



**INSTITUTUL NAȚIONAL AL JUSTIȚIEI
NATIONAL INSTITUTE OF JUSTICE**

ACTIVITY REPORT

2016

Chisinau

The message of the NIJ Director

I have the pleasant mission, as well as the full responsibility to present the Annual Report about the activity of the National Institute of Justice of the Republic of Moldova (NIJ) in 2016. The report contains information about the main achievements of the institute, the most important events and actions carried out in the past year, as well some commitments under implementation.

The following may be mentioned among the most important priorities set for 2016: approval by the RM Parliament of the draft law for amending and completing the Law on NIJ, increasing the transparency of the institution by creating new admission modalities, ensuring transparency and eliminating human factor and exam fraud suspicions, increasing the confidence in correct selection of candidates to study for judge and prosecutor position, externalizing the NIJ students, re-conceptualizing the Plan for Continuous Training through module-based approach to be implemented for making more efficient the professional training of NIJ beneficiaries, and intensifying international cooperation. Another significant step to ensure the efficiency of the NIJ activity was the addition to the databases managed by NIJ of a new functionality - online enrolment of the continuous training beneficiaries. To improve the quality of services and facilitate the process of registration for admission contest, in partnership with the UNDP, the NIJ developed the information system, increasing the accessibility and creating the possibility of online submission of the admission documents to NIJ.

One of the priorities assumed in 2016 was the setup of the Legal Information Center, provided as an action in the Justice Sector Reform Strategy, ensuring access of the candidates for judge and prosecutor positions and that of professionals from the justice sector to legal information through a modern set of provided services, including the ones provided remotely.

A permanent major concern of the NIJ refers to the implementation of the Integrated Management System based on the quality of training services according to the international standards ISO 9001:2015 and ISO 29990:2010. The institute envisages obtaining in 2017 the certification according to the conditions set in ISO 9001:2015 and ISO 29990:2010, after an external audit.

The National Institute of Justice has collaborated productively with a number of national and international institutions, as well as with different development partners from legal area, including based on collaboration agreements. In 2016, the NIJ Board has authorized a number of bilateral collaboration agreements, including the signature of the Agreement with the National School of Magistracy from Ukraine, with the International Public Association for Human Rights „Amnesty International Moldova”. In this respect, we would like to thank the Team of the UNDP Project “Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion”, United States Embassy in the Republic of Moldova, LEAVITT Institute, as well as many other development partners which contributed to the efficient fulfillment of the NIJ duties.

I would like also to thank the NIJ Board, the entire team of the NIJ, the trainers and tutors, as well as institutional partners, especially SCJ, SCM, SCP and Ministry of Justice for involvement and support in performing the tasks and commitments of 2016.

At the same time, I would like to thank all the colleagues - judges and prosecutors, beneficiaries of initial training, who have participated in the activities of the Institute, and whose suggestions help the Institute to further progress.

CONTENT

ACRONYMS	5
INTRODUCTION	7
SUMMARY	8
NIJ BOARD ACTIVITY	11
1.1. Composition of the Board	11
1.2. Exercise of duties.....	11
ACTIVITY OF THE NIJ EXECUTIVE	12
2.1. NIJ Organizational chart.....	12
2.2. Teaching-methodological activity	13
2.3. Admission, initial training, and graduation.....	14
2.3.1. Admission competition.....	14
2.3.2. Initial training.....	17
2.3.3. Graduation exams.....	18
2.3.4. Appointing the NIJ graduates in positions of judges and prosecutors.....	19
2.3.5. Extracurricular activities	20
2.3.6. Examining the candidates for the position of judge based on length in service a..	20
2.4. Continuous training.....	21
2.4.1. Organization of continuous training activities.....	21
2.4.2. Specific activities/areas for continuous training.....	22
2.4.3. Partnerships in the area of continuous training.....	25
2.5. Recruitment and training of trainers	26
2.5.1. Recruitment of trainers	26
2.5.2. Training of trainers	27
2.5.3. Grouping activities by areas.....	28
2.5.4. Partnerships in the area of training the trainers	28
2.6. e-Transformation, e-Training and IT Section.....	28
2.7. Foreign relations and partnerships.....	29
2.7.1. National and international partnerships and collaborations.....	30
2.7.2. International events, participation and visits	30
2.7.3. Donors' Coordination Committee	32
2.8. Public relations	32
2.8.1. NIJ Magazine.....	33
2.8.2. Other publishing	33
2.8.3. Promotion of NIJ image	33
2.9. Enhancing the NIJ capacities	36
2.9.1. Management of human resources	36
2.9.2. Designing and planning functions.....	36
2.9.3. Personnel management.....	37
2.9.4. Human resources' flow.....	38
2.9.5. Human Resources' development	39
Performance indicators.....	40
2.10.1. NIJ budget.....	41
2.10.2. Structure of the NIJ budget	42
Structure of the budget of the National Institute of Justice approved for 2016 is presented in the below table.	42
2.10.3. Execution of budgetary allocations	43
PRIORITIES for 2017	45

ACRONYMS

ABA ROLI – American Bar Association Rule of Law Initiative
AGEPI – State Agency for Intellectual Property
AJM – Association of Judges from Moldova
ATRECO – EU Project “Enhancing the Efficiency, Responsibility and Transparency of Courts in Moldova”
CA – Court of Appeal
CE – Council of Europe
CEC – Central Election Commission
CETC – Continuous Electoral Training Center
DCC – NIJ Donors’ Coordination Committee
ECtHR – European Court for Human Rights
EJTN – European Judicial Training Network
EPO – European Patent Office
EU - European Union
GPI – General Police Inspectorate
GPO – General Prosecutor’s Office
HELP – Human Rights Education for Legal Professionals
IOJT – International Organization for Judicial Training
IOM – International Organization for Migration
IRZ – German Foundation for International Legal Cooperation
ISO – Quality Management System
JSRS – Justice Sector Reform Strategy for 2011-2016
LEAVITT – LEAVITT Institute for International Development
MF – Ministry of Finance
MJ – Ministry of Justice
NCSGLA – National Council for State Guaranteed Legal Assistance
NIJ – National Institute of Justice
NORLAM – Norwegian Mission Experts of Rule of law Advisers to Moldova
NSCC – National School of Court Clerks in Romania
NUB – National Union of Bailiffs
OHCHR – Office of the United Nations High Commissioner for Human Rights
OSCE – Organization for Security and Cooperation in Europe
PA of MIA – Police Academy “Ștefan cel Mare” of the Ministry of Internal Affairs
RM – Republic of Moldova
SCJ – Supreme Court of Justice
SCM – Superior Council of Magistracy
SCP – Superior Council of Prosecutors
ULIM – Free International University in Moldova
UN – United Nations
UNDP – United Nations Development Programme
UNDP Project – UNDP Moldova Project “Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion”
UNHCR – United Nations High Commissioner for Refugees

USA – United States of America

USEM – University of European Studies in Moldova

USM – State University of Moldova

WIPO – World Intellectual Property Organization

WLC – Women’s Law Center

INTRODUCTION

The National Institute of Justice in the Republic of Moldova (hereinafter the NIJ) was established based on the Law regarding the National Institute of Justice No. 152-XVI of 8 June 2006. The NIJ is a public, autonomous institution, with legal personality, having its own patrimony and budget.

According to the legislation and establishment documents, the NIJ carries out the initial training of the candidates for judges' and prosecutors' positions and the continuous training of practicing judges and prosecutors, court clerks, judicial assistants, heads of court secretariats, prosecutors' advisers, lawyers providing state guaranteed legal assistance, and other professionals from the justice sector. To this end, the NIJ also carries out the training of trainers from its network. If needed, the NIJ also carries out research studies in the area of law and justice, develops teaching materials, and other necessary materials for the training process.

The NIJ mission is to ensure qualitative training, which is one of the most important preconditions of the justice act, being inseparably related to the independency and efficiency of the legal system.

The NIJ vision: it is a public, transparent, and modern institution promoting professional training measures and standards to increase the efficiency and the level of the justice system.

The NIJ values: integrity, transparency, commitment and professionalism, openness, innovation, focus on stakeholders' demands – support the NIJ actions for enhancing the culture of quality and are based on a deep feeling of responsibility, personal and collective.

Starting in November 2016, when the Law 85 entered into force and implemented a number of amendments to the Law on the National Institute of Justice No. 152-XVI of 8 June 2006, the NIJ duties remained the same – to ensure qualitative professional training, with a restriction of the categories of direct beneficiaries, but with the possibility for other stakeholders to benefit from initial and continuous training on contract basis.

Traditionally, the Report contains information, including statistical data, regarding the activity of the NIJ Board, teaching-methodological activity, initial training, continuous training, training of trainers, distance learning, economic-financial activity, and international cooperation.

SUMMARY

During 2016, **the NIJ Board** was active and made progress in performed activities, achieving its objectives and tasks necessary for the good functioning of the NIJ, hence contributing essentially to the continuity of the NIJ initiatives in the area of beneficiaries' professional training and institution's capacity building.

During the period of reference, the *teaching-methodological activity* focused on modernization of the training process in line with the policy documents in the teaching-methodological and professional training areas. The activity focused also on coordination of the teaching-methodological process, which currently is mainly focused on developing and implementing active-participation teaching methods and techniques, deriving from the adults' training principles. Hence, during 2016, the teaching-methodological activity was focused mainly on continuing the good practices from the previous years and carrying out new actions deriving from national legal and strategic acts, internal documents, considering the extension of the functional competences in the area.

Initial training within the NIJ was organized taking into account the estimations of the SCM and SCP, as a result of which the NIJ Board approved the number of places provided for the contest, respectively - 20 places for the candidates for the judge position and 25 places for the candidates for the prosecutor position. In 2016, the admission contest in the NIJ was organized according to a new modality. It was for the first time when the NIJ used the modality of electronic testing of the candidates for the judge and prosecutor positions. The initial training and the internships of the candidates for the judge and prosecutor positions were organized based on the Training Plans approved by the NIJ Board. By the end of fulfilling the Training Plans, all the candidates for the judge and prosecutor positions undertook graduation exams. During the period of reference, the candidates for the judge position were also subjected to the competence exam based on the length in service.

The top of institutional concerns is headed during the year of reference also by *continuous training* of judges, prosecutors, court clerks, judicial assistants, heads of secretariats, as well as probation consultants.

For the purpose of increasing the professional qualification and developing the inherent of the NIJ beneficiaries in this respect, the Institute focused on **Continuous Training Priorities for 2016**, identified as a result of training needs' assessment according to the Methodology for Assessing the NIJ Beneficiaries¹ and the actions resulting from the national and European strategic documents, materialized in the Continuous Training Plans².

The training focused mainly on implementation of the ECtHR case-law and standards, observance of human rights, non-discrimination, women's access to justice, combatting corruption, juvenile justice, implementation of tools and guidelines of the European Commission for Justice Efficiency (ECJE), development of non-judicial competences, etc.

¹ <https://www.inj.md/metodologii>

² See the chapter on Teaching-Methodological Activity

Hence, a number of **245** continuous training activities were carried out over 2016, during which the NIJ beneficiaries have enhanced their professional skills in different areas, and **7036** persons were certified.

Additionally to the above-mentioned, *the process of selecting the trainers* was organized according to the legal provisions and the Trainer's Statute, the trainers being selected based on competition under a transparent procedure approved by the NIJ Board. The recruitment of trainers was necessary for filling in the network of trainers for certain areas included in the Initial Training Plan and Module-based Plan for Continuous Training, mainly of multidimensional and multidisciplinary orientation.

The activity of *training the trainers* aimed to build the professional and teaching skills of the trainers and was carried out according to the plan, being conditioned by and basing itself on the previously identified training needs.

In relation to *e-Transformation, e-Training and IT*, the aim was to continue the implementation of information technologies in the NIJ activity and management of distance learning of the NIJ beneficiaries, as well as to ensure the technical-informational maintenance of the Institute's hardware and software. During the mentioned period of time, the e-Admission Platform and the Electronic Examination Module were piloted. Three distance learning training courses were provided with tutorship under the ILIAS Platform of the NIJ. The NIJ Information System was further implemented and optimized.

The international cooperation of the NIJ was marked by enhanced collaboration relations and initiation of new partnerships. During the period of reference, 6 collaboration agreements were signed with institutions of legal training from other states, as well as with important national stakeholders. The implementation of activities in cooperation with the partner institutions aims to ensure qualitative training and ample training of judges, prosecutor, and other professionals from the justice sector. As well, for the purpose of experience exchange and taking over the best practices in the area, the NIJ participants have participated in a number of study visits and most important regional and international events.

The activity of the National Institute of Justice has developed positively in the area of *public relations*, image promotion, transparency and visibility. It is worth mentioning the quality and originality of some actions performed by the Institute in this area: substantial improvement of the quality of the scientific publication – NIJ Magazine; creation, publishing and distribution of some novel typographic entries with the NIJ emblems; improvement and completion of the new columns on the NIJ site; permanent support and promotion of the official page of the NIJ on the Facebook; establishing good collaboration relations with journalists; organization of two press conferences and of the Open Doors' Day.

The human resources represent the key element which contributes to carrying out the strategic objectives of the NIJ, which promote and implement an efficient management of human resources. The NIJ personnel benefited from continuous professional training fulfilled through a number of themes and formats. In the context of NIJ modernization, the activity for drafting the NIJ strategic development documents continued, especially of those referring to

human resources' management. A new regulation of the Human Resources Section was developed, being adjusted to the amendments from the Law on the NIJ, the Statute of the NIJ, the Instructions on keeping secretariat records, the Regulation of the Expertise Commission. As a result, the NIJ Archive was established within the NIJ according to the necessary standards, which, for the first time, has systematized and archived the documents from 2006 to 2015, hence enhancing the information management and institutional memory of the NIJ.

The functional and institutional review of *financial resources* aimed to improve and optimize the level of NIJ budget execution. The NIJ budget for 2016 was approved for an amount of 22,422.3 thousand MDL; of which, for the implementation of the Justice Sector Reform Strategy – 6,927.3 thousand MDL and for the main component – 15,495.0 thousand MDL. The rate of NIJ budget execution for 2016 is **89.2%**, which is a very good indicator.

