

³⁶ Beneficiaries are candidates for the position of a judge – 25 persons.

³⁷ Beneficiaries are candidates for the positions of a judge or prosecutor – 44 persons.

³⁸ Activity No. A 7.4, subactivity No. A 7.4.1 of the Action Plan of the NIJ for 2017-2020.

IIS reviewed and published 3 study courses on ILIAS Platform, as follows: „Psychological specifics and particularities of interrogation of the human trafficking victims”³⁹, „Protection of the rights of migrants to the Republic of Moldova: legal provisions”⁴⁰.

It should also be noted that approx. 50 employees of the NAC followed fee-based electronic study course „Introduction to the European Convention for Human Rights” with 44 employees certified⁴¹.

Another online study course was launched in 2017 - „Active and participative training methodology” – designed for trainers which contains a series of activities in a form of subjects and tests. This course is the most complex one which has been uploaded to ILIAS Platform.

In addition, 2 other courses were launched on HELP Platform⁴² - „Criminal prosecution and ECHR”⁴³ and „Prohibition of bad treatment in the context of administration of law, security and other coercive means”⁴⁴. These study courses will be uploaded to and rendered via ILIAS Platform in 2018.

As part of cooperation between the NIJ and the National School of Court Registrars of Romania, the beneficiaries of the NIJ have had a chance to participate at e-learning study course „English for Legal Purposes I”, offered by the NSCR, together with the British Council in Romania⁴⁵.

The majority of e-learning courses were offered with the participation of the professor, thus ensuring interaction between the professor/trainer and the beneficiaries of the course. For the purposes of promotion of the courses (access to the materials, passing exams, communication through forum and internal email, etc.) 5 specific guides were elaborated. In addition, the navigation through the course, systematization of the course material and other useful actions were implemented. The beneficiaries got necessary technical assistance online through forum, ILIAS Platform, email and phone. The quality of the study courses and the level of satisfaction of beneficiaries were highly appreciated. Based on the analysis of beneficiaries’ experience⁴⁶, optimization proposals were drafted and, partially, implemented.⁴⁷

IIS was also involved in organization of the admission competition for initial training of candidates for the positions of a judge and prosecutor. To this end, ILIAS Platform was used, in addition to the specialization test, for performance of psychological test and selection of subjects for the verbal phase of admission exam⁴⁸.

7.4 Transformation of the ILIAS Platform in an educational medium for the entire Institute

³⁹ Active period 20.11-2017-01.12.2017, 40 participants/30 certified, 8 hours without trainer.

⁴⁰ Active period 13.11-24.11.2017, 26 participants/18 certified, 8 hours with trainer.

⁴¹ Active period 02.10-10.10.2017, 40 hours with trainer.

⁴² The European Programme for Human Rights Education for Legal Professionals (Program HELP) in cooperation with the National Institute of Justice, Project of the Council of Europe „Support to Justice Reform in the Republic of Moldova”, financed by the Government of Denmark.

⁴³ Active period 26.04.-18.06.2017, 28 participants/22 certified, 24 hours with trainer.

⁴⁴ Active period 11.12 -31.01.2018 (ongoing), 36 participants, 30 hours with trainer.

⁴⁵ Active period 27.03.2017 - 23.04.2017, 31 participants/8 participants received certificates.

⁴⁶ Activity No. A 7.3, subactivity No. A 7.3.1 and A 7.3.2 of the Action Plan of the NIJ for 2017-2020.

⁴⁷ New options were introduced to the Platform and new interface models and integration of ILIAS Platform with the IS of the NIJ with the support of UNDP Program.

⁴⁸ Please see Chapter „Informational Technology Section”.

For the purposes of ensuring the efficient use of ILIAS E-learning Study Platform, the users accounts were created and updated⁴⁹, and they were provided with the necessary technical and informational assistance. The ILIAS Platform was supplemented by a specific blog and forum which facilitated the communication between the participants and offered them the possibility to see each other, online, during the study course. In addition, the possibility for the NIJ's beneficiaries to create their accounts on the Platform, personally, was introduced with the specific guide elaborated.

