



**National Institute of Justice
of the Republic of Moldova**

**STRATEGIC PLAN
and
ACTION PLAN
2017-2020**

Chisinau 2017

**The National Institute of
Justice at a new stage of
development**



The Strategic Plan and the Action Plan of the National Institute of Justice (2017- 2020) were developed, correspondingly, in a participatory way by the team of the Institute with the support of the UNDP Moldova Consultant. The NIJ Board approved them based on the Decision No. 5/1 of 26 May 2017.

The Strategic Plan sets forth the NIJ priorities according to the mandate reflected in the normative framework: initial training of the candidates for judge and prosecutor positions, continuous training of the acting judges and prosecutors, as well as of other persons working in the justice sector of the Republic of Moldova. The Plan represents an ample and ambitious document, containing 56 commitments assumed deliberatively by all the subdivisions of the NIJ and which are to be fulfilled in the next four years (2017-2020).

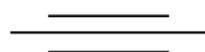
Thus, besides the main priorities of the NIJ, the plan reflects certain innovational initiatives and corresponding processes which are carried out or will be implemented within the institution during the given period of time, for instance:

- integration of ISO standards for making more efficient the quality management of processes and achievements within the NIJ;
- integration of process incentives in initial training courses;
- promotion of distance learning and blended learning;
- development of the NIJ infrastructure for fostering the processes within training and increasing accessibility for disabled persons;
- establishing the Forum of NGOs partners of NIJ and enhancing relations with the civil society in the Republic of Moldova;
- boosting the international experience exchange, especially in the Eastern Partnership countries, by creating a corresponding Platform.

It is for the first time when the Strategic Plan of the Institute sets forth targets compliant with the commitments assumed by the NIJ subdivisions, expected results for short- and mid-term, performance indicators and reflects the baseline situation at the planning moment. It is remarkable the fact that the strategic priorities of the institution were preceded by identification of needs through a number of initiatives supported generously by the NIJ development partners.

The Plan also contains a cost estimation of the strategic priorities of the institution and describes the process and the monitoring framework for implementation of assumed commitments.

STRATEGIC PLAN 2017-2020
of
the National Institute of Justice of the Republic of
Moldova



PART I. INTRODUCTION

The Strategic Plan of the National Institute of Justice of the Republic of Moldova for 2017-2020 represents the main document of managerial and strategic planning, organizing, monitoring of the NIJ for the next four years.

The Strategic Plan is developed based on the Law on the National Institute of Justice No. 152-XVI of 08.06.2006 with subsequent modifications and is compliant with the Methodology for drafting strategic development programs of the central public administration authorities¹.

The Strategic Plan (hereinafter referred to as the Plan) aims to enhance the performance of the institution and to fulfill the commitments remaining from the previous strategic document of the institution², which was developed in line with the Strategy for Justice Sector Reform (2011- 2016).

The Plan reflects the internal processes which occur within the NIJ, the needs of the judicial system, the provisions of the legislation and the peculiarities of the professional training of judges, prosecutors, and specialized personnel from the justice sector of the Republic of Moldova.

When the given Strategy was developed, the requirements of other national policy documents were taken into consideration aiming to improve the institutional, organizational and operational frameworks of the NIJ, identifying the ways for fulfilling them.

It is important to mention that the Strategy for Justice Sector Reform and the Action Plan (2011-2016) were prolonged until the end of 2017 for certain actions, and a new national strategy in the justice area should be developed.

However, the key priorities for NIJ activity development, as well as some public policy documents served as basis for drafting the NIJ Strategic Plan:

- Action Plan for implementing the National Anticorruption Strategy;
- National Action Plan in the area of Human Rights;
- National Action Plan for implementing in the RM the Convention on Access to Information, Justice and Public Participation in environment decision-making;
- Action Plan for fulfilling the Concept on financing the judicial system.

¹ Methodology for developing the programs for strategic development of central public authorities, approved via the Government Decision No.176 of 22.03.2011.

² Strategy for development and consolidation of institutional, managerial, and didactic-scientific capacities of the NIJ (2012- 2016).