PART I

NIJ BOARD ACTIVITY

During 2016, **the NIJ Board** was active and made progress in performed activities, achieving its objectives and tasks necessary for the good functioning of the NIJ, and this has contributed essentially to the continuity of NIJ initiatives of beneficiaries' professional training and institution's capacity building.

During the period of reference, three new members were appointed in the NIJ Board, one from the Superior Council of Magistracy, one from the Superior Council of Prosecutors, and the third one from the Ministry of Justice.

1.1. Composition of the Board

The supreme management body, the NIJ Board is composed according to the Law from 13 members, including: 7 members appointed by the Superior Council of Magistracy from the judges of courts of different levels; 4 members appointed by the Superior Council of Prosecutors from prosecutors of different levels; one member appointed by the Ministry of Justice; one member – law professor, appointed by the Council of Rectors from the Republic of Moldova. The meetings of the NIJ Board are chaired by the President.

1.2. Exercise of duties

In 2016, the members of the Board convened in 14 meetings, as a result of which 70 decisions were adopted.

In its decision-making process, the Board is independent, but in certain cases, it consults on compulsory basis the opinion of the Superior Council of Magistracy, Superior Council of Prosecutors and/or of other competent institutions.

The most important decision approved by the Board referred to: the procedure on complex evaluation of trainers from the NIJ network, initial and continuous training plans, training of trainers and distance learning, composition of Admission and Graduation Commissions, and modification of internal normative acts of the NIJ. By the end of the year of reference, a new President of the Board was elected.

In the context of taking over the best practices and experience exchange, the Board authorized collaboration agreements with similar Magistracy Schools, as well as with other institutions which bring added value to the NIJ activity development.

To ensure the transparency of fulfilled actions, the decisions of the NIJ Board were placed on the web page of the Institute.

PART II

ACTIVITY OF THE NIJ EXECUTIVE

2.1. NIJ Organizational chart

From organizational point of view, according to the organizational chart approved on 14.11.2016 and published on the web page www.inj.md, the Institute is structured by divisions and sections, as follows.

I. Training and Research Division – manages the NIJ training process through the following sections:

1.1. *Initial Training Section* – carried out the initial training of the candidates for judge and prosecutor positions;

1.2. *Continuous Training Section* – responsible for continuous professional training of practicing judges and prosecutors, and other categories of persons contributing to the application of justice;

1.3. *Teaching-Methodological and Training of Trainers Section* – responsible for coordination and implementation of the teaching-methodological process, and training of Institute's trainers, including with involvement of international experts and improvement of training environment.

II. Director's Advisor – manages the development of non-legal skills, public relations, and international relations through the following sections:

2.1. *Non-legal Skills, Public Relations and Publications Section* – with the mission to communicate with the public, publishing activities, and promotion of the NIJ image;

2.2. *International Relations Section*– establishes and harnesses the cooperation relations with the relevant international institutions and organizations.

III. Legal Information Center – ensures access of the candidates to judge and prosecutor positions and that of the professionals from the justice sector to legal information through a modern set of provided services, including remotely, and which manages the following sections:

3.1. *e-Learning and Analysis Section* – carries out the distance learning process for judges, prosecutors, and court clerks;

3.2. *IT Section* – administrates the information system of the institution and applies information technologies in the training process and in maintenance of hardware and software.

3.3. *Library* – provides information resources and services to the NIJ beneficiaries.

IV. Economic-Administrative Division – plans and manages the material and financial resources of the Institute through the following sections:

4.1. *Economic-Financial Section* – keeps the financial records and the patrimony of the Institute;

4.2. *Logistics and Administrative Section* – ensures the functionality of the administrative building and procurement of goods, services, and works according to the NIJ needs.

2.2. Teaching-methodological activity

The teaching-methodological activity was focused on modernization of the training process according to the policy documents in the area and implementation of active-participation teaching methods and techniques, necessary for adults' education.

Initial and continuous training

The Teaching-Methodological and Research Section (TMRS), currently the Teaching-Methodological and Training of Trainers Section (TMTTS)³ assessed and synthesized the proposals regarding the training needs. As a result of the training needs, the following was developed:

- Plan for initial training of candidates for judge and prosecutor positions (1 October 2016 - 31 March 2018 (X graduation)⁴;
- Module-based Plan for continuous training of judges and prosecutors (2017)⁵;
- Module-based Plan for continuous training of the court personnel, probation advisors, lawyers providing state guaranteed legal assistance and prosecutors' consultants (2017)⁶;
- Plan for training the trainers (2016)⁷;
- Plan for training the trainers (2017)⁸.

TMTTS has coordinated and ensured the development/revision/update of curricula for the subjects included in the initial training plans. This initiative aimed to ensure the compliance of teaching-methodological requirements, more active use of participatory training methods and teaching techniques. All in all, a number of **56 subject curricula** were presented and approved within the NIJ Board, and based on them initial training courses were organized and carried out. The TMTTS developed and presented proposals for amending the internal normative framework for training, which were approved via the respective decisions of the NIJ Board.

Development of internal normative framework

The TMTTS developed drafts for amending the internal normative framework and submitted to the NIJ Board the following documents:

- ✓ Trainer's Statute⁹;
- ✓ Regulation for organization of the competition for filling in the teaching positions and work remuneration¹⁰;

³ Via the NIJ Board Decision No. 6/2 of 12.05.2016, the Teaching-Methodological and Research Section was reorganized into the Teaching-Methodological and Training of Trainers Section (TMTTS)

⁴ Approved via the NIJ Board Decision No. 12/2 of 30.09.2016, with modifications operated through the BD No. 14/4 of 1 December 2016

⁵ Approved via the NIJ Board Decision No. 14/1 of 1.12.2016

⁶ Approved via the NIJ Board Decision No. 14/1 of 1.12.2016

⁷ Approved via the NIJ Board Decision No. 1/2 of 29.01.2016

⁸ Approved via the NIJ Board Decision No.14/2 of 1.12.2016

⁹ Approved via the NIJ Board Decision No.1/5 of 29.01.2016

¹⁰ Approved via the NIJ Board Decision No.1/6 of 29.01.2016

- ✓ Regulation for organization of the contest for admission to initial training courses of the judges and prosecutors to the National Institute of Justice, with subsequent modifications and completions¹¹.

Managing and completing the NIJ book fund

After the creation of the Legal Information Center¹², the Library from the TMTTS was transferred as a separate structure in the Center.

During the period of being managed under the TMTTS, the Library concluded the subscriptions for the periodical publications for 2016, ensured the beneficiaries of the Institute with necessary teaching-methodological materials. The book fund has been completed with necessary legal literature for ensuring the training process, including literature offered by donors.

At the same time, the TMTTS contributed to developing the teaching-methodological and training procedures according to the requirements of the international standards in the area SIM ISO: 9001 and ISO: 29990.

2.3. Admission, initial training, and graduation

Taking into account the estimations provided by the SCM and SCP, based on the Decision No. 5/4 of 04.05.2016, the NIJ Board approved 20 places for candidates for judge position and 25 places for candidates for prosecutor position for the admission competition.

The admission competition was organized for NIJ in 2016 during the period 04.07.2016 – 30.09.2016 in compliance with the Calendar approved by the NIJ Board. It was for the first time when the NIJ used the module of electronic testing of the candidates for the judge and prosecutor positions. The initial training and the internships of the candidates for the judge and prosecutor positions were organized based on the Training Plans approved by the NIJ Board. By the end of fulfilling the Training Plans, all the candidates for the judge and prosecutor positions passed the graduation exams. During the period of reference, the competence exam was organized for the candidates for judge position based on the length in service.

2.3.1. Admission competition

According to the provisions of art. 14 of Law on NIJ¹³, the admission for the initial training of the candidates for judge and prosecutor positions is based on competition, observing the principles of transparency, equality of rights, and based on the skills of the competition. For the purpose of ensuring free access to information, the announcement was placed on the NIJ website and billboard in the hall¹⁴, on Facebook page, on the website of the SCM¹⁵, as well as on the website of the MJ¹⁶.

¹¹ Approved via the NIJ Board Decisions No.2/5 of 22.02.2016, No.4/2 of 30.03.2016, No.5/1 of 04.05.2016

¹² Via the NIJ Board Decision No. 12/5 of 30.09.2016

¹³ Law on the National Institute of Justice* No. 152-XVI of 08.06.2006, Republished: Official Gazette of the Republic of Moldova No.387/789 of 08.11.2016, Official Gazette No. 102-105/484 of 07.07.2006

¹⁴ <https://www.inj.md/ro/admiterea-2016>

¹⁵ <http://csm.md/noutati/2200-anunt-consiliul-institutului-national-al-justitiei-anunta-concursul-de-admitere-la-institutul-national-al-justitiei-pentru-instruirea-initiala-in-perioada-1-octombrie-2016-31-martie-2018.html>

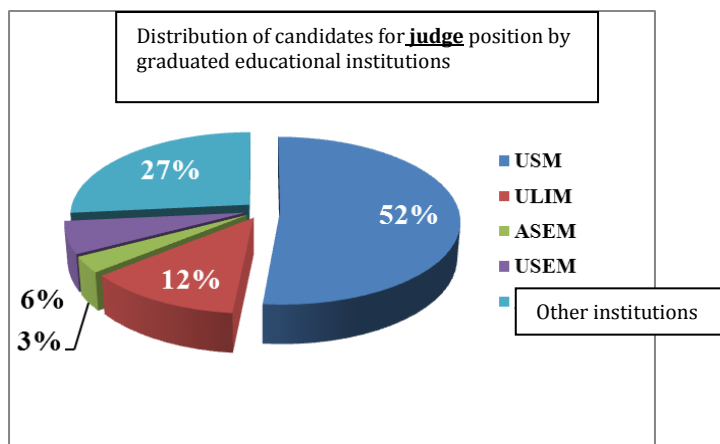
The Commission for organizing and carrying out the admission competition was established based on the NIJ Director Order, having a composition of 4 members appointed from administrative personnel, which has ensure the good organization of the competition.

A new modality for submitting documents was introduced in 2016 – online submission through the e-Admission system, and this ensured the participants’ convenience, electronic confirmation of documents’ acceptance, optimization of human and material resources’ use, rapid access to participants’ records, and efficient management of information.

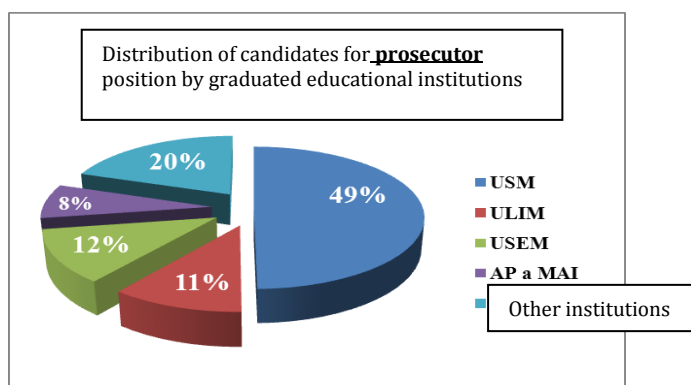
During the period between 4 July and 4 August, the Commission registered 231 applications to register in the competition, respectively 64 applications to run for the judge position and 167 applications to rung for prosecutor position. A number of 223 case files were submitted on paper, and 9 case files were supported through the e-Admission system, of which 3 to run for the judge position and 5 to run for prosecutor position.

As compared to 2015, the number of participants registered for the competition increased by 16 persons.

The participants registered for the competition for the judge position have graduated: USM – 33 persons USEM – 4 persons, ULIM – 8 persons, ASEM – 2 persons, other institutions – 17 persons. The information regarding the distribution of the candidates for the judge position by graduated educational institutions is presented in the below diagram.



The participants registered for the competition to run for prosecutor position have graduated: USM – 83 persons, USEM – 20 persons, ULIM – 18 persons, PA of MIA – 13 persons, other institutions – 33 persons. The information regarding the distribution of the candidates for the prosecutor position, by graduated educational institutions, in presented below.



¹⁶ <http://justice.gov.md/libview.php?l=ro&idc=4&id=3029>

Based on the Director's Order a working group was established for developing the grid-tests. It has a composition of 12 members, appointed from judges, prosecutors, and teaching personnel, which developed 1600 grid-tests for the written test.

The working group for developing the test cases was established based on the Deputy Director Order. It is composed of 8 members and developed 200 test cases for the verbal test.

The themes for the admission competition topics, grid-tests with the answer options, including the correct answer were published on the NIJ website, being available for all the participants registered for the competition.¹⁷

The commission for admission exams was established by the NIJ Board in a composition of 5 members – judges, prosecutors, and foreign expert from the US Embassy in the Republic of Moldova.

To increase the NIJ transparency, the written exam was taken electronically with the help of the electronic program created under the “*Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion*” Project implemented by UNDP Moldova and financed by the Ministry of Foreign Affairs of Denmark.

The demo version of the electronic testing module was available for the general public prior to the exams¹⁸.

At the beginning of the exam, the program generated randomly a single grid-test for every candidate, selecting 400 questions – 100 per subject: civil law, civil procedure law, criminal law, and criminal procedure law. The participants were to choose only one response option out of the three suggested.

The exam lasted for three astronomic hours. When reaching the deadline, the electronic program does not accept answers, and the user receives a detailed report regarding the final result of his/her testing, indicating the correct solutions, the wrong answers, as well as the received percentage – on the monitor and as a message sent to his/her email. The lists with the obtained points and grades were displayed in the NIJ hall within the deadline set in the normative acts.

A number of 211 candidates out of the 231 registered for the competition took the grid test. In 2016, about 3 persons were up for a place of judge position and 7 persons for a place of prosecutor position.

90 candidates were promoted in the verbal test, of whom 40 for the judge profile and 50 for the prosecutor profile, which is actually double the number of positions established for the competition.