For the purposes of optimization of the use of resources and facilitation of the access of the beneficiaries to these resources, the structure of the ILIAS Platform Library (Depositary) was amended, as follows: creation of new chapters and sub-chapters, access rights modification and content restructuring. This activity was designed to offer the beneficiaries of the initial training, continuous training and training of trainers with the easy access to e-learning and relevant multiple-choice tests and the possibility for the trainers to elaborate, supplement and manage the e-learning courses.⁵⁰

The NIJ, with the support of "Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion" UNDP Project developed 3 e-learning study courses: *Criminalistics, Judicial Psychology and the UN Human Rights System*. These study courses, which will be launched in 2018, contain a series of reusable disciplines with interactive elements which will improve their utility and value.

7.5 Training of trainers in the area of usage of new technologies

During the reporting period the NIJ organized a lot of training activities⁵¹, including e-learning⁵² for the trainers, with a special focus on facilitation of the informational technologies use, such as ILIAS platforms, interactive blackboards, MICROSOFT WORD and so on. With the support of "Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion" UNDP Project the NIJ elaborated the "Methodology of electronic study courses development" which is useful for formators in elaboration of the e-learning courses.⁵³ In addition, the NIJ finalized the „ILIAS Platform User Guide". All these documents are available on ILIAS Platform.

7.6 Modernization of the NIJ's Library

The activity of the Library was focused on serving the beneficiaries of the NIJ, multiple use of books and newspapers (both at reading room and at home), the access to the legislative database (MoldLex) and etc. The Library which has good collection of materials became the useful and necessary center, including due to the inclusion of the Library to the Informational Integrated System of Libraries of Moldova.

The Library of the NIJ was included in the Library to the Informational Integrated System of Libraries of Moldova (SIBIMOL), which integrates all Informational Libraries of Moldova in one single national network. The beneficiaries of the NIJ by using SIBIMOL, in general, and the Electronic Catalogue have access to all the Libraries of Moldova. For the purposes of use of SIBIMOL-the representatives of the Library of the NIJ took part at specialized courses organized by the National Library of Moldova in the period of May-June 2017.

⁴⁹ The ILIAS Platform currently has 889 accounts.

⁵⁰ Activity No. A 7.6, sub-activity No. A 7.6.1. of the NIJ's Action Plan for 2017-2020.

⁵¹ Please see Didactics, Methodology and Training of Trainers Section Chapter.

⁵² Study course „Active and participative training methodology”, active period 27.11-24.12.2017, 24 participants/17 certified, 40 hours of study, with the participation of trainers

⁵³ Activity No. A 7.6, sub-activity No. A 7.6.2. and A 7.6.3 of the NIJ's Action Plan for 2017-2020.

During the period of October-December 2017 a total number of 249 books were included in the SIBIMOL. At the same time, for the purposes of facilitation of the access of the NIJ's beneficiaries to SIMBOL, a specific banner with the direct link thereto was created on the NIJ's webpage⁵⁴.

For the purposes of elaboration of the Electronic Catalogue of the Library of the NIJ, in April 2017 a videoconference with the representatives of UNDP Moldova was organized. As a result, the offer for the specialized library software TinREAD was selected.

The introduction of the documents to the library, compliant with the needs of the beneficiaries was mostly performed in a form of donation of the books, i.e. 124 titles with the total number of 512. The donations were made by UNDP Moldova, the Ministry of External Affairs and the relevant authors.

Due to the donors mentioned above, the Library was supplemented with 119 titles of books (total number of 313 exemplars), more than during the preceding year.

During 2017, the library had 2 subscriptions for newspapers: 2 exemplars of „Monitorul Oficial al RM” and „Buletinul Achizițiilor Publice”.

A total number of 41 titles were processed, both traditionally and electronically, in full compliance with the rules of cataloguing, classification and indexing.

For the purposes of facilitation of the access to legal information of the NIJ's beneficiaries, online and direct access to informational resources was offered. The Library offered assistance/consultation for 343 beneficiaries and offered them 760 documents. In addition, the beneficiaries have access to MoldLex database and other electronic resource directly at the premises of the library.