PART II. BACKGROUND

According to the national public policies, numerous international evaluations and reporting, the reform of the justice sector in the Republic of Moldova represents a priority. The quality of the justice act is to be improved and the society's trust in justice increased. The number of cases reviewed by a judge or prosecutor is continuously increasing, hence it is necessary to streamline the way in which the judicial system operates, by reorganizing and modernizing it. It is also necessary to increase judges' and prosecutors' professionalism, as well as that of categories of persons from the judicial system, hence determining the consolidation of NIJ capacities, as the only institution empowered to carry out the initial and continuous training of these categories. As it was mentioned, the Strategy for Justice Sector Reform and the Action Plan (2011-2016) expired by the end of 2016, and a new strategy in this area was not yet developed. However, the NIJ decided to develop the Strategic Plan of the institution based on the current needs of the target group³, the identified needs and the recommendations of the development partners reflected in the numerous assessment reports carried out in 2015-2016⁴ and performed by different national and international consultants. The new Strategic Plan for 2017-2020 will include new objectives and complex actions, which would serve as a vector for developing and modernizing the processes within the institution for these years.

2.1 Description of the NIJ

The National Institute of Justice was established based on the Law on the National Institute of Justice No.152-XVI of 8 June 2006. The NIJ is an autonomous public institution with legal personality and holding its own patrimony and budget. According to the legislation and founding acts, the NIJ is responsible for initial training of judges and prosecutors, and continuous professional training of judges, prosecutors, court clerks and other categories of persons from the judicial system. The initial and continuous training aims to ensure a high level of skills and to contribute to fulfilling the objectives resulting from the judges' and prosecutors' profile.

The management bodies of the NIJ are: NIJ Board, strategic body of the Institute, and the Director, who performs the current management of the NIJ activity. The NIJ personnel accounts for 73 units, of whom: 25 trainers, 42 administrative personnel, and 6 auxiliary personnel. To ensure a better initial and continuous training for all the subject and modules envisaged in the training plans, it would be necessary for the NIJ to staff the trainers' positions mainly with judges and prosecutors delegated to the NIJ in line with the legislation in force.

Hence, from organization point of view, according to the organizational chart approved on 14.11.2016 and published on www.inj.md, the Institute is structured by directions and sections, as follows:

³ Judges, prosecutors, and other persons from the justice system of the Republic of Moldova.

⁴ See the analytical reports of the national and international experts, developed with the support of the UNDP Moldova Project "Strengthening Technical Capacities of the national Institutions for the Human Rights Protection and Promotion.

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

- 1.1. *Initial Training Section* – performs the initial training of candidates for judge and prosecutor positions;
- 1.2. *Continuous Training Section* – responsible for continuous professional improvement of acting judges and prosecutors, and other categories of persons contributing to justice enforcement;
- 1.3. *Didactic-Methodological and Training of Trainers Section* – responsible for coordination and fulfilment of didactical-methodological process and training of NIJ trainers, including with the involvement of international experts and improvement of the training framework.

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

- 2.1. *Non-Judicial Skills, Public Relations and Publishing Section* – with the mission to communicate with the public, publishing activities and promotion of the NIJ image;
- 2.2. *International Relations Section* – sets forth and harness the cooperation with relevant international institutions and organizations.

III. Center for Legal Information – ensures access of the candidates for judge and prosecutor positions, and other professionals from justice sector to judicial information through a set of modern services, including remote ones, and manages the sections:

- 3.1. *E-training and Analysis Section* – carries out the distance learning process for judges, prosecutors, and court clerks;
- 3.2. *Information Technologies Section* – administrates the information system of the institution and applies the information technologies during the training process, and maintenance of hardware and software resources;
- 3.3. *Library* – provides information resources and services for NIJ beneficiaries.

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

- 4.1. *Economic-Financial Section* – keeps the records on finance and 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.

V. Human Resources Section – ensure the NIJ RU management.

The Institute coordinates the training directions of the Superior Council of Magistracy, Superior Council of Prosecutors, General Prosecutor's Office and Ministry of Justice.