After taking both tests of the admission competition, the Commission for Admission Exams submitted the results to the NIJ Board, which approved them based on the Decision No. 12/1 of 30.09.2016¹⁹.

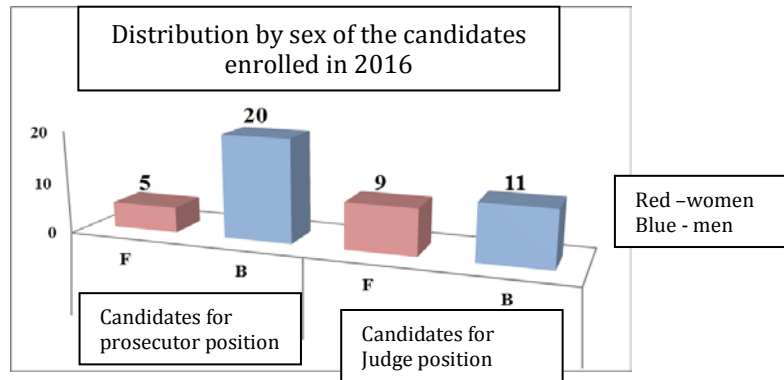
As a result, based on the NIJ Director Order, starting in 01.10.2016, 20 candidates were enrolled for the initial training courses for the judge position and 25 candidates for the prosecutor position, for a period of 18 months.

The information regarding the distribution by sex of the candidates enrolled in 2016 is presented in the below diagrams.

¹⁷ <https://www.inj.md/ro/admitere>

¹⁸ https://ilias.inj.md/goto.php?target=tst_1414&client_id=injmoldova

¹⁹ <https://www.inj.md/sites/default/files/scan0096.pdf>



2.3.2. Initial training

The initial training of the candidates for judge and prosecutor positions who were enrolled in 2016 (X graduation) was carried out in line with the Initial Training Plan²⁰ and subject curricula²¹.

During the year of reference, the English language courses were free of charge thanks to the Collaboration Agreement signed between the NIJ and the Private Educational Institution – “Orizont” Theoretical Lyceum from Chisinau, which provided trainers for English courses.

By the end of every study subject, an evaluation of trainees’ knowledge and an evaluation of trainers were organized.

The IX graduation continued the training in line with the Initial Training Plan²². In January 2016 the exams for the first semester were organized, and based on the Director’s Order, all the candidate for the judge and prosecutor positions were promoted to the second half-year.

The fulfilment of the initial training program during the second semester was based on practice, with a number of mock trials being organized for criminal and civil cases.

According to the Initial Training Plan, the trainees were subject to all planned tests and exams, being promoted to the III semester.

Semester III – internships and applicative projects – was carried out in line with the Regulation on organization of internships for the NIJ trainees and the Curricula for internships for initial training of the candidates for the position of judges²³ and prosecutors²⁴, approved through the NIJ Board Decision No. 9/5 of 29.07.2016.

The internship supervisors were appointed by the SCM, SCP and GPI from criminal investigation bodies, courts, and prosecutors’ offices from Chisinau sectors and Ungheni district.

The VIII graduation enrolled in 2014 finished with success the internships and passed the exam in front of the Internships’ Commission. As a result, the general average was calculated for all the grades accumulated during the 2014-2016, I-III semesters, afterwards the graduation exams were taken.

²⁰ <https://www.inj.md/sites/default/files/INJ%20Plan%20final%202016-2018.pdf>

²¹ <https://www.inj.md/sites/default/files/HC%20Curriculumuri.pdf>

²² https://www.inj.md/sites/default/files/Plan%20FI%202015-2017_0_1.pdf

²³ <https://www.inj.md/sites/default/files/Anexa%20nr.%201%20la%20Hotarirea%20Consiliului%209-5%20-%20Curriculum%20stagiului%20de%20practica%20judecatori.pdf>

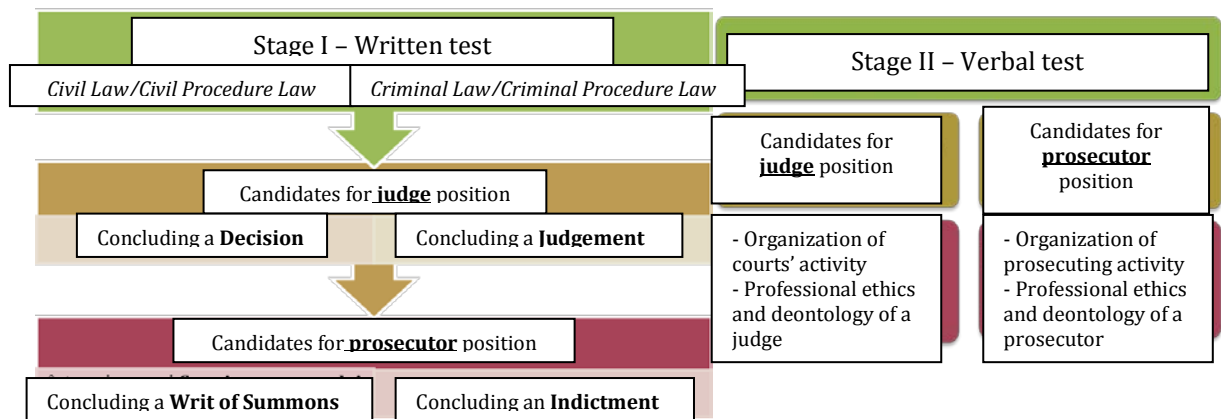
²⁴ <https://www.inj.md/sites/default/files/Anexa%20nr.%202%20la%20Hotarirea%20Consiliului%209-5%20-%20Curriculum%20stagiului%20de%20practica%20procurori.pdf>

2.3.3. Graduation exams

Based on the NIJ Board Decision No. 1/1 of 29.01.2016, the composition of the Commission for Graduation Exams was approved for the initial training of the candidates for the judge position and for the examination of the persons – candidates for the judge position based on length in service²⁵.

Based on the NIJ Board Decision No. 2/2 of 25.02.2016, the composition of the Commission for Graduation Exams was approved for the initial training of the candidates for prosecutor position²⁶.

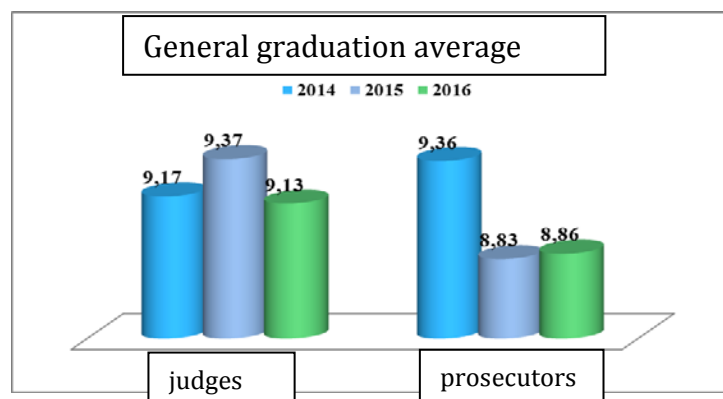
The graduation exams were taken within the deadlines set in the Calendars for Graduation Exams, approved by the Deputy Director, in front of the Commissions for Graduation Exams and were carried out in two stages:



Based on the NIJ Board Decision No. 4/1 of 30.03.2016, the results of the graduation exams were approved for the initial training of the candidates for the positions of judge and prosecutor in 2016²⁷.

The general graduation average was 9.13 for the candidates for the position of judge and 8.86 for the candidates for the position of prosecutor.

The general graduation average for the last three graduations is presented in the below diagram.



²⁵ https://www.inj.md/sites/default/files/HC_INJ_1_1.pdf

²⁶ <https://www.inj.md/sites/default/files/Hotarirea%20Consiliului%20INJ%202-2%20cu%20privire%20la%20aprobarea%20Regulamentului%20privind%20stagiul%20de%20practic%C4%83%20practic%C4%83.pdf>

²⁷ https://www.inj.md/sites/default/files/HC_rezultatele_absolvirii.pdf

A festive meeting was organized on 31 March 2016 for awarding the 40 graduates the NIJ graduation certificates. The event was attended by notorious persons from the management of legal institutions, representatives of mass-media, international organizations, and academia.

2.3.4. Appointing the NIJ graduates in positions of judges and prosecutors

The NIJ graduates are employed by the Superior Council of Magistracy and Superior Council of Prosecutors on competition basis.

Out of the 102 graduates of the I-VIII graduations, only 57% of the candidates for judge positions were employed. The information on statistics regarding the employment of the NIJ graduates during 2009-2016 in case of the candidates for judge positions is presented in the below diagram.

Statistics on employment of the NIJ graduates, candidates for judge position									
Graduation year	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
Number of graduates	10	9	9	10	14	15	15	20	102
Employed in 2009	2								2
Employed in 2010	0	0							0
Employed in 2011	4	8	3						15
Employed in 2012	1	0	4	6					11
Employed in 2013	0	0	0	0	0				0
Employed in 2014	2	1	1	4	7	1			16
Employed in 2015	0	0	0	0	2	9	2		13
Employed in 2016					1		4		5
Total employees	9	9	8	10	10	10	6	0	62
Employment share	90%	100%	89%	100%	71%	67%	40%	0%	57%
Total not employed	1	0	1	0	4	5	9	20	40

Out of the 172 graduates of the I-VIII graduations, only 64% of the candidates for the prosecutor positions were employed. The information on statistics regarding the employment of the NIJ graduates during 2009-2016 in case of the candidates for prosecutor positions is presented in the below diagram.

Statistics on employment of the NIJ graduates, candidates for prosecutor position									
Graduation year	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
Number of graduates	19	29	29	11	15	24	20	25	172
Employed in 2009	19								19
Employed in 2010		29							29
Employed in 2011			29						29
Employed in 2012				11					11
Employed in 2013					14				14
Employed in 2014						22			22
Employed in 2015							20		20

Employed in 2016								0	0
Total employees									144
Employment share	100%	100%	100%	100%	93%	92%	100%	0%	64%
Total not employed	0	0	0	0	1	2	0	25	28

In 2016 legislative amendments occurred by adopting the Law on Prosecution Service No. 3 of 25.02.2016, Official Gazette No. 69-77/113 of 25.03.2016, a fact that influenced considerably the dynamics in employment of graduates – candidates for prosecutor positions.

2.3.5. Extracurricular activities

During 2016, the trainees – candidates for judge and prosecutor position had the possibility to participate in a number of extracurricular activities:

- *Mock trial for a criminal case*, an even organized by the LEAVITT US Institute for International Development within the “JET INITIATIVE” Project under the Bureau of International Narcotics and Law Enforcement Affairs, hosted by ULIM and financed by the US Embassy²⁸;
- *Reforms and role of the civil society*, trainer – Mr. Ludger Kühnhardt, PhD of the Institute for European Integration under the Bonn University, professor at the Institute for Political Science and Sociology;
- *Combatting trafficking in human beings*, trainer - Frank J. LABUDA, judge, New York, USA;
- Official opening of the *Center for Reforms in the Judicial System*.

As a result of trainees’ participation in the mock trials organized by the LEAVITT US Institute for International Development, three trainees had an internship of three weeks in the USA, where they had the opportunity to test the contradictory American system.

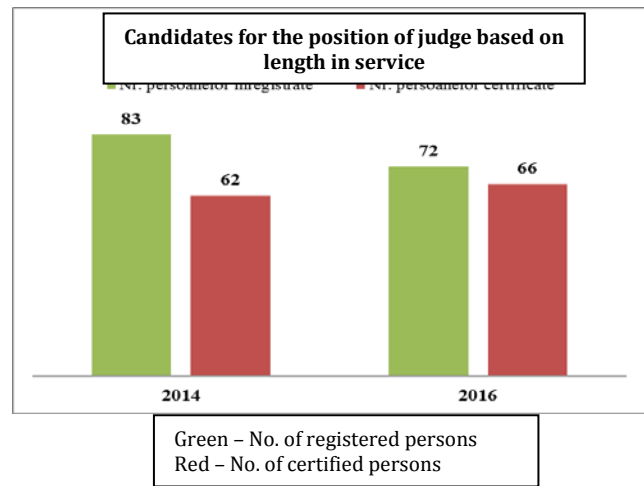
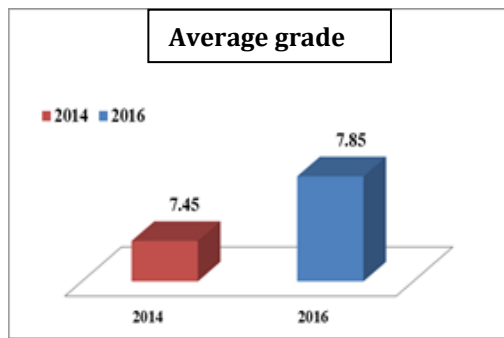
Another important event which was organized within the NIJ premises, was the II edition of the Competition of Essays on *Justice Quality and Efficiency through the lens of the tools adopted by the European Commission for the Efficiency of Justice (CEPEJ)*. This competition was organized with the aim to study deeply the tools adopted by CEPEJ and to develop a document, which would serve as basis for assessing and increasing the quality and efficiency of justice/activity of the prosecuting service bodies, development of skills to critically assess the activity of courts/prosecuting service bodies.

2.3.6. Examining the candidates for the position of judge based on length in service a

In between 4 December 2015 – 22 January 2016, a number of 72 applications were registered for taking the competence exam, and based on the NIJ Director Order No. 3/A of 25.01.2016, the list of candidates registered for the competence exam was approved.

According to the Calendar for carrying out the competence exam, in between 9–23 February 2016, the competence exam tests were organized.

²⁸ <https://www.inj.md/ro/audien%C8%9Bilor-inj-li-s-oferit-possibilitatea-s%C4%83-fac%C4%83-un-stagiu-%C3%AEn-sistemul-de-drept-american>



On 25.02.2016, the results of the competence exam were validated for 66 persons and sent to the Superior Council of Magistracy.

2.4. Continuous training

The continuous training of judges, prosecutors, court clerks, judiciary assistants, heads of secretariats, as well as probation advisors during the year of reference continued to be among the top of institutional concerns.