For the purposes of identification of the level of satisfaction of the beneficiaries of the NIJ, its official webpage offers them the possibility to file proposals and recommendations on supplementation of the library with the necessary titles/electronic resources.

For the purposes of ensuring of an optimal and functioning organizational framework, the NIJ drafted and approved the Regulation of the Library and the job descriptions for the consultants of the Library.

⁵⁴ Please see <https://www.inj.md/ro/catalogul-sibimol>

Chapter VIII. Consolidation of the NIJ's capacities

8.1 Personnel Design and Planning

During 2017 in the area of human resources management, the NIJ perform a lot of actions at organizational level which allowed it to improve the efficiency and the skills/habits of the personnel necessary for realization of strategic objectives for 2017-2020.

For the purposes of fulfilment of Chapter I of Action Plan for 2017-2020 for implementation of the Strategy of the NIJ, the necessary actions for design, planning, recruitment, selection and orientation of personnel and improvement of the human resources circulation and development were performed. This allowed to improve both the level of training and motivation of the personnel and the level of its satisfaction from their professional activity within the Institute.

To this end, in cooperation with the heads of the NIJ's subdivisions, its organizational chart for 2017 was drafted, taking into account the needs for training and the human resources restructuring and re-distribution of the personnel/trainers from the Training and Research Department (10 units) to the Initial Training Section and the Continuous Training Section⁵⁵. Simultaneously, the number of units of the Didactics, Methodology and Trainers Training Section was reduced from 6 to 3.

For the purposes of amending the relevant secondary legislation related to the human resources management, the NIJ drafted the Personal Data Protection Policy on their processing with the informational systems of the NIJ and the Regulation on Processing the Personal Data of the NIJ's Employees through the Employees' Record Keeping System⁵⁶.

As part of Action Plan for 2017-2020 for the implementation of the Strategy of the NIJ a lot of activities designed for implementation of the procedures of assessment of the Institute's personnel were performed, including the approval of the Order of the Director of the NIJ on establishment of the Commission for Attestation of the NIJ's personnel⁵⁷.

8.2 Human Recourses Circulation and Management

During 2017 the management of the NIJ's personnel was ensured by the Director, the Deputy Director and the heads of the NIJ's subdivisions. Out of the total number of 73 of positions with the NIJ, as per 31 December 2017, 16 positions represented the senior management positions, 25 – trainers, 18 – consultants, 5 – main specialists, 2 – specialists, programmers, 2 positions with 0.5 employment status and 6 positions of non-key personnel.

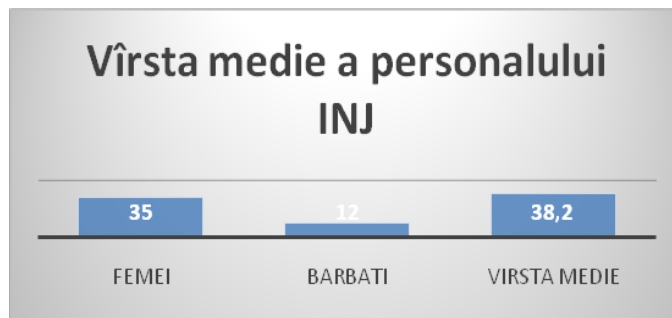
In 2017 the total number of administrative and non-key personnel was 25 persons, where 16 resigned/dismissed and another 5 were transferred from other positions (in 2016 these numbers were as follows: 21, 9, 10). In 2017, 18 new trainers were employed and another 14 dismissed. In the majority of cases, the employment and transfer of the personnel was made within the Institute – 17 cases. During the reporting period, 8 persons were on partially paid child care leave.

During 2017, out of 47 employees of the NIJ, 35 employees were women and 12 men. The average age of the NIJ's employees is 38.