2.2 Public Policies and Legal Framework

Prior to the development of the NIJ Strategic Plan, the new National Strategy for the Justice Sector Reform for 2017-2020 was not yet drafted, while the previous one

was extended by the end of 2017. Nevertheless, the authors of NIJ strategic planning were guided by a number of other normative acts and national policies mentioned below. They set forth the framework and the processes which contribute the making more efficient the training of personnel, ensuring accessibility, independency and transparency of the justice system in Moldova. Hence, the legislation provisions setting forth the justice principles were considered, as well as the framework of initial and continuous training of judges, prosecutors, and other categories of beneficiaries of the justice sector:

- Constitution of the Republic of Moldova (RM), providing for:
 - Governed by the rule of law, the Republic of Moldova is a democratic State in which the dignity of people, their rights and freedoms, the free development of human personality, justice and political pluralism represents supreme values that shall be guaranteed;
 - The legislative, the executive and the judicial powers are separate and cooperate in the exercise of the assigned prerogatives pursuant to the provisions of the Constitution;
 - Justice shall be administrated in the name of the law only by the courts of law;
 - Judges sitting in the courts of law are independent, impartial and irremovable.
- Law No. 789-XIII/26.03.1996 on Supreme Court of Justice, setting that the SCJ provides methodological assistance to judges for legislation enforcement;
- Law No.544-XIII/20.07.1995 on the Status of Judge, ensuring the judge the right to free continuous training, regulating that the participation in continuous training is a major criterion for promoting the judge;
- Law No.152-XVI of 08.06.2006 on the National Institute of Justice, according to which the NIJ was created and operates, and setting the principles for organization and functioning of the NIJ, the modality of initial and continuous training, etc.;
- Law No. 59/15.03.2007 on status and organization of court clerks' activity, setting forth that NIJ performs the continuous training of court clerks;
- Law No.3/25.02.2016 on Prosecuting Service, setting that the NIJ performs the initial and continuous training of prosecutors.

PART III. MISSION, VISION AND VALUES OF THE NIJ

1.1 NIJ Mission

The mission of the Institute is to train judges, prosecutors and other specialists of high quality in the justice system for streamlining, increasing independency and integrity of the justice enforcement in the Republic of Moldova.

1.2 NIJ Vision

The vision of the Institute: a professional, competent, transparent, independent, impartial judiciary system with adequate professional ethics, which would observe high standards characteristic for a modern justice system.

1.3 Values of the NIJ

The values of the National Institute of Justice are:

- Operational and decision-making transparency,⁵
- Equality in rights,
- Integrity,⁶
- Professionalism⁷ and continuous development,
- Perceptiveness, focus on the requirements of the target groups and those of the justice system in the RM.

PART IV. SWOT ANALYSIS

<i>Internal Analysis of the NIJ</i>	
<i>Strengths of the NIJ</i>	<i>Weaknesses of the NIJ</i>
- NIJ has its own law, regulating the way it is established, its legal status, principles of organization and functioning, modality of initial and continuous training of target groups;	- Uncertified quality management ¹ ;
- NIJ is an autonomous public institution, having its own patrimony managed in an independent way, administrative and pedagogical autonomy;	- No consolidated feedback is provided for the conclusion and recommendations of the experts/authors of studies on NIJ;
- Web page, intranet, including databases about trainers and trainees from initial and continuous training;	- The Institute does not provide systemic distance learning (under development);
- Training plans are periodically updated due to the evaluation mechanism and needs' identification;	- Lack of qualified personnel for implementing distance learning by managing/developing the ILIAS Platform, development of distance learning courses according to new criteria;
- A series of methodological tools were developed;	- Course support for a number of training subjects are not updated;
- Systematic external collaboration;	- The established Center for Legal Information is not yet functional (under development);
- Systematic good results of trainees of the initial training courses proved during international competitions of the magistracy schools from Europe;	- There is no hall equipped for mock trials (under development);
	- Insufficiency of trainers-practitioners recruited in the staff in the process of initial and continuous training;

5 Transparency in admission, training, graduation, management decision-making processes in NIJ.
 6 At all the stages, from admission to graduation, e.g. members of the Admission Commission and Graduation Commission submit declarations on lack of conflicts of interest, the members of working group for developing the tests for admission and competence exams submit confidentiality declarations, etc.
 7 Harmonization of training processes with international quality standards, e.g. ISO.