For the purpose of increasing the professional qualification and development of NIJ beneficiaries' inherent skills in this respect, the Institute focused on the **Priorities of continuous training in 2016**, identified as a result of training needs' assessment according to the Methodologies for assessing the NIJ beneficiaries²⁹ and the actions resulting from the national and European strategic documents, materialized in the Continuous Training Plans³⁰.

The training was focused mainly on use of ECtHR case law and standards, observance of human rights, nondiscrimination, women's access to justice, combatting corruption, juvenile justice, implementation of CEPEJ tools and guidelines, development of non-judicial skills, etc.

A novelty was the training of judges and prosecutors in the area of **women's rights and their access to justice, and access to the judiciary profession; implementation of CEPEJ tools, intellectual property, and other.**

As well, it was for the first time when the NIJ in collaboration with the CoE organized the first **autumn school** for judges and prosecutors in the area of **human rights and Internet.**

A relative component of the continuous training segment referred to the Moldovan-Romanian collaboration between the NIJ and the National School of Court Clerks from Romania in relation to classical professional training, as well as online distance learning, through the platform of the respective school.

2.4.1. Organization of continuous training activities

By virtue of functional duties, the NIJ has implemented successfully all the planned activities. According to the Continuous Training Plans, a number of **245 continuous training activities** were organized during 2016: seminars, workshops, training courses, conferences, etc. In total, there were trained/certified **7036 persons (multiple**

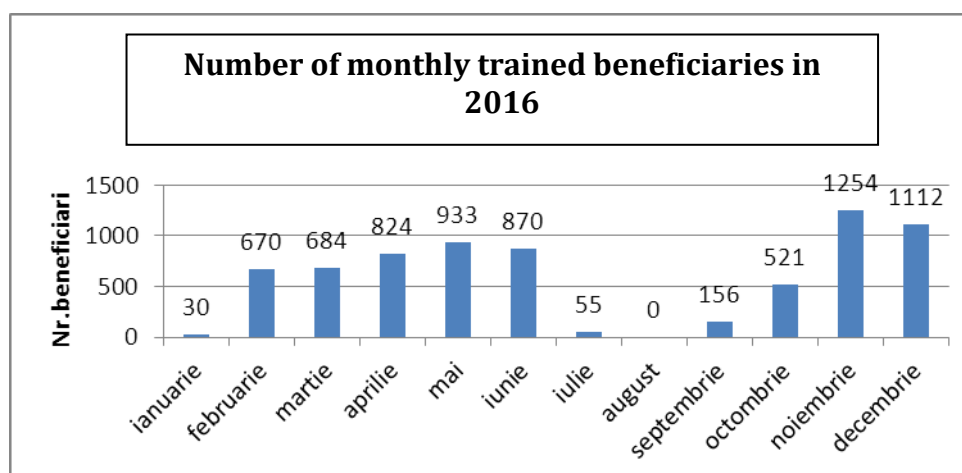
²⁹ <https://www.inj.md/metodologii>

³⁰ Please see the chapter on Teaching-Methodological Activity

participations), of which: **2364** judges, **1287** prosecutors, **2032** court personnel (court clerks, judiciary assistants, heads of secretariats, accountants, persons responsible for public relations, persons processing statistical data), **269** probation advisors, **223** lawyers providing state guaranteed legal assistance, and **861** – other representatives of the justice sector (bailiffs, mediators, authorized administrators, criminal investigation officers, psychologists, arbitrators, paralegals, etc.).

It should be mentioned that a certain number of stakeholders from the justice area were trained based on the Strategy for Justice Sector Reform (p. 3.2.5/2) – continuous training of the representatives of related professions. Hence, the NIJ organized 38 seminars, and trained **520 persons (186 bailiffs, 88 insolvency administrators, 223 lawyers, 23 mediators)**. Some activities were organized in cooperation with the development partners, such as: CDF, OSCE, US Embassy, NORLAM, IRP, NUB, IRZ etc.

In average, about **20 activities** were organized on monthly basis and **about 650 persons** were trained. A bigger number of persons were trained in November and December, and the smallest number of persons was trained in January and July/August. The distribution by months of the beneficiaries of the continuous training activities is provided in the diagram below:



For the purpose of monitoring the continuous training for judges and prosecutors within the NIJ, the continuous training activities were registered and the accumulated hours were managed. The database regarding the continuous training activities was filled in with the information held by the NIJ for 2016, being an essential source of institutional memory.

According to the information available in the mentioned database, it may be noted that during the period of reference, those 136 continuous training activities meant for judges and prosecutors, covered **323 judges and 117 prosecutors** who have accumulated a sufficient number of training hours, as provided in the law.³¹

2.4.2. Specific activities/areas for continuous training

The NIJ ensured continuous training for beneficiaries in different areas and focused mainly on the use of ECtHR case law and standards, observance of human rights,

³¹ Art. 19 of the Law No. 152-XVI of 08.06.2006 on the National Institute of Justice.

nondiscrimination, women's access to justice, combatting corruption, juvenile justice, implementation of CEPEJ tools and guidelines, development of non-judicial skills, etc.

During 2016, special attention was provided for enhancing the capacities of the NIJ beneficiaries for the purpose of efficient implementation of the **European Convention for Human Rights and the ECtHR case-law** at the national level. In this respect, 18 activities were organized and 622 persons were trained (247 judges, 111 prosecutors, 135 judicial assistants, 14 court clerks, 40 lawyers, 75 other categories (MJ consultants, specialists, consultants from the SCJ)).

Another segment that served as a training object for the NIJ beneficiaries was the area of **human rights**. In this respect, the following area/activities/trained persons can be mentioned:

- *domestic violence*: 9 activities, 270 trained persons (96 judges, 98 prosecutors, 22 lawyers, 35 judicial assistants, 13 court clerks);
- *trafficking in human beings*: 5 activities, 149 trained persons (74 judges, 66 prosecutors, 9 persons of other categories);
- *torture, inhuman and degrading treatment*: 3 activities, 75 trained persons (37 judges, 38 prosecutors, 4 persons of other categories);
- *migration and asylum*: 5 activities, 110 trained persons (16 judges, 16 lawyers, 39 judicial assistants, 2 court clerks, 1 head of secretariat, 36 representatives of BMA, UNHCR, CDA).

At the same time, for the purpose of ensuring the quality of justice enforcement in cases involving **discrimination**, 9 activities were organized in this area to train 227 persons (63 judges, 34 prosecutors, 96 assistants, 34 court clerks).

The development of professional skills of the Institute's beneficiaries in the area of promoting and observing **human rights** was one of the priorities for 2016. Hence, a number of 30 activities were organized and 766 persons were trained (170 judges, 187 prosecutors, 128 lawyers, 53 judicial assistants, 28 court clerks, 23 mediators, 130 probation advisors, 42 persons responsible for collecting statistical data, 6 persons from other categories).

A novelty was the training of judges and prosecutors in the area of **women's rights and their access to justice, as well as their access to the judicial profession**. In this context, a number of 3 continuous training workshops were organized during 2016 and 90 persons were trained (43 judges, 39 prosecutors, 8 persons of other categories) under the Project "*Improving women's access to justice in five countries of the Eastern Partnership (Armenia, Azerbaijan, Georgia, Moldova and Ukraine*).

By the end of the training actions carried out for this dimension, a regional conference was organized with the support of the CoE within the framework of the above-mentioned project, which has convened for the first time representatives of the institutions for continuous professional training of judges and prosecutors, as well as of the governments of the beneficiary states.

As well, a separate segment was the training in the area of **combatting corruption**, with 12 organized activities and 357 trained persons (104 judges, 75 prosecutors, 39 judicial assistants, 61 court clerks, 28 probation advisors, 11 lawyers, 15 criminal investigation officers, 16 NIJ trainees, 4 heads of secretariat, 4 specialists).

An opportunity of training in a new area – **implementation of CEPEJ tools** – was possible within the Project "*Enhancing the efficiency of justice and supporting the lawyer's profession in the Republic of Moldova*" implemented by the CoE and EU. A number of 5

activities of continuous training were organized in this sector and 64 persons were trained (34 judges, 11 heads of secretariat, 14 specialists, 3 judiciary assistants, 3 NIJ trainees).

A rather big share in fulfilling the objective of continuous training for 2016 was related to the area of **non-judicial skills**, as follows:

- *professional ethics and deontology*: 13 activities, 308 persons trained (67 judges, 66 prosecutors, 16 NIJ trainees, candidates for the position of judge and prosecutor, 61 court clerks, 39 judicial assistants, 28 probation advisors, 4 heads of secretariat, 4 specialists, 17 members of the SCP, 6 members of the SCM);
- *institutional management*: 8 activities, 85 trained prosecutors;
- *interpersonal and organizational communication*: 11 activities, 355 trained persons (138 judges, 15 prosecutors, 29 persons responsible for public relations, 59 heads of secretariat, 114 court personnel – judicial assistants, consultants, specialists);
- *use of information technologies* – 8 activities, 275 trained beneficiaries (4 judges, 17 heads of secretariat, 72 judicial assistants, 145 court clerks, 37 specialists).

The collaboration between the NIJ and CoE was really remarkable within the Project *Enhancing the observance of human rights in the context of implementing the Digital Agenda of the Republic of Moldova*. In this context, the *first autumn school* was organized for judges and prosecutors in the area of human rights and internet. During the respective activity, those 37 beneficiaries (27 judges and 10 prosecutors) were familiarized with the human rights standards and internet, the role of the rule of law in the digital age, as well as the CoE system for protecting human rights in the internet space, private life and personal data protection.

Another event of international importance – sub-regional workshop *Development for intellectual property* – was organized in collaboration with the State Agency for Intellectual Property (AGEPI), World Intellectual Property Organization (WIPO) and the European Patent Office (EPO), offering an added value to the training in this area (7 judges, 20 prosecutors, 35 persons – international experts, representatives of AGEPI).

A relevant component for the segment of continuous professional training was the Moldovan-Romanian collaboration between the NIJ and the National School of Court Clerks (NSCC) from Romania. Hence, 13 persons from the courts under the jurisdiction of Balti Court of Appeal (court clerks, judicial assistants, specialists) benefited from training within the 4 workshops organized in Bârlad, Romania.

As well, the personnel of the courts from Moldova and the NIJ trainees had the possibility to enhance their knowledge through a distance learning course (*Romanian language. Current Romanian lexicon. Types of lexical-semantic errors*), placed on the NSCC platform, and managed in close coordination with the e-Transformation, e-Learning and IT Section from the NIJ.

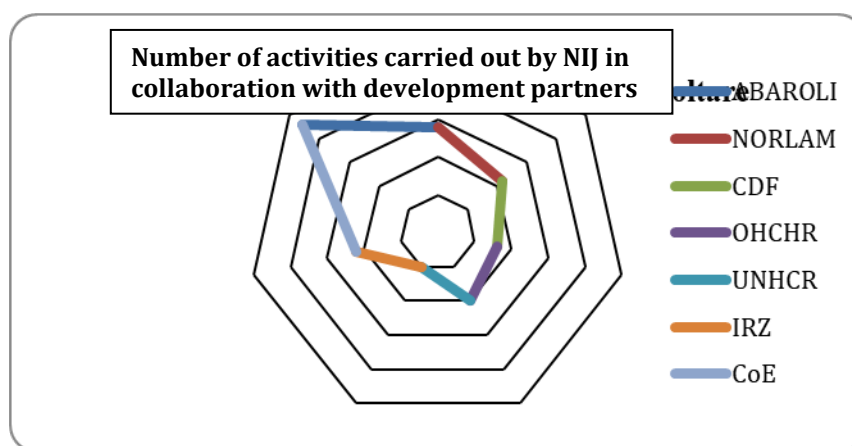
In the same context, there was organized the Moldovan-Romanian professional training workshop for the employees of the secretariats of Balti Court of Appeal and the court houses under the respective CA jurisdiction, the employees of the Secretariat of Iasi Court of Appeal, organized by Balti CA in partnership with the NIJ with the participation of colleagues and experts from the Iasi CA and NSCC from Romania (57 persons - 2 judges, 30 judicial assistants, 22 court clerks, 2 specialists).

At the same time, during 2016, the judges and the personnel of the Supreme Court of Justice benefited from a specialized training course in the area of ECtHR case-law and a workshop in the area of communication skills' development, as follows:

- Training course **Principles of applying the ECtHR case-law in the domestic legal order** (trained: 29 judges, 90 judicial assistants, 51 persons of other categories (specialists, heads of SCJ section)).
- Workshop **Increasing the communication skills of judges and judicial assistants in relation with the civil society, press and general public** (trained: 25 judges, 114 representatives of the SCJ), organized with the support of ATRECO Project.

2.4.3. Partnerships in the area of continuous training

A certain role in organizing the continuous training activities was played by the development partners of the Institute, such as: CoE, ABAROLI, NORLAM, OHCHR, IRZ, CDF, OSCE, US Embassy in RM, UNHCR, IOM, ATRECO, French Embassy, AJRM, CEC, CETC, AGEPI, UNDP etc., which have contributed to enhancing the institutional capacities and the good implementation of the envisaged activities. The information regarding the number of activities carried out by the NIJ in cooperation with the development partners is presented in the below diagram:



Most of the workshops (relief from minim 5) were organized in partnership with the CoE – 25 activities and 594 trained persons, ABAROLI – 14 activities and 359 trained persons, OHCHR – 10 activities and 234 trained persons, IRZ - 10 activities and 433 trained persons, NORLAM - 11 activities and 332 trained persons, CDF – 8 activities and 222 trained activities, UNHCR - 5 activities and 112 trained persons, IPD - 5 activities and 116 trained persons.

In this context, it is worth mentioning the international conference “*Applying punishments and judiciary discretion: case of the Republic of Moldova*”, organized in partnership with NORLAM and ABA ROLI, as a result of a number of seminars and round tables in this area. The event convened judges, prosecutors, lawyers, academia representatives, experts from Norway, Great Britain, USA, Romania and Ukraine, who debated up-to-date topics for the Republic of Moldova, such as: the aim and nature of punishment, need and utility of punishment, aspects related to judges’ discretion in relation to individualization of punishments, as well as the enforcement of punishments, individualization criteria, judiciary practice and its unification.