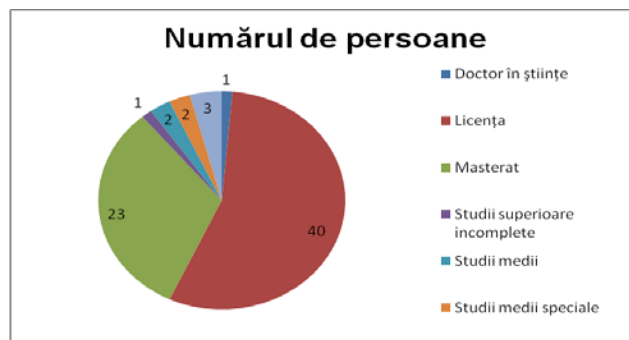
⁵⁵ Passed by Decision of the Council of the NIJ No. 1/8 of 31.01.2017

⁵⁶ Passed by Decision of the Council of the NIJ No. 1/7 of 31.01.2017

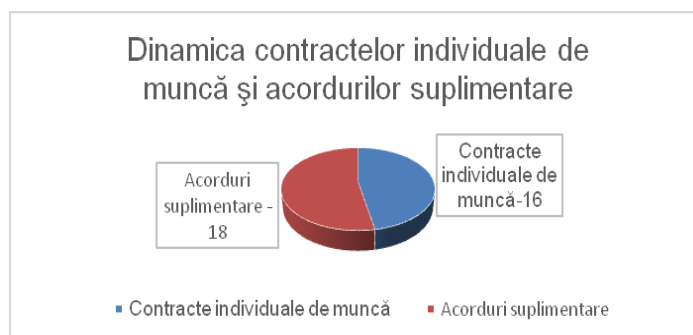
⁵⁷ Passed on 19.12.2017, No.76-17/G



Out of the total number specified above, one person has PhD, 40 have university degree/license, 23 – magistrate degree, 2 – high school diploma and 3 have incomplete high school education.



Special attention was paid for drafting the administrative documents with the NIJ. To this end, during 2017, a total number of 16 individual employment agreements and 18 additional agreements thereto with the administrative and non-key personnel, 17 individual employment agreements and 11 additional agreements thereto with the trainers were concluded. A total number of 292 service agreements necessary for the NIJ's activity were entered into.



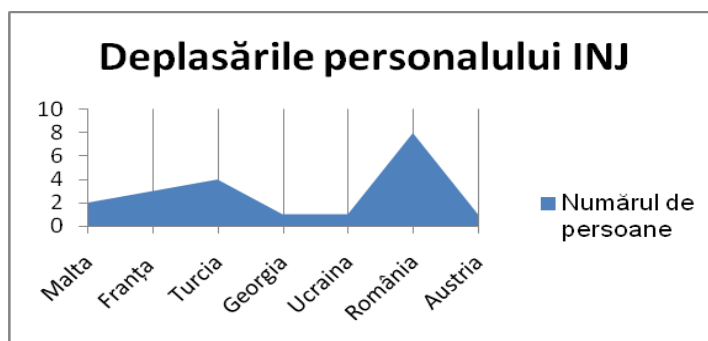
8.3 Human Resources Management

During the reporting period, the NIJ performed the training of its personnel in compliance with the Personnel Professional Training Study Plan for 2017 which, in general, is designed to continue the preparation for the quality management system compliant with ISO 9001:2015 standards and requirements.

With the support from the UNDP Moldova the training of the senior management of the NIJ and the heads of its subdivisions, seminars on the reporting skills, including necessary for drafting the Strategy of the NIJ for 2017-202 together with an Action Plan for its implementation were organized.

The NIJ, in cooperation with the National Anti-Corruption Center organized a series of training for the NAC's personnel in the area of management of corruption risks in the public sector, including the institutional integrity requirements (7 hours).

In addition, the NIJ continued the training of its personnel on development and implementation of the security policies, with a focus on the personal data protection (8 hours).



In 2017, 10 representatives of the senior management of the NIJ participated at trainings and conferences, workshops and seminars abroad, as follows: 3 persons – in France, 8 – in Romania, 5 – in Armenia, 4 – in Turkey, 2 – in Malta and 1 – in Ukraine, Austria and Georgia.

8.4 Financial resources

In compliance with the status of a public institution, the National Institute of Justice manages public finance resources and is financed from the state budget. The NIJ also uses the proceeds obtained from special funds (Resolution of the Government No. 211 of 29.02.2016 on Approval of the List and Tariffs for Fee-Based Services rendered by the National Institute of Justice and the Regulation on the Order of Management and Use of the Relevant Proceeds).