<ul style="list-style-type: none"> - The Center for Legal Information is established within the NIJ; - Existence of distance learning courses. 	<ul style="list-style-type: none"> - Lack of possibility to accommodate and provide meals to trainees affects their participation and there is no corresponding plan in this respect; - Insufficiency of financial means for some planned activities; - Turnover of the NIJ personnel (because of uncompetitive salaries), affecting the institutional memory and the process of capacities' consolidation.
External analysis	
<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"> - NIJ is member of the International Organization for Judicial Training (IOJT); - Member-observer of the European Judicial Training Network (EJTN); - Existence of the Committee of Development Partners, which is available to support continuous development of NIJ (not sufficiently harnessed by NIJ); <ul style="list-style-type: none"> - Reforms in justice area of RM; - Increased use of information technologies and innovative training methods/approaches (distance learning) in the educational process in RM; - Availability of further cooperation between NIJ and similar institutions from the Eastern Partnership countries. 	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"> - Low interest of trainers for distance learning could affect the development and integration of such learning in the NIJ training process; - With eventual extra-budgetary revenues, the decision makers could reduce the annual budgetary allocations for NIJ, and this could threaten the sustainability of the NIJ services; - Failure of mobilization of extra-budgetary financial resources necessary for fulfilling certain NIJ commitments (with no financial coverage) could endanger their implementation.

PART V. IDENTIFICATION OF NIJ NEEDS AND OBJECTIVES

When drafting the Strategic Plan, the Institute was guided by the objectives set in the RM legislation, especially in the Law on the National Institute of Justice and considered the needs of the judiciary system both internally, as well as in line with the evolution at the European level of the training directions for judges, prosecutors, and specialized personnel from the justice sector.

Hence, the needs in the area of initial and continuous training within the NIJ were identified as a result of the consultations with the Superior Council of Magistracy, Superior Council of Prosecutors, as well as with the support of the consultants

recruited by the development partners, especially – UNDP.

The needs in the area of initial training on contract basis of other persons working in the justice sector are to be identified as a result of the consultations with the corresponding entities and are reflected in the Action Plan of the Strategic Plan. The themes and frequency of subsequent trainings will be established based on the identified needs and available financial resources for them.

The strategic objectives of the NIJ for the mid- and long-term are:

1. Increasing the performance level of judges and prosecutors, as well as of other persons contributing to justice enforcement in the RM;
2. Diversifying and increasing the quality of training programs and services provided by NIJ;
3. Enhancing the institutional capacities of the Institute;
4. Fostering the exchange of international experience, especially in the Eastern Partnership countries.

The strategic objectives are calibrated and found in the activity plans of the structural subdivisions of the NIJ, as follows:

In the area of initial training:

- Re-conceptualizing the initial training of the candidates for judge and prosecutor positions through:
 - optimization of the organization and carrying out of the admission competition;
 - review and adaptation of the initial training plans to the practical training of trainees;
 - organization of extra-curricular activities;
 - optimization of the process of carrying out internships and promotion of trainees for internships abroad;
 - integration of mock trials in initial training course;
 - introduction of blended learning in the process of initial training.
- Ensuring initial training on contractual basis of other persons working in the justice sector of the RM.

In the area of continuous training:

- Re-conceptualizing the continuous training plan on module-based dimension and its implementation for the purpose of making more efficient the professional training of NIJ beneficiaries;
- Ensuring continuous training on contractual basis of other persons working in the justice sector;
- Promotion of distance learning and blended learning;
- Promotion of good practices and training modalities.

In the area of coordinating and carrying out the didactical-methodological process, research and training of trainers of the Institute:

- Developing the research skills and involving trainers (judges, prosecutors, didactical staff) and trainees of initial training in scientific research;

- Developing studies, guidelines in the area of interest for the judiciary system;
- Generalizing national and international case law and carrying out scientific initiatives for promoting research results;
- Enforcing transparent, objective and flexible procedures for recruitment and evaluation of trainers in line with the provisions of the NIJ Trainer's Status;
- Developing the trainers' network so as to cover the comprehensiveness of training areas according to the strategic objectives of initial and continuous training;
- Training of trainers in the area of substantial and procedural law, as well as in the area of teaching methods and techniques;
- Increasing the number of trainers with full working program, especially from acting judges and prosecutors.