As a result of NIJ focus and institutional policy change, the development partners have adjusted their support to the NIJ and its beneficiaries’ requests/needs, hence bringing an added value to continuous training activities.

2016 was a remarkable year in relation to *regional trainings* too. As a result of a constructive collaboration with the NIJ development partners, especially IOM, IRZ, AJM, UNHCR, UNDP and others, a number of 11 zone seminars were organized in different areas: migration, statelessness, information technologies, trafficking in human beings, etc. The trainings were organized in Balti, Cahul, Comrat, Vadul lui Vodă, Dubăsari, Costești, being meant for judges, prosecutors, lawyers, judicial assistants, court clerks, etc.

In total, the zonal trainings were attended by 339 beneficiaries, including 87 judges, 36 prosecutors, 38 lawyers, 142 – court personnel, etc.

In conclusion, it should be noted that the objectives set and assumed in the annual plan were fulfilled, and namely: the training scope was extended to include different components related to the NIJ beneficiaries; activities deriving from strategic documents were implemented, as well as some new ones; the segment of Moldovan-Romanian professional training segment was amplified. As a result of materializing the priorities set by the NIJ/planned and fulfilled activities, a significant number of NIJ beneficiaries were trained, undertaking a qualitative and innovation jump in this respect.

2.5. Recruitment and training of trainers

The process of selecting the trainers was based on the legal provisions and those of the Trainer's Statute, according to which they are selected on competition basis and are included in the Institute's network of trainers. The competition is carried out in line with the transparent procedures set by the Board. The activity of trainers' recruitment was imposed by the need to fill in the network of trainers for certain areas, included in the Initial Training Plan and in Continuous Training Module-based Plans, mainly of multidimensional; and multidisciplinary.

The trainers were selected based on objective criteria of high professionalism, professional experience and impeccable reputation, teaching experience in the areas specified in the training plans approved by the Board.

The aim of trainers' training refers to the continuous development of trainers' professional and teaching skills. The training of trainers was organized as planned, being based on the identified needs.

2.5.1. Recruitment of trainers

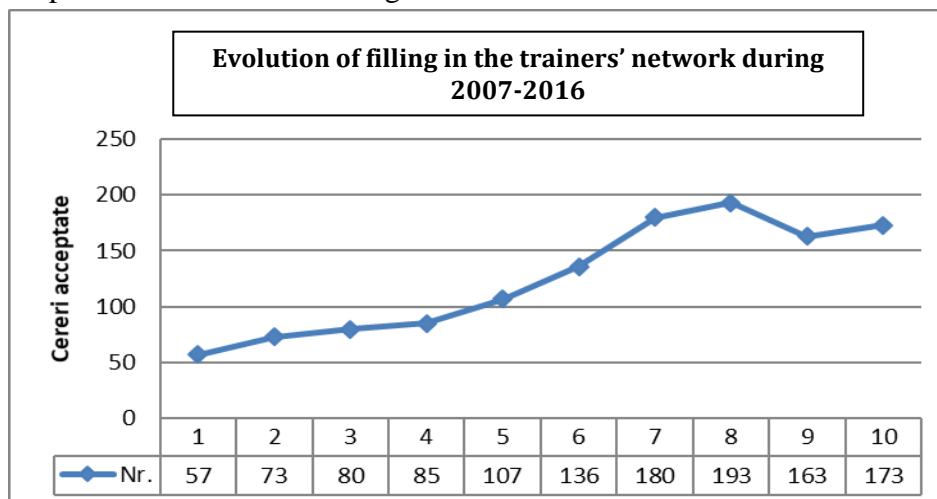
The trainers were recruited on competition basis. The competition was organized by the NIJ Board, and the selection was performed by the Standing Competition Commission. At the beginning of the year, the NIJ network included 163 trainers. During 2016, based on the NIJ Board decisions, two procedures were initiated for filling in 11 training areas.

During the competition organization period, applications were registered for 10 training areas, some candidates opting for two of these areas. No applications were registered for the training area *Stylistics and Legal Editing*.

After the Standing Competition Commission validated the proposals through the NIJ Board Decision No. 1/3 of 29.01.2016 and No. 9/3 of 29.07.2016, the trainers' network was completed with 10 and respectively 2 trainers. At the same time, during the period of reference, the motivated application of 2 trainers served as grounds for excluding them from the network.

By the end of 2016, the NIJ network included 173 trainers. The information regarding

the annual trends and respectively the evolution on filling in the trainers' network during 2007-2016 is presented in the below diagram.



By the end of the period of reference, the trainers' network had the following composition:

- 44 judges – 25%;
- 32 teaching personnel from higher education level – 19%;
- 24 prosecutors – 14%;
- 21 lawyers – 12%;
- 10 specialists in the probation area – 6%;
- 16 specialists in the non-judicial area – 9%;
- 26 other specialists in the law area – 15%.

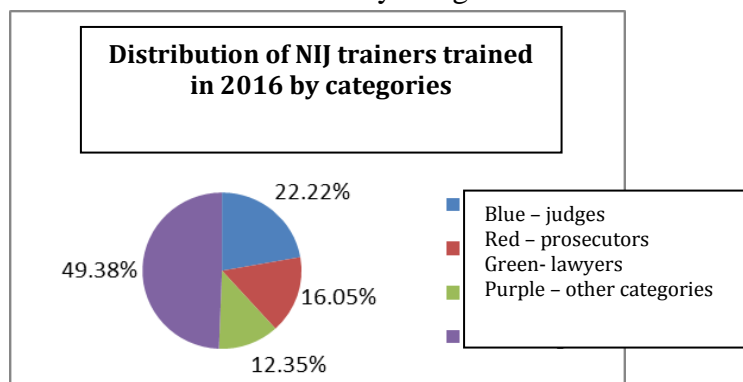
2.5.2. Training of trainers

The Institute trains trainers according to the provisions of art.4 para.(1) and art.36 para.(2) of the law on NIJ, republished with the subsequent amendments and completions, points 3.3 and 3.4 of the Trainer's Statute, as well as Chapter III of the Methodology for assessing the quality of training programs within the National Institute of Justice.

The activity of training the trainers was carried out in line with the Plan for Trainers' Training for 2016 in the format of seminars, training courses, workshops, including abroad.

During the period of reference, 12 activities for trainers' training were organized with a cumulative duration for 23 days, accounting for 1.4 times fewer activities than in 2015. A number of 167 trainers were trained, accounting for 1.46 times more than in 2015, of which: 43 judges, 23 prosecutors, 17 lawyers and 84 specialists in other areas.

The distribution of trainers trained in 2016 by categories is shown below.



2.5.3. Grouping activities by areas

The training of trainers' activities organized and carried out in 2016 included:

The area of teaching/methodological methods and techniques for teaching adults covered the following activities:

- workshop “Methodology for active participation training”, 11 trainers trained;
- workshop “Building competences to use training methods”; 14 trainers trained;
- workshop “Presentation and modelling skills”, 13 trainers trained;
- cascade-workshops on “Modern methodological techniques for training within NIJ”, 20 trainers trained.

Hence, a number of 58 trainers benefited from training in the methodology on adults' training.

Training in the area of other non-legal profile/specialties covered:

- *Use of information technologies:*
 - training course “A digital trip in education”, 16 trainers trained;
 - workshop “Use of interactive tablets”, 16 trainers trained;
 - workshop “Tools for developing digital courses”, 10 trainers trained;
- *Organizational development and communication:*
 - workshop “Identifying and planning organizational development through mini projects”, 14 trainers trained;
 - training courses “Rhetoric” and “Communication”, 22 and 31 trainers trained.

Thus, a total of 109 trainers were trained in other areas of non-legal profile/specialty.

2.5.4. Partnerships in the area of training the trainers

The NIJ development partners played an important role in carrying out the activities meant for training the trainers.

Hence, the Institute organized in partnership with the UNDP 2 activities with 26 trainers trained; with NORLAM and ABA/ROLI – 3 activities with 27 trainers trained; with the EU Project “ATRECO” – 3 activities with 67 trainers trained; with IRZ – 2 activities with 20 trainers trained.

2.6. e-Transformation, e-Training and IT Section

The e-Transformation, e-Training and IT Section is meant to implement information technologies in the NIJ activity, to manage distance learning of the beneficiaries, and to ensure the technical-information maintenance of the Institutes' hardware and software.

In 2016 there were piloted the e-Admission Platform and the Module for electronic examination. There were provided three distance learning courses ensured with tutorship on the ILIAS Platform. As well, NIJ IT system continued to be implemented and optimized.

The e-Admission Platform³² was developed with UNDP support and allowed automatizing the process for submission of the candidate's file in the NIJ admission competition. The mixed procedure was applied during the piloting period: the electronic and physical submission of the file.

The NIJ public site was modified so as to facilitate access of persons with eyesight deficiency. For this purpose, the possibility was added to select the contrast theme and to increase the size of used font.

To ensure the efficient application of the NIJ Information System, the users' accounts were updated and created, training activities were introduced, users' experience was analyzed, optimization proposals were developed and implemented, technical-information assistance was provided. Numerous changes were made to improve the IS and to increase the users' access. As a result, the NIJ IT system is applied according to the preset destination and contains data about continuous training activities carried out by the NIJ.

In 2016, three distance learning courses were provided on the NIJ ILIAS Platform³³, one on the Platform of the National School of Court Clerks from Romania³⁴ and one on the HELP Platform of the Council of Europe³⁵. The courses were meant for judges, prosecutors and court personnel.

The training courses provided by the NIJ were optimized by introducing the tutorship – a forum moderated by the author/tutor of the training course, and this fact ensured an interactive activity for distance learning.

A number of technical solutions are used during the NIJ activities, which are managed by the e-Transformation, e-Training and IT Section – electronic questioning using the tablets, intelligent tables, a new PC room. To inform the NIJ beneficiaries about the carried out activities, the information is being updated in the column of reference from the NIJ website and on the LED in the institution's hall. The workstations are ensured with antivirus and MoldLex soft. A series of Wi-Fi access points were installed on the territory of the institute with public access for the personnel and beneficiaries.

The NIJ informational resources are hosted on the MCloud Platform, the Internet and email services are provided by the Center of Special Technologies, hence the informational security and the efficient use of resources is provided.

2.7. Foreign relations and partnerships

The activity performed during 2016 in relation to international cooperation was focused on enhancing the existing collaboration relations and initiating new partnerships. During the period of reference, 6 collaboration agreements were signed with judicial training institutions from other states, as well as with important national stakeholders. The organization of activities in cooperation with the partner institutions aims to ensure qualitative and comprehensive training of judges, prosecutors, and other professionals from justice

³² To ensure the correct use, there was developed the [User Manual for the Platform e-Admission intranet.inj.md](#) and online and telephone assistance is provided to beneficiaries.

³³ [“The psychological peculiarity and the hearing peculiarities of the victims of trafficking in human beings”](#), [“Protection of personal data within courts”](#), [“Protection of migrants' rights in the Republic of Moldova: legal provisions”](#)

³⁴ “Romanian language. Current Romanian lexicon. Types of lexical-semantic errors”

³⁵ “Presentation of the European Convention on Human Rights and of the European Court of Human Rights”

sector.

As well, for the purpose of ensuring the exchange of experience and taking over the best practices in the area, the NIJ representatives have participated during 2016 in a number of study visits, as well as in the most important regional and international events in the area.

2.7.1. National and international partnerships and collaborations

One of the priorities set for the year of reference in the area of external cooperation and foreign relations was to initiate and develop new partnerships.

For the purpose of taking over and implementing the best professional practices in the area, in 2016 the basis was developed for the collaboration between the NIJ and the judicial training institutions from Ukraine. Hence, during the period of reference, collaboration agreements were signed with the National Academy for Prosecutors from Ukraine³⁶ and Understanding Memorandum with the National School of Judges from Ukraine³⁷. By signing these agreements, the institutions agreed to collaborate to facilitate the exchange of good practices in the areas of common interest, to increase the quality standards for training and to promote qualitative training of prosecutors and judges, the current and the future ones. In the next period of time, the NIJ will continue to develop its bilateral relations with similar institutions from other states. In this respect, by the end of 2016, the NIJ worked together with the Academy of Justice of the Supreme Court from Kazakhstan to develop the draft of the Collaboration Agreement between the institutions, the signature of which is envisaged for the next year.

As well during the period of reference, collaboration agreements were signed with a number of national stakeholders, such as Lawyers' Union, Amnesty International, Theoretical Lyceum "Orizont", and the Fine Arts School "Alexei Şciusev". After formalizing the cooperation relations with these institutions, favorable preconditions were created for carrying out together a number of activities focused on promotion of justice, joint values, and human rights.

2.7.2. International events, participation and visits

An important aspect for NIJ international cooperation development is to enhance and maintain interactive relations with the EJTN and IOJT. In this context, an important achievement for the NIJ was to obtain the status of observer-member of EJTN on the 1st of July 2016, when the Republic of Moldova - European Union Association entered into force. The status of observer-member provides the NIJ a set of advantages, such as the possibility to participate in organized training activities and other programs implemented by EJTN, as well as the possibility to extend the collaboration with other institutions of legal training from the European space. Hence, it is worth mentioning that the NIJ was represented during the activities of the XIX General Assembly of the EJTN, which was organized in Amsterdam, by the director and her advisor³⁸. The participation of the institution's representatives in this

³⁶ Signed on 3 June 2016 by Diana Scobioală, Director of the National Institute of Justice and Ivan Prysiazhniuk, Rector of the National Academy of Prosecutors from Ukraine.

³⁷ Signed on 9 December 2016 by Diana Scobioală, Director of the National Institute of Justice and Mykola Onishchuk, Rector of the National School of Judges from Ukraine.