The functional and institutional analysis related to the financial resources is performed with the purpose of improvement and optimizing the level of the National Institute of Justice's budget execution.

The NIJ has a very good indices of its financial activity, i.e. the NIJ's budget was executed at a rate of 95,24%.

The Budget of the National Institute of Justice is structured per programs, being a component part of program No. 40 – „Justice”, subprogram 12 – „Professional Training in the Area of Justice”. Below you may find the performance indices that were included in the program for 2017, as follows:

Performance indices

	Performance indices	Code	Unit of measure	Approved per year	Fulfilled	Deviation (+,-)
Outcome	The ratio between the number of persons trained and the number of persons admitted for training, per categories	r1	%	95	94	-1,0
Ongoing	Average number of students-beneficiaries of the continuous training courses with a minimum duration of 40 hours per year	o1	units	7140,0	5523,0	-1617,0
	Average number of persons trained, annually, for the positions	o2	units	67,5	67,3	- 0,2

	of a judge and prosecutor with a minimum duration of 18 months					
Ongoing	Average cost of training for a professional continuous training participant	e1	thousand lei	1,6	1,5	-0,1
	Average cost of training for an initial training of the candidates for the positions of a judge/prosecutor participant	e2	thousand lei	93,0	91,0	-2,0
	Average cost of training for an initial training of the individuals who act in the area of justice participant (3 months)	e3	thousand lei			

Note: During 2017, the court registrars, judicial assistants, heads of the chancelleries of the courts and probation officers did not benefit the initial training, i.e. the average cost for a participant of the initial training of the individuals who act in the area of justice was not planned.

8.5 The Budget of the NIJ

The budget of the National Institute of Justice for 2017 was approved in an amount of MDL 26.554.9 thousand, where an amount of MDL 8,692.5 thousand was allotted for the activity of „*Finalization of construction of the premises of the National Institute of Justice*”, code 10204.

During 2017, the budget for the activity of „*Initial and Continuous Training of Individuals who Contribute to the Administration of Justice*” was MDL 26,454.9 thousand, being comprised of the following: general income in an amount of MDL 26.350,4 thousand (99%) and collected resources in an amount of MDL 104,5 thousand (1%).

The ratio of execution of the budget of the National Institute of Justice was 95,24%. The total amount of pre-approved budget allocations was MDL 26.350.400,00 with an amount of MDL 25.196.599,97 executed.

Fee-based services were approved in an amount of MDL 204.500,00, with the pre-approved amount of MDL 104.500,0.

The NIJ collected income from the lease of public assets in an amount of MDL 4.419,0 and from rendering fee-based services in an amount of MDL 15.840,0. The proceeds such received were re-directed for the procurement of office supplies and other fixed assets.