In the area of international cooperation:

- Intensifying the collaboration relations with national and foreign partners, consolidation of the NIJ position on the international level by:
 - increasing international cooperation of the NIJ and increasing its involvement in international activities meant for judiciary training institutions;
 - establishing/developing partnerships with the judiciary training institutions from other states;
 - developing the international composition of the initial, continuous, and trainers' training;
- Consolidating the cooperation with the Committee of Development Partners;
- Fostering the exchange of international experience, especially in the Eastern Partnership states by creating a corresponding Platform.

In the area of public relations and increasing the NIJ visibility:

- Making more efficient the public relations of the NIJ and increasing transparency of the NIJ activity;
- Enhancing the relations with mass media to increase visibility and transparency of the NIJ activity;
- Creating a Forum of the NGOs – partners of the NIJ and enhancing the relations with the civil society of the RM;
- Improving the quality of the scientific publication – NIJ Magazine.

In the area of enhancing the Center for Legal Information:

- Creating the necessary information infrastructure;
- Launching an information campaign and promoting the Center;
- Ensuring the access of the candidates for judge and prosecutor positions and of professionals from justice sector to the necessary legal information;
- Providing a modern set of information services, including remotely, for increasing the efficiency of training and improving the personnel from the justice system of the RM.

In the area of enhancing NIJ capacities and quality management:

- Making more efficient the process of managing human resources;
- Enhancing and optimizing administrative and financial management by:
 - ensuring the technical-material basis,
 - diversifying the revenue sources.
- Implementing the Integrated Management System based on quality of training services according to the provisions of the international standards ISO 9001:2015 and ISO 29990:2010 by:
 - creating and implementing the mechanisms for NIJ harmonious development;
 - maintaining an adequate organizational framework, capable to ensure the fulfilment of policies and objectives in the area of quality;
 - ensuring the necessary resources for the implementation and operation of the Integrated Management System;
 - raising awareness and involving the employees in the functioning of the Integrated Management System;
 - supporting the continuous improvement of the quality management system.
- Developing the NIJ infrastructure with the aim to ensure the necessary conditions for:
 - accessibility;
 - NIJ beneficiaries' training process.

Chapter 1. INITIAL TRAINING

1.1 Re-conceptualizing the initial training of the candidates for judge and prosecutor positions, which will be carried out through the following:

- Optimization of the organization and carrying out of admission competition - this implies increasing the level of transparency and ensuring equality of candidates in the admission competition, as a result of evaluation of the admission competition and development of proposals for its optimization.
- Reviewing and adapting the initial training plans to the practical training of the trainees – this represents one of the constant priorities of the institute and implies the modification of the plan for initial training of the candidates for judge and prosecutor positions based on the evaluation questionnaires filled in by trainees and proposals of trainers, SCM, SCP and of other factors involved in the process, as well as adjustment of criteria for assessing trainees' knowledge and skills.
- Organization of extra-curricular activities – provides opportunities for developing certain competences of the trainees in relation to certain objectives inspiring and leading to professional and personal success. The extracurricular activities imply an independent thinking, not-determined by the group, tolerance to new ideas, capacity to discover new problems, to find settlement for them, and the possibility to criticize constructively.

- *Optimization of the practical internship and promotion of trainees for internships abroad* – experience accumulated by the NIJ determined the intensification of efforts to identify and prepare the internship mentors (judges and prosecutors), which would contribute decisively to outlining the professional profile of trainees.

For this purpose, it is necessary to organize external internships for the trainees at the ECHR, the European Court of Justice (Luxemburg), and other institutions which enforce justice, as well as fact-finding missions for the trainees in magistracy schools from other states.

- *Integration of mock trials during the initial training course* – this implies the development of the methodology for carrying out mock trials according to the initial training plan, equipping the halls for carrying out and simulating mock trials, organization and evaluation of mock trials.
- *Introduction of blended learning in the process of initial training* – represents a rather flexible concept of learning, which is carried out through courses in combined format. They include sessions in the classroom/group – when they work in team and interact directly with colleagues and trainer – as well as distance learning sessions, mediated by digital resources, which allow them to self-train themselves using interactive multimedia materials, and the trainees follow the materials online at their own pace, and afterwards they meet the trainers for feedback.