³⁸ Participation of the NIJ representatives at the event from Amsterdam was possible thanks to the financial support of the Ministry of Foreign Affairs of Denmark within the Project "Strengthening Technical Capacities of the National Institutions for the Human Rights Protection and Promotion", implemented by UNDP Moldova.

forum of European schools of magistracy has positive effects, such as increasing the NIJ visibility and enhancing the NIJ position at the international level.

Another component related to international cooperation development is the active involvement of the NIJ within international events. The efforts undertaken in this respect were materialized during 2016 through participation of the institution's representatives in international and regional conferences, as well as in other events organized as cooperation among the states. Hence, the NIJ Director has participated in the fourth international conference "International standards for legal training and the best world practices in action"³⁹, organized by the National School of Judges from Ukraine on December 09, 2016 in Kiev, Ukraine. The event has convened judges, representatives of magistracy institutions from the host country, from Canada, Germany, Italy, Azerbaijan and the Republic of Moldova. As well, the NIJ was represented during the regional conference "Professional training of judges and prosecutors: Council of Europe's approach"⁴⁰. These conferences were used for exchange of opinions and experience in the area, for presenting new approaches for professional training of judges and prosecutors, and for paving new collaboration perspectives among the participating institutions.

For the purpose of enhancing the institutional capacities, the management, employees and trainers of the NIJ carried out study visits to magistracy schools in Germany and Spain. During these visits, the representatives of the NIJ and of the host-institutions exchanged opinions and visions about the organization of initial and continuous training courses for judges, prosecutors and other professionals from justice area, as well as regarding the existing opportunities of distance learning within institutions. As a result of discussions, the participants learned from the experience of European schools about the successes, as well as about the challenges encountered in their activity. They have also taken over the best practices for enhancing the capacities of the institution to deliver qualitative training. Within another study visit, in Spain, regarding the best practices in the electoral area, the NIJ representatives learned about the different methods of applying, administrating and promoting research in electoral area.

As well, the NIJ representatives and trainers were involved in a number of regional workshops and working groups, participating in different meetings organized in Azerbaijan, France, Georgia, and Ukraine.

In particular, it is worth mentioning about the participation in 3 regional workshops organized within the CoE Project "*Improving women's access to justice in 5 countries of the Eastern Partnership*", which have convened representatives of judiciary institutions from Armenia, Republic of Moldova, Georgia, Ukraine, as well as experts of Council of Europe and Office of the UN High Commissioner for Human Rights. During these workshops, the NIJ trainers worked on developing the manual for judges and prosecutors on "*Ensuring women's access to justice*".

Another series of workshops involving actively the NIJ trainers referred to the judiciary management area. During these events they have discussed about the steps undertaken by the NIJ and Academy of Justice from Azerbaijan to introduce in their training programs courses on judiciary management, including the CEPEJ relevant tools, taking into account the

³⁹ The Conference was organized by the National School of Judges from Ukraine and took place on 9 December 2016, in Kiev, Ukraine. The event convened judges, representatives of magistracy institutions from the host country, Canada, Germany, Italy, Azerbaijan and the Republic of Moldova.

⁴⁰ The Conference took place on 28 and 29 April 2016, in Minsk, Belarus.

suggestions of the experts from the National School of Magistracy from France regarding these courses and the teaching materials developed by the two institutions. The workshops were organized within the CoE and EU Project “*Enhancing justice efficiency and provision of support to lawyer’s profession in the Republic of Moldova*”.

The NIJ trainers participated in a meeting of trainers’ training organized within the CoE HELP Project for training legal advisors in the area of human rights, as well as in the activities of the HELP Network Conference 2016 on “*HELP, guide for standardizing national judiciary practice*”, which was organized in Strasbourg, France, on 16-17 June 2016. During the conference, they have discussed the recommendations and the good practices regarding the methodology for training legal advisors in the area of human rights.

During 2016, the NIJ hosted a number of events organized in cooperation with the development partners. Thus, *the NIJ hosted on 2-3 June the international conference “Applying punishments and judiciary discretion: case of the Republic of Moldova”*, organized in partnership with NORLAM and ABA ROLI. During the respective event, the professionals from the justice sector and the experts from Norway, Great Britain, USA, Romania and Ukraine debated subjects of importance for the Republic of Moldova, formulating relevant conclusions and recommendations. Sharing of the best practices in the area of ensuring women’s equal access to justice, especially in relation to training professionals in the justice sector was organized within the regional conference “*Enhancing the capacities of the judiciary systems to ensure women’s access to justice*”, organized by the NIJ in partnership with the Council of Europe⁴¹. As assessed by the NIJ and participants, the respective events favored the exchange of experience and information, and contributed to building professional skills of participants thanks to their training and up-to-date nature.

2.7.3. Donors’ Coordination Committee

In 2016 the NIJ was involved in the institutional reform process determined by the amendment of the Law No. 152 on the National Institute of Justice from 08.06.2006, which resulted in the need to update all the internal normative acts. In this context, the *Regulation regarding the organization and operation of the NIJ Donors’ Coordination Committee* was completed. As well, during the period of reference efforts were taken to reformulate priorities and that is why the meeting of the Committee was not organized. The discussion about the developed draft and set priorities will be held in 2017.

Nevertheless, the NIJ continued to harness the assistance of development partners, which got materialized through organization of continuous training activities and training of trainers⁴², as well as through fulfilment of projects focused on enhancing the NIJ institutional capacities (UNDP).

2.8. Public relations

The activity of the National Institute of Justice developed positively in the area of public relations, promotion of image, transparency and visibility. It is important to mention

⁴¹ The Conference took place on 24-25 October 2016 and was organized under the Project “*Improving women’s access to justice in five countries of Eastern Partnership*” and convened representatives of the governments of the beneficiary states, of the institutions of judiciary training, and legal experts from the member states of the CoE.

⁴² See chapters 3.5.3 Partnerships in continuous training area and 3.6.4 Partnerships in trainers’ training area.

about the quality and originality of some actions carried out by the Institute in this area: substantial improvement of the quality of the scientific publication of the NIJ Magazine; creation, publication and distribution of novel typographic issued with NIJ emblem; improving and adding new columns on the NIJ site; permanent support and promotion of the NIJ official page on Facebook; establishing good collaboration relations with journalists; organization of press conferences and Open Doors' Days.

2.8.1. NIJ Magazine

The publishing of the NIJ Magazine – scientific-practical, informative and legal publication reflecting the most important activities and events from the Institute's life, as well as scientific materials in justice area – was planned: four ordinary quarterly editions (total 800 copies, which is 400 copies less than in previous years due to financial restrictions). The magazine was distributed at the international level: Ukraine – National Academy of Prosecutors, National School of Judges, Regional Section from Chernovtsy of the National School of Judges; Romania – National Institute of Magistracy from Bucharest, University "Alexandru Ioan Cuza" from Iasi, University "Lucian Blaga" from Sibiu, West University from Timisoara; Bulgaria – National Institute of Justice.

To increase the quality of published scientific articles, as well as to prepare the Magazine for accreditation in category B of scientific publications, besides the Publishing Board, there was created as well a Scientific Board. At the same time, the Publishing Board was completed with important personalities from the legal area, including from abroad, for instance: Ruslan Stefanciuk, PhD in Law, professor, pro-rector for scientific activity at the National Academy of Prosecutors from Ukraine, fellow member of the National Academy of Legal Science from Ukraine; Ivan Priseajniuk, PhD in Law, rector of the National Academy of Prosecutors from Ukraine; Natalia Şuklina, PhD in Law, legal expert, professor, pro-rector of the National School of Judges from Ukraine; Augustin Fuerea, PhD in Law, university professor, associated researcher at the Institute of Legal Research "Academy Andrei Rădulescu" of the Romanian Academy; Elchin A. Khalafov, PhD, rector of the Justice Academy from Azerbaijan.

The same goal was pursued when electing the new Chief Editor of the Magazine – Diana Scobioală, NIJ Director, PhD in Law.

The magazine was distributed free of charge to the institutions from the national justice system. The four editions of the Magazine covered 9 scientific articles signed by authors from abroad– four in Russian language, three in Romanian language and two in English language.

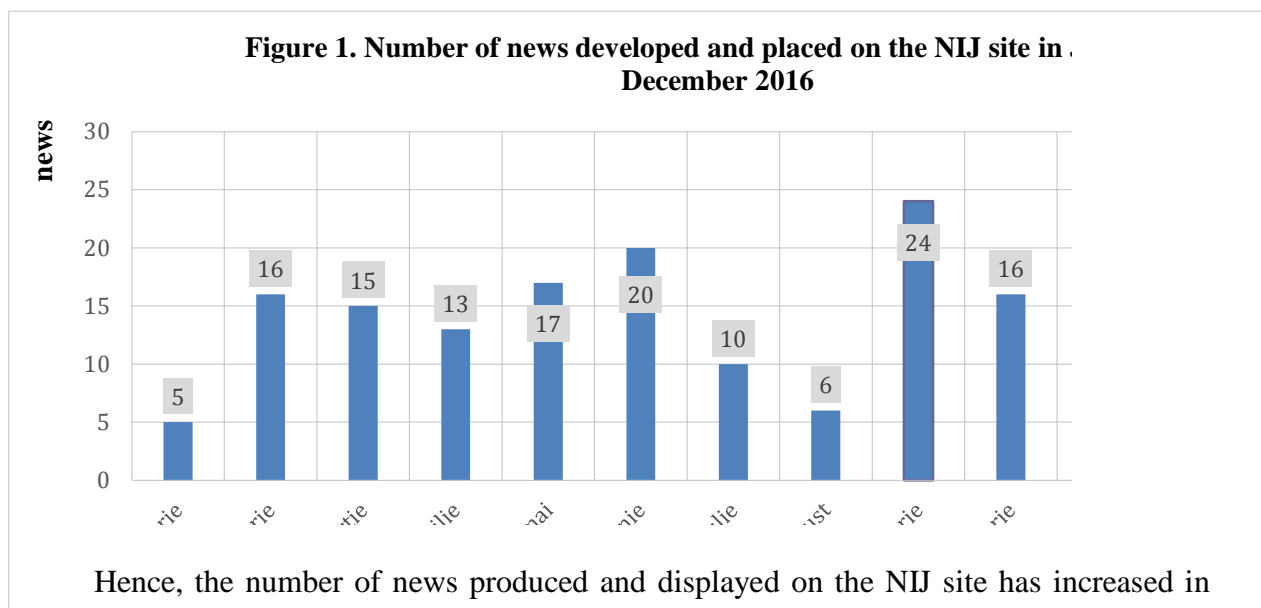
2.8.2. Other publishing

SERP carried out printed editions, including certificates for the trainees of initial training, continuous training, training of trainers and distance learning, access cards, credentials for the NIJ graduates, congratulation cards for different occasions.

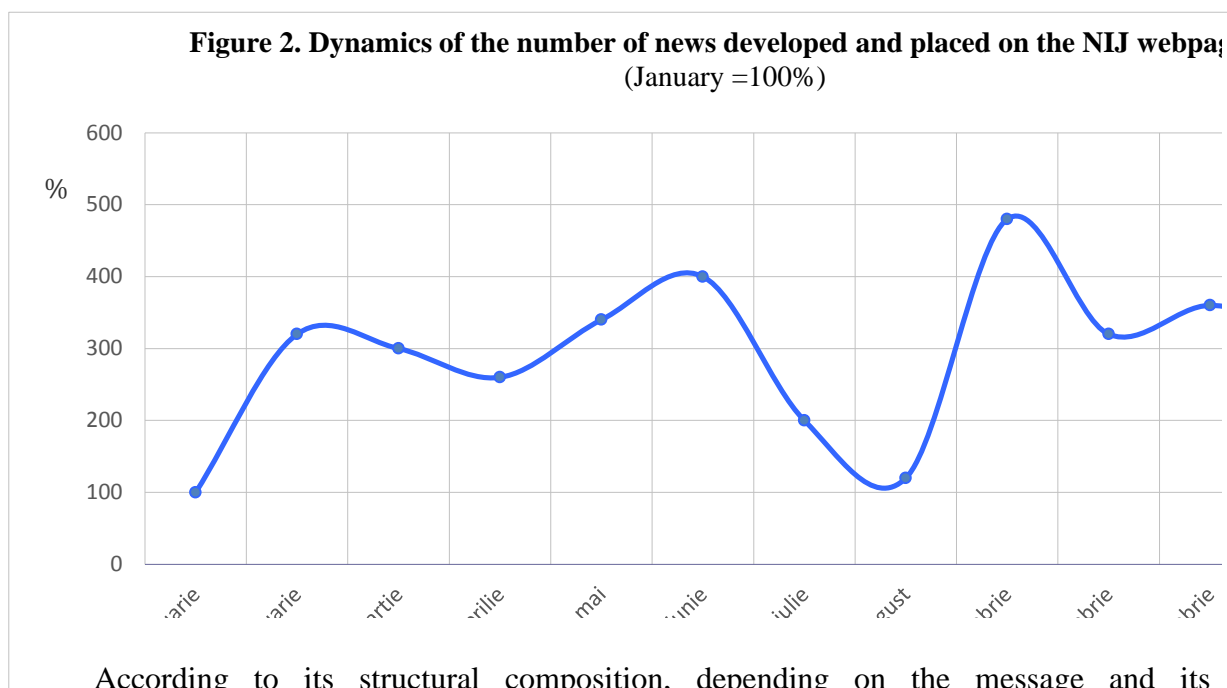
2.8.3. Promotion of NIJ image

The webpage of the National Institute of Justice – the main source of information of public interest – was constantly updated during 2016, for the public opinion to get to know about the activities and events happening within the NIJ or with its participation. For the

purpose of promoting the NIJ image and transparency of the institution, all the information of public interest was posted in useful time. In this context, it should be mentioned that in 2016, a number of 176 news were published on the NIJ webpage with a monthly average of 15 news (Figure 1).



Hence, the number of news produced and displayed on the NIJ site has increased in average by 51.99% as compared to January of the same year. At the same time, it should be mentioned that there is an increase of the number of publications by 380% in September – the month of admission exams in the NIJ (Figure 2).