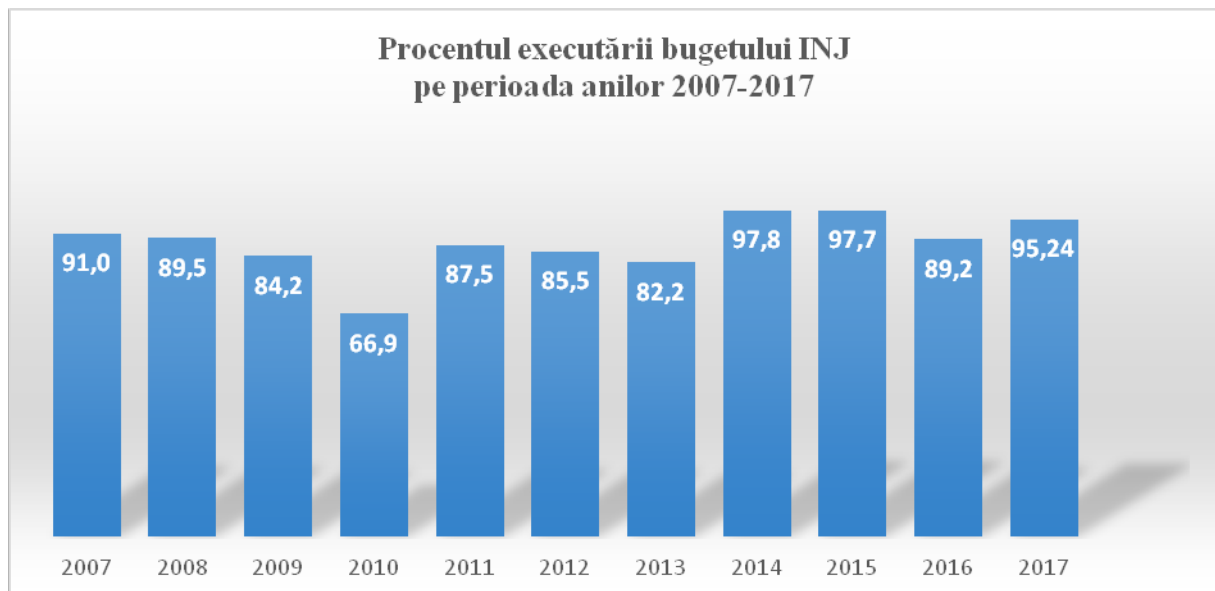
An amount of MDL 5.031.700,00 was allocated for studentship, with pre-approved amount of MDL 4.098.500,0, and executed amount of MDL 3.981.553,98.

The capital investments for 2017 were of MDL 8.692.500,0 or 32,7% of the NIJ's budget, mainly for repairmen of the administrative premises and its internal yard improvement, being executed at a ratio of MDL 8.692.414,45, or at 100%.

With respect to the *personnel-related costs*, the execution ratio was at 89,63 %. Failure to execute, in total, this chapter of the budget is mostly determined by the fact that the budget takes into the account the pre-approved number of the personnel, as per the organizational chart, while its execution is made in compliance with the actual number of such personnel.

A *very high execution rate* of 99,84% was registered for the chapter of the budget related to the non-financial activities.

The budget execution ratio, in comparison with the precedent years, is specified in the diagram below.



The execution of the budget in a ratio of 95,24% demonstrates the high level of the management of the NIJ's budget during the reporting period.

8.6 Improvement of the quality of the initial and continuous training within the NIJ by standardization of the processes and improvement of the quality management.

For the purposes of institutional capacities development and the Strategic Plan for 2017-2020 implementation, the National Institute of Justice undertook to improve the quality of its institutional processes.

To this end, the NIJ's priority was and is to standardize the processes of training and internal management, i.e. integration of the quality standards ISO 9001:2015 and ISO 29990:2010 and obtaining the relevant certification.

During the reporting period, the person in charge for the quality management, together with the NIJ's team, aligned its internal regulations with the requirements of the Law on the NIJ, drafted new regulations, initiated written procedures for continuous training, as per ISO 9001:2015 and ISO 29990:2010 standards.

8.7 Development of the NIJ's infrastructure for ensuring the necessary conditions

In 2017, for the purposes of improving the material a technical base and enhancement of the accessibility of the Institute to disabled persons, the premises of the National Institute of Justice were repaired, while the interior yard improved. To this end, specific indicators allowing the disabled persons to better move within the territory of the Institute have been installed.

As part of repairmen works, the isolation of the NIJ's external walls, repairmen of the fence and substitution of the water and canalization pipelines were performed. In addition, the internal yard of the NIJ was re-designed, various brushes and trees were planted, while relevant grass lawn completely substituted. For the grass lawn maintenance, an irrigation system was installed.

As part of renovation works, new garage for three vehicles and two additional parking lots for 12 bicycles were accommodated.

For the purposes of fire safety, a new fire protection system, together with the relevant accessories and 10 fire extinguishers were procured and mounted.

In addition, for the purposes of minimizing the risks of electricity shutdowns, the NIJ procured a new diesel generator necessary to ensure the uninterrupted electric power supply.

In 2017, the UNPD and the NIJ entered into a Co-financing Agreement as part of „Support for Justice Sector Reform in Moldova” Project, aimed at execution of consolidation and repairmen works in the premises of the NIJ by one single service provider.