1.2 Ensuring initial training on contractual basis of other persons working in the justice sector

The initiation of initial training on contractual basis of other persons working in the justice sector implies, initially, the identification of training needs, of the number of potential beneficiaries, available resources and subsequently organization of initial training and performance evaluation.

Chapter 2. CONTINUOUS TRAINING

2.1 Re-conceptualizing the Plan for continuous training on module-based dimension and implementing it for the purpose of streamlining the professional training of NIJ beneficiaries.

As a result of taking over Spanish and German experience, the NIJ re-conceptualizes the Plan for continuous training, systematizing it in thematic modules. The modules are developed by the module directors, the focus being on the problematic aspects identified in the judiciary system. The methodology of determining the continuous training needs will consider the:

- proposals of the Superior Council of Magistracy, Supreme Court of Justice, Superior Council of Prosecutors, General Prosecutor's Office, etc.;
- recommendations of experts as a result of the analysis of continuous training programs;

- proposals of NIJ trainers, development partners on subjects and format of continuous training;
- priority areas resulting from strategic documents and related to the NIJ activity.

The modules will be set out of separable but interdependent activities in the format of seminars, workshops, training courses. The educational documents developed within the module will be the modular curriculum, agendas of activities and teaching materials.

2.2 Organization of continuous training on contractual basis of other persons working in the justice sector.

Besides the basic activities related to continuous training of judges, prosecutors and other persons from justice area, the NIJ assumes itself the duty to train on contractual basis of other categories of lawyers contributing to justice enforcement.

In the next 4 years, the Institute aims to initiate the contract-based training of the following categories of lawyers contributing to justice enforcement: notaries, lawyers, judicial experts, bailiffs, mediators.

In 2016 the Nomenclature and Tariffs of fee-based services provided by the Institute were approved, as well as the Regulation on the formation and use of revenues collected by the NIJ from rendering fee-based services. This Regulation will be used as basis for rendering fee-based services for the above-mentioned categories.

2.3 Promotion of distance learning and blended learning.

Distance learning means the possibility to learn using the internet for dissemination of information. E-learning is an approach for the training process possible due to new technologies. The courses will be posted on the ILIAS platform of the Institute, with open access for judges, prosecutors and other professional in the justice area. Hence, one of the main concerns of the NIJ in future is to make available for judges and prosecutors training materials of the best quality, which would cover the emerged training needs in good conditions.

When the online component is accompanied by the face-to-face component (interventions in the classroom, workshops, seminars etc.), the *blended learning* type of training is used.

2.4 Promotion of the best practices and training modalities.

The achievement of the objectives related to the content of the continuous training program depends also on the chosen type of training activities (conferences, seminars, workshops, e-learning), as well as the training methods used by trainers. Hence, the training methods will be chosen depending on the goals and objectives of the training program, as well as depending on the needs of the beneficiaries.

A new training form of the NIJ beneficiaries was launched in 2016 – Summer-Fall School for continuous training, which will also function during 2017-2020 with different previously established subjects.

Taking into consideration the need to develop the managerial culture of the courts' and prosecutor offices' heads, professional training programs will be carried out in the judicial management area for the judges and prosecutors in managing positions, as well as for those who have expressed the option to pursue professional training activity in the judiciary management area.

The participation of some judges and prosecutors in international activities, as well as attraction of some international trainers will increase the value of NIJ activities.

Chapter 3. **TEACHING-METHODOLOGICAL ACTIVITY, RESEARCH, AND TRAINING OF TRAINERS**

Promotion, coordination and efficient implementation of the teaching-methodological and research activity aim to achieve qualitative professional training focused on the training personnel (trainers). The research activity is the essential component of the institute beneficiaries' training process, aiming to develop deep analysis with theoretical involvement of subjects of high interest for professionals in the area. The results of scientific activities (scientific works, studies, guidelines and compendiums) will complete the resources of the Center for Legal Information, increasing the quality of the NIJ services.