According to its structural composition, depending on the message and its peculiarities, the news posted on the site are diverse: initial training, continuous training, training of trainers, meetings of the NIJ Board, visits abroad, conferences with the participation of the Institute, meetings of the NIJ management with the development partners, with the representatives of institutions from the system and representatives of the civil society etc. An indicator of the public interest manifested in the social environment is the number of

accesses⁴³. By the end of the year of reference, 1828 persons have rated the page – a number which increased by 1167 as compared to 661 subscribers in the previous year, hence demonstrating the increased interest towards the activity of the NIJ. The most frequently accessed were the posts about the final evaluation of the internship of the future judges and prosecutors in 29.02.2016 (persons – 5938); online broadcasting of the press conference regarding the new modality of admission (persons – 4010) and the press release (impact persons – 3815) from 2.09.2016; about the final stage of the Contest regarding the contradictory procedure, organized by the LEAVITT Institute on 27.04.2016 (persons – 3900); about the continuous training course “Methodological work of the judge in legal analysis of criminal cases”, organized in partnership with the IRZ Foundation on 28-29.09.2016 etc.

An important aspect of the communication activity was the launch in April of the new webpage of the institution. Unlike the previous site, the new one includes in the “Communication” column the section “Press about the NIJ”⁴⁴. There were created the columns “History of the building”⁴⁵, with five sub-columns – “In the background of history”, “Alexandra Remencu”, “Publicist Dumitru Remencu”, “Orphanage of European level”, “Women – Directors”, and “Video Conference”⁴⁶. Some aspects related to the structure, components, and design of the site were modified as well. During 2016, in collaboration with the e-Transformation, e-Training and IT Section and Soft Tehnica Company, the transfer and downloading from the old site on the new site was made for 2562 documents, 2228 images, 17 publications and 3 video recordings.

Mass-media represents an important partner for informing the public about the events and activities carried out within the NIJ. Communication with mass-media was carried out through transmission of press releases about the NIJ actions of public interest, as well as requests to mass media representatives to offer some information about the NIJ activity (BizLaw, Ziarul de Gardă, Dreptul, MoldNova, Canal 2, Info-Prim_Neo etc.).

Two press conferences were organized: one was dedicated to the graduation event of the VIII graduation of the NIJ on 1.04.2016, another one was related to the new modality of admission in the NIJ, and was organized on 2.09.2016⁴⁷. As a result of the respective conferences, articles and shows appeared on BizLaw, MoldNova portals, in the newspapers Dreptul, TIMPUL, Ziarul de Gardă, at the TV stations Realitatea and Canal 2, at the National Radio, news agency Info-Prim_Neo, Moldpress etc.

With the occasion of the Xth anniversary since the establishment of the National Institute of Justice, a charity activity was organized during July – November “Let’s support the orphans from the boarding school in Cărpineni”, which ended on 19 October, on the Legal Professional’s Day and included collecting of monetary funds for supporting the orphanage⁴⁸. The action has ended with the Open Doors’ Day for the children from the boarding school

⁴³See https://www.facebook.com/Institutul-Na%C5%A3ional-al-Justi%C5%A3iei-269395633261605/?ref=aymt_homepage_panel

⁴⁴<https://www.inj.md/ro/presa-despre-inj>

⁴⁵<https://www.inj.md/ro/istoricul-cl%C4%83dirii-inj>

^{46,5}<https://www.inj.md/ro/conferinta-video>

⁴⁸<https://www.inj.md/ro/copiii-au-aplaudat-ac%C8%9Biunea-de-caritate-organizat%C4%83-de-institutul-na%C8%9Bional-al-justi%C8%9Biei#>

from Cărpineni, organized on 19 October, which was attended by 37 persons. The event was covered in the media at Jurnal TV⁴⁹.

As well, on October 20, 2016 with the occasion of the professional day and with the view to develop the legal culture among pupils, the National Institute of Justice has opened its doors for 23 visitors – pupils of the fifth grade from the Theoretical Lyceum „ORIZONT” from Chisinau⁵⁰.

Another public activity concluded with the fact that starting in December 2016, based on the Collaboration Agreement between the Institute and the Fine Arts School “A. Sciusev”, the beneficiaries and the guests of the NIJ may enjoy on the NIJ halls the pictures of the school students, displayed within a temporary exhibition.

The events organized for the general public in 2016 (Open Doors’ Day, charity act, exhibition of pictures of the students from the Fine Arts School “A. Sciusev”) were attended in total by 398 persons.

For the same purpose – to promote the image of the institution and to increase the public visibility of the NIJ – during the year of reference, there were produced 7000 folders for continuous training and 200 units of agendas, pens, flasks and ready-made T-shirts with NIJ logo.

2.9. Enhancing the NIJ capacities

2.9.1. Management of human resources

The most important resources of the National Institute of Justice is its human resources, human factor, and the successes of the National Institute of Justice are based on an integrated management system, which creates an enabling environment for modern and genuine development of human resources for fulfilling the NIJ objectives. The modernization of the management system within the NIJ towards a system based on performance will further create a favorable environment for analyzing the adopted strategies, the necessary actions for institutional development, its internal structure and culture. Thus, the implementation of the personnel performance assessment will be one of the main elements to have a successful integration of the respective system within the NIJ.

2.9.2. Designing and planning functions

During the period of reference, the NIJ focused its activity towards the implementation of an efficient management of human resources within the Institute.

Hence, there were assessed and undertaken activities necessary for fulfilling the NIJ strategic documents in the respective area, carrying out measures for fulfilling the actions from chapter 6.1. in the goal “Enhancing the establishment of positions and personnel” in the Action Plan for carrying out the Strategy for developing and enhancing the institutional, managerial, and teaching-scientific capacities of the NIJ during 2012-2016. With the support of the UNDP Moldova experts, there were developed 12 drafts of structural subdivisions’ regulations and 47 job descriptions were developed/reviewed, which subsequently were presented to the NIJ management. To fulfill the action related to the regulation of the procedure on employment, promotion and fostering of teaching, administrative, and auxiliary

⁴⁹<https://jurnaltv.md/ro/news/2016/10/19/ziua-juristului-sarbatorita-printre-copii-10251188/#3>

⁵⁰<https://www.inj.md/ro/ziua-u%C8%99ilor-deschise-la-institutul-na%C8%9Bional-al-justi%C8%9Biei>

personnel of the NIJ, a new draft of the Rules of Procedure was developed⁵¹. Thus all the planned actions were carried out.

At the same time, there were undertaken actions for organizing, monitoring and assessing the personnel procedures related to design and organization of positions and professional development of the Institute's personnel. Proposals were developed for amending the normative framework regarding the management of human resources, the draft of the new Regulation of the Human Resources Section, the NIJ Charter⁵², the Guidelines for keeping secretariat records⁵³, the Regulation of the Expertise Commission⁵⁴, the Regulation regarding the organization, operation and record keeping in the NIJ archive⁵⁵, which contains the Nomenclature of documents and the deadlines for keeping them in the NIJ.

All the documents were presented to the administrative and auxiliary personnel of the NIJ, and necessary informational and methodological assistance was provided to the personnel to apply the personnel procedures and the provisions of the normative framework in the field.

As a result of undertaken actions, the NIJ Archive was for the first time ever created within the NIJ according to the necessary standards. This provided the possibility to systematize and archive all the documents from the period 2006-2015.

Taking into account that human factor determines the efficiency and efficacy of NIJ functioning, a partnership has been initiated with the Institute's personnel, aiming to motivate, promote and cultivate a positive working and psychological environment and an organizational culture based on participatory management, focused on obtaining positive results. In this context, the Collective Work Contact was developed for the NIJ personnel⁵⁶.

2.9.3. Personnel management

During 2016, the management of the NIJ personnel at the level of the institution's management was carried out by the Director and Deputy Director of the Institute, at the intermediary management level – by the Advisor of the Director and the heads of subdivisions. As of 29.01.2016, the personnel establishment was the following: 73 personnel units, of whom - 13 management personnel units, 28 – personnel of trainers' profile, 26 – personnel of servants, 6 – personnel of workers. For the purpose of fulfilling the objectives of the Action Plan to implement the JSRS and based on the proposals of the heads of subdivisions, the NIJ management changed the personnel establishment. Hence, on 12.05.2016 the names and the main tasks were changed for 2 sections from the Training and Research Division – International Relations and Trainers' Training Section was transformed into the International Relations Section, and the Teaching-Methodological and Research Section – into the Teaching-Methodological and Trainers' Training Section.

Taking into consideration the implementation of the objective for establishing the Legal Information Center, as a result of the adopted changes, the Center has 3 structural subdivisions: e-Learning and Analysis Service, IT Section and Library⁵⁷.

⁵¹ Approved via the NIJ Board Decision No. 1/8 of 29.01.2016, with the amendments suggested through the BD no.14/8 of 01.12.2016

⁵² Approved via the NIJ Board Decision No. 14/10 of 01.12.2016

⁵³ Approved via the NIJ Board Decision No. 14/9 of 01.12.2016

⁵⁴ Approved via the NIJ Board Decision No. 14/11 of 01.12.2016

⁵⁵ Approved via the NIJ Board Decision No 14/7 of 01.12.2016

⁵⁶ Register at the Territorial Labor Inspectorate, Chisinau no. 29 of 16.02.2016

⁵⁷ Approved via the NIJ Board Decision No. 12/5 din 30.09.2016

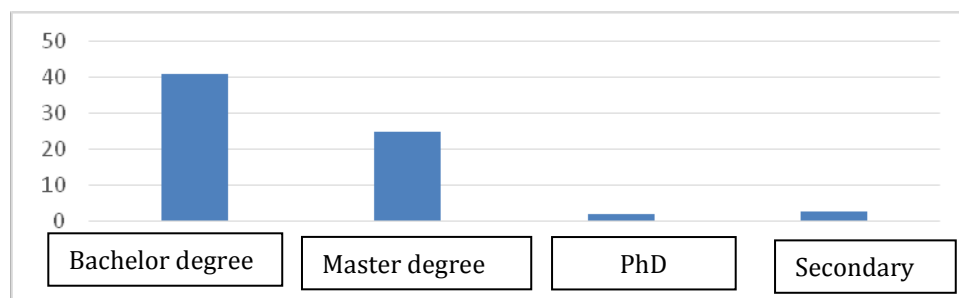
Hence, by the end of 2016, the NIJ personnel establishment included 73 personnel units, of whom 16 management units, 25 trainers, 18 consultants, 5 main specialists, 2 specialists for coordination and programming, 1 unit (2 of 0.5 units) of specialist, 6 workers.

2.9.4. Human resources' flow

Out of the total number of 73 units, during 01.01.2016-31.09.2016, the administrative and auxiliary personnel in the personnel establishment of the NIJ had 45 units, and from 01.10.2016-31.12.2016 - 48 (establishment of the Legal Information Center). The staffing analysis registers for the period of reference a staffing rate of 43 units/month, or 94.04% of the total number of units. During this period, 21 persons were recruited within NIJ, 9 persons resigned and 10 persons were transferred, as compared with 11, 19 and respectively 4 in 2015. The figures show that the modernizations which were promoted by the NIJ management during 2016 gave the possibility to increase two times the number of employment personnel and to decrease two times the number of resigning personnel.

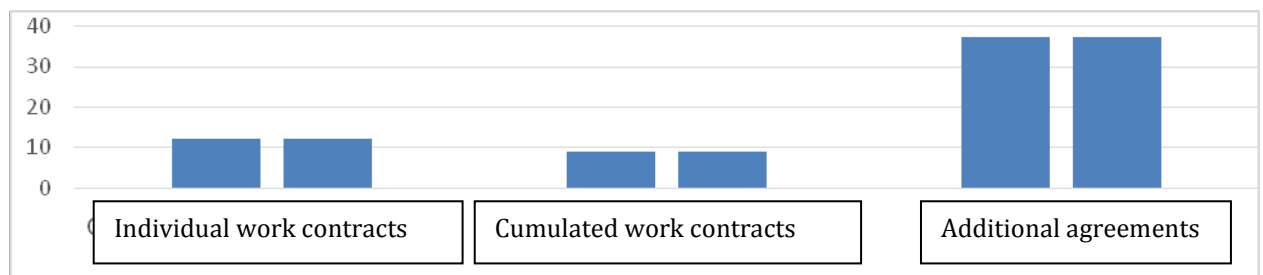
As well, the high number of personnel transfers was based on the recruitments for the internal resources of the NIJ, this being a positive element in the personnel management. At the same time, during this period, 2 persons were re-employed after the partially-paid childcare leave, and 7 persons were on maternity leaves/partially paid childcare leave for children up to 3 years old.

Out of the total number of NIJ of 48 persons, the Institute had as employees 38 women and 10 men with an average age of 39 years old.



As of 31.12.2016 there were 2 persons with PhD in legal science, 41 persons with higher education, 25 persons with Master degrees, 3 persons with special secondary education, and 3 persons with secondary education in the subdivisions. There were 3 persons with incomplete secondary education among the auxiliary personnel.

In 2016, 21 individual work contract or cumulated work contracts were concluded for the NIJ personnel, and 37 additional agreements.



To improve the training processes, the NIJ management undertook considerable efforts to select, recruit, and employ trainers. The effect of these efforts has resulted in the recruitment of 2 trainers with individual work contracts in the Initial Training Section, and this was for the first time in the NIJ history.

During the period of reference, the quality of the documentation regarding personnel administration was improved. Hence, the process of concluding service provision contracts was adjusted, as usually it would last for a long period of time, and now there were changed the main indicators, the deadline, the goal and the conditions for submission of materials. Hence, the process of concluding this type of contracts was optimized, and the number of concluded contracts decreased from 368 in 2015 to 258 in 2016.

2.9.5. Human Resources' development

The Plan for professional training of the NIJ personnel for 2016⁵⁸ was concluded based on the proposals of the NIJ subdivisions and development partners. Generally speaking, the Plan focused on training the personnel, especially the one from the managerial segment, for the implementation of the quality management system according to the standards and requirements of ISO 9001:2015. The professional training of the personnel was carried out with the support of UNDP Mission Moldova.

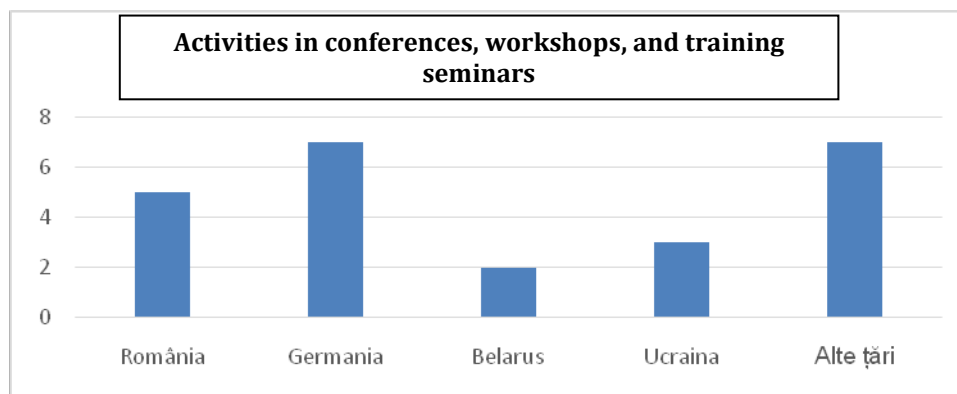
Hence, trainings were provided for 13 persons from the NIJ management and heads of subdivisions in the area of fulfilling the ISO Project 9001:2015. The trainings were dedicated to the area of NIJ management system, strategic planning regarding the development and consolidation of NIJ capacities, planning and management effects within NIJ, elements of management analysis, human resources' management, management of professional performance and performance indicators, identification and assessment of risks, setting quality management objectives, in total - 115 hours. As well, with UNDP support, the heads of subdivisions were trained regarding the main principles for report writing and strategic planning for NIJ, total training hours - 24.

NIJ organized training courses for the personnel on personal data protection in the area of information technologies' use and information systems' management, legal regime of using the data of automated registers and processing of personal data, total training hours - 24.

At the same time, training was provided within subdivisions for the administrative and auxiliary personnel in relation to performance management, but also tackling the specific issues of every section and division.

Generalizing the results of all the professional training formats for 2016, it may be concluded that 33 persons were involved with a total number of 4470 hours, of whom 30 women, 3 persons aged up to 25 years old, 27 persons – from 25 to 54 years old, 3 persons – over 55 years old.

⁵⁸ Approved by the NIJ Director on 15.02.2016



10 persons from the NIJ personnel were trained within different conferences, workshops, and seminars organized abroad, of which 5 in Romania, 7 in Germany, 2 in Belarus, 3 in Ukraine, 7 in Czech Republic, France, Spain, Azerbaijan⁵⁹.

2.10. Financial resources

According to its status of public institution, the NIJ manages public financial resources and is financed from the state budget. The NIJ uses also revenues from special means (GD No. 211 of 29.02.2016 *approving the Nomenclature and tariffs for fee-based services provided by the National Institute of Justice, as well as the Regulation on formation and use of revenues collected by the NIJ*).

The functional and institutional review of financial resources aims to improve and optimize the level of NIJ budget execution. The rate of NIJ budget execution for 2016 accounts for 89.2%, which is a good indicator.

The NIJ budget is program-based and it is a component part of the Program 40 – “Justice”, with the subprogram 12 – “Professional training in the area of justice”. The performance indicators set in the program for 2016 are presented in the below table.

Performance indicators

Performance indicators		Code	Unit of measure	Approved for the year	Fulfilled	Deviations (+,-)
Outcome	Ratio between the number of trained persons and number of employees by categories to be trained.	r1	%	95	93	-2,0
	Average number of trainees benefiting from continuous training for at least 40 hours annually.	o1	units	7140,0	7276,0	+136,0
Output	Average number of trainees trained annually for the position of judge and prosecutor, lasting for 18 months.	o2	units	65	65	0,0

⁵⁹ Annual statistical survey FORPRO for 2016, presented on 31.01.2017, National Bureau of Statistics

	Number of court clerks, judiciary assistants, heads of court secretariats and probation advisors involved in initial training courses after being appointed, with duration of courses for 3 months.	o3	units	75	-	-
Output	Average cost per participant of continuous training courses.	e1	th MDL	1,6	1,4	-0,2
	Average cost per participant of initial training courses for the position of judge/prosecutor.	e2	th MDL	95,0	94,8	-0,2
	Average cost per year per participant in initial training in justice area (3 months).	e3	th MDL			

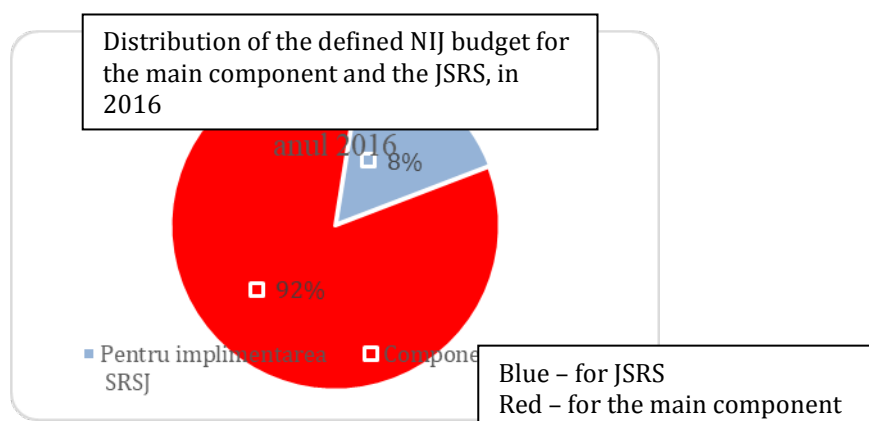
NOTE: In 2016, the court clerks, judicial assistants, heads of court secretariats and probation advisors did not benefit from initial training courses after being appointed, with a course duration for 3 months, hence the average cost per year per participant of initial training in justice area (3 months) was not envisaged.

2.10.1. NIJ budget

For 2016, the NIJ budget was approved for an amount of 22,422.3 thousand MDL, of which for the implementation of the Justice Sector Reform Strategy – 6,927.3 thousand MDL (type 00352) and for the main component (type 00222) – 15,495.0 thousand MDL.

The defined budget for 2016 accounted for 16,816.6 thousand MDL, of which for the implementation of the Justice Sector Reform Strategy 1,319.7 thousand MDL and for the main component 15,496.4 thousand MDL.

The information regarding the distribution of the defined budget of the National Institute of Justice for the component of Justice Sector Reform Strategy and for the main component in 2016 is presented in the below diagram.



It may be noted that 8% of the NIJ budget for 2016 were allocated for the implementation of actions deriving from the Action Plan for the implementation of the JSRS – Justice Sector Reform Strategy.

2.10.2. Structure of the NIJ budget

Structure of the budget of the National Institute of Justice approved for 2016 is presented in the below table.

Thousand MDL

Indicators	Main component	JSRS	Total
211000 Work remuneration	7303,7	1725,7	9029,4
212100 Compulsory state social insurance contribution	1565,1	144,6	1709,7
212210 Mandatory health insurance premiums	292,5	57,0	349,5
222110 Electricity	190,0		190,0
222130 Heating	280,0		280,0
222140 Water and sewerage	36,0		36,0
222190 Other utilities	6,0		6,0
222210 Information services	100,0		100,0
222220 Telecommunication services	30,0		30,0
222400 Transport services	11,4		11,4
222500 Current repairing services	35,0		35,0
222600 Professional training			
222720 Trips abroad	40,0		40,0
222910 Publishing services	125,0		125,0
222920 Protocol services			
222940 Guard services	263,5		263,5
222980 Post services	15,0		15,0
222990 Services not-attributed to other lines	336,0		336,0
273500 Allocations for temporary loss of workability paid from employers' financial means	30,00		30,00
281211 Scholarships for local students	4840,9		4840,9
Non-financial assets	467,7	5000,0	5467,7
311120 Capital repairing works			
331110 Procurement of fuel	35,0		35,0

332110 Procurement of spare parts	63,6		63,6
335110 Procurement of materials for teaching, scientific and other purposes	25,0		25,0
336110 Procurement of utility materials and stationery	344,1		344,1
319210 Buildings under execution		5000,0	5000,0
TOTAL	15495,0	6927,3	22422,3
<i>Personnel costs</i>	<i>9161,3</i>	<i>1927,3</i>	<i>11088,6</i>
<i>Recurrent costs</i>	<i>6333,7</i>		<i>6333,7</i>
<i>Capital investments</i>		<i>5000,0</i>	<i>5000,0</i>

2.10.3. Execution of budgetary allocations

The execution rate of the budget of the National Institute of Justice as compared to the defined budget accounts for 89.2%. For the main component – the budget was executed for 88.3% and for the JSRS – 100%.

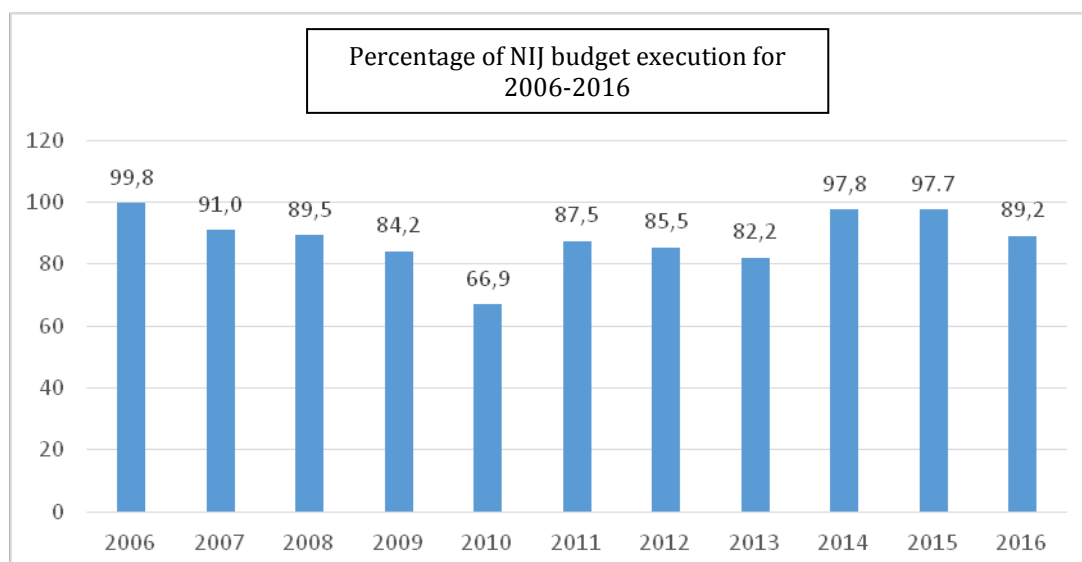
The execution rate of the budgetary allocations by economic classification is presented in the below table.

(thousand MDL)

No	Indexes	Defined amount	Executed amount	% of execution	Non-executed
1.	Revenues				
	Payment for renting out public patrimony	1,4	1,3	92.9%	7.1%
2.	Work remuneration: - Teaching personnel - Administrative personnel - Auxiliary personnel	7825,8	6454,3	82.5%	17.5%
3.	Compulsory state social insurance contributions	1832,9	1442,6	78.7%	21.3%
4.	Mandatory health insurance premiums	349,5	299,0	85.6%	14.4%
	Total personnel costs:	10008,2	8195,9	81,9%	18.1%
5.	Services	1386,0	1386,0	100%	-
6.	Social benefits (allocation for temporary loss of workability)	30,0	29,9	99.7%	0.3%

7.	Scholarships for local students	4840,9	4840,9	100%	-
8.	Reimbursement of allocations from the previous years		3,0	100%	-
9.	Non-financial assets	550,98	550,98	100%	-
	including:				-
	Capital repairing of buildings		112,01	100%	-
	Procurement of fuel	25,0	25,0	100%	-
	Procurement of spare pieces	31,7	31,7	100%	-
	Procurement of materials for teaching, scientific, and other purposes	13,6	13,6	100%	-
	Procurement of utility materials and stationery	314,6	314,6	100%	-
	Procurement of other materials	53,98	53,98	100%	-
	TOTAL BUDGET:	16816,1	15006,7	89.2%	10.8%

The percentage for budget execution in comparison with the previous years is presented in the below diagram.



The execution of budget for 100% as compared to the approved budget is practically impossible, as one cannot take into account all the internal and external factors used as basis for developing budget proposals and which influence directly or indirectly the execution of the budget. Thus, the execution of the budget at a share of 89.2% as compared to the adjusted one speaks for a good management of the NIJ budget in the period of reference.

PART III

PRIORITIES for 2017

For 2017, the NIJ envisages to achieve the highest level of performance in all its areas of competence, ensuring thus the successful development of a new NIJ Strategy for 2017-2020.

Based on the complexity of the actions planned for this year, meant to ensure the continuity of the process in the area of professional training of the future judges and prosecutors, practicing judges and prosecutors, as well as of the stakeholders contributing to justice application and enhancement of the institutional capacities in 2017, we envisage achieving the following objectives:

- Implementation of the Integrated Management System based on the quality of training services according to the provisions of the international standards ISO 9001:2015 and ISO 29990:2010.
- Reconceptualization of initial training of the candidates for the position of judge and prosecutor.
- Reconceptualization of the continuous training plan for the module-based dimension so as to make more efficient the professional training of the NIJ beneficiaries.
- Promotion of good practices and training modalities.
- Development of the trainers' network so as to cover fully the training areas according to the strategic objectives of the initial and continuous training.
- Intensification of collaboration relations with the national and foreign partners, consolidation of the NIJ position at the international level.
- Consolidation of relations with mass media for increasing the visibility and transparency of NIJ activity.
- Assurance of access of the candidates to the position of judges and prosecutors and professionals from justice sector to necessary legal information.
- Development of NIJ infrastructure for ensuring the necessary conditions for:
 - accessibility;
 - training of NIJ beneficiaries.