The continuous consolidation of capacities and streamlining of the procedure for selecting and appointing trainers, as well as the assessment of their performance contribute to creating teaching personnel able to fulfill the strategic objectives of the NIJ. This will be carried out through promotion and efficient coordination of the teaching-methodological activity, research and training of trainers according to national and European standards of professional training in the area, by:

- fostering scientific research within the NIJ;
- generalizing national and international case-law, implementing scientific initiatives for promoting research results;
- enforcing a transparent, objective, and flexible recruitment procedure and evaluation of trainers in line with the provisions of the NIJ Trainer's Status;
- developing the network of trainers, so as to cover the comprehensiveness of areas of training according to the strategic objectives of the initial and continuous training;
- training of trainers in the area of substantial and procedural law, as well as in the area of teaching methods and techniques;
- increasing the number of fulltime trainers, especially from acting judges and prosecutors.

3.1 Fostering scientific research within the NIJ.

NIJ will train and develop abilities for documenting, developing and harnessing scientific papers by enhancing the duties of the Training and Research Division, with the contribution of the NIJ trainers. Trainees from initial training will also be involved in research activity. The results obtained within research activity will be public, including in the NIJ Magazine.

3.2 Generalizing national and international case-law and implementing scientific initiatives for promoting research results.

NIJ will harness and extend the partnerships with the profile national and international institutions for generalizing case-law. Compendiums and repositories of international case-law will be developed, in particular that of the ECHR.

NIJ will continue the practice of organizing generalization conferences for international projects, as platforms for public debates of the legal framework in the RM (gaps, incompatibilities with international treaties ratified by the RM) with identification of best practices and relevant solutions.

3.3 Enforcing a transparent, objective, and flexible recruitment procedure and evaluation of trainers in line with the provisions of the NIJ Trainer's Status.

The process of initial and continuous training within the NIJ is mainly carried out by the trainers included in the Trainers' Network. The trainers are recruited both for initial training, as well as for continuous training. The trainers are selected by observing the provisions of the Trainer's Status, observing the principle of transparency, taking into consideration the teaching skills and knowledge, as well as professional experience. The trainers are evaluated according to the Trainer's Status and Methodology for assessing the quality of training programs from the Institute. For ensuring the quality of trainer's performance, the Institute will perform the periodical professional evaluation of all the trainers, at least once per 2 years, according to the criteria and procedures for trainers' assessment approved by the NIJ Board.

3.4 Developing the network of trainers, so as to cover the comprehensiveness of areas of training according to the strategic objectives of the initial and continuous training.

The Institute aims to develop the network of trainers so as to cover fully the training areas by continuous improvement of the procedures for selecting the best professionals from judges, prosecutors, teaching personnel from higher judicial education, as well as other specialists working in the area of initial and continuous training of NIJ.

3.5 Training of trainers in the area of substantial and procedural law, as well as in the area of teaching methods and techniques.

The training of trainers will be carried out in line with an annual plan for training the trainers. All the NIJ trainers will benefit from training in the area of teaching methods and techniques, at least once per 2 years. The plan for training of trainers will incorporate also profile courses in the area of substantial and procedural law, communication, ethics and professional deontology, judiciary management, etc. NIJ will promote the trainers actively involved in the training and research activity.

3.6 Increasing the number of fulltime trainers, especially from acting judges and prosecutors.

Within the limit of the number of trainers, and considering the strategic needs of the

initial and continuous training, and for enhancing the teaching-methodological, information, and managerial activity, the NIJ will increase the number of full-time trainers mainly out of acting judges, and prosecutors. The judges and prosecutors may be delegated to ensure the training process.

Chapter 4. INTERNATIONAL COOPERATION

4.1 Intensification of collaboration relations with the national and foreign partners, and enhancing the NIJ position at the international level by:

- *Increasing international cooperation of the NIJ and increasing involvement in international activities meant for judiciary training institutions.*

Enhancing the Institute's position as member of the International Organization for Judicial Training (IOJT), by ensuring and supplementing the necessary funds for participations in the events of these organizations, as well as developing cooperation with the European Judiciary Training Network (EJTN), eventually – with the European Law Academy from Trier, Germany (ERA), represent in this context the guarantee of training programs that would comply with international standards in the area. The status of member – observer in the EJTN that NIJ obtained in 2016⁸ will be enhanced by involving to maximum in the activities performed in the network.

- *Setting and developing partnerships with judicial training institutions from other states.*

For the purpose of taking over the best professional practices in the area, the NIJ will continue to develop bilateral relations with similar institutions from other states. Cooperation with these institutions, especially by joint implementation of training programs for NIJ trainees, judges, prosecutors, and trainers, will represent an indicator of recognizing NIJ as provider of qualitative training.

- *Developing international composition of initial, continuous and trainers' training.*

It is necessary to diversify the forms of international collaboration in the area of initial, continuous training, as well training of trainers. It is important to intensify the collaboration relations with the international institutions providing assistance in the area of justice, organization of internships for trainers and trainees in the magistracy schools from abroad, as well as of fact-finding missions for judges, prosecutors, and trainees from initial training at the ECHR.

It is important to continue the participation of the Institute's trainees in the Competition of the Magistracy Schools from Europe – THEMIS and other international competitions in the area of human rights and European law, organization of internships and study visits for the trainees of the Institute at the ECHR, institutions for training of judges and prosecutors from USA and other states, as well as obtaining international scholarships for the Institute's trainees.

⁸ With the entry into force of RM – EU Association Agreement.

4.2 Consolidating the cooperation with the Committee of Development Partners.

For the purpose of efficient harnessing of foreign assistance, the NIJ will intensify the cooperation with the Committee of Development Partners. Its members – active donors and nongovernmental organizations from judicial sector, as well as other relevant institutions – will be consulted in the process of planning and implementing the Institute's activities, especially for synergizing projects and assistance areas between the development partners.

4.3 Fostering the exchange of international experience, especially in the Eastern Partnership states by creating a corresponding Platform.

For the purpose of fostering the exchange of experience between the judicial training institutions from the region, the NIJ aims to initiate the creation of a network for exchange of experience among the magistracy schools from the Eastern Partnership countries. This network will serve as a platform of cooperation for the involved institutions, for the purpose of promoting exchange of knowledge and best practices, as well as enhancing their capacities to provide training programs which would be compliant with the European standards in the area. The NIJ is available to be a catalyzer and one of the driving forces within the platform.

Chapter 5. PUBLIC RELATIONS AND INCREASING NIJ VISIBILITY

5.1 Making more efficient the public relations of the NIJ and increasing transparency of the NIJ activity.

NIJ will implement a communication strategy at the national level to make more efficient the communication with the public, to increase the visibility of its initiatives, to promote a positive image of the training of personnel for the justice system, contributing to increased confidence for justice from the public.

5.2 Enhancing the relations with mass media to increase visibility and transparency of the NIJ activity.

The Institute will enhance its collaboration relations with the journalists and opinion leaders, will promote among the general public the NIJ initiatives and will inform correctly and transparently the public, contributing thus to enhancing the positive image of the NIJ. The NIJ activity will focus on facilitating communication between the Institute and its target groups, respecting the democratic values of the rule of law state, will support the increase of transparency level and facilitate access to information of public nature.

NIJ assumes itself the principle of transparency through the web page, to be promoted through social media and other portals. The access policies of all the categories of users to the NIJ site will be updated and monitored.

5.3 Creating a Forum of the NGOs – partners of the NIJ and enhancing the relations with the civil society of the RM.

During 2017-2020, the NIJ relations with the associative community of the RM will be fostered by creating under the Institute a Forum of NGOs with competence in the area of justice, including in that of training judges and prosecutors in RM.

It is also planned to organize periodical press conferences with the Institute's

presence in the debates on justice development, for the cooperation with the civil society efforts to be harnessed, and for the NIJ to become a driving force in this respect.

5.4 Improving the quality of the scientific publication – NIJ Magazine.

The Institute will define an elite composition of the magazine's editorial board, including with well-known members in the scientific area from foreign countries. A big part of the magazine is composed of scientific materials, and when selecting them, the focus will be on the novelty of the problem, on the way it is presented and the proposed solutions. Special attention will be granted to observing the technical-editing requirements of the scientific articles imposed by the National Council for Accreditation and Attestation. The persons responsible for publishing the magazine will undertake all the efforts for the magazine to be accredited by the beginning of 2018 as a scientific publication of category B.

Chapter 6. CENTER FOR LEGAL INFORMATION

6.1 Creating the necessary information infrastructure.

The utility of the CLI is determined not only by the range of provided services, but also by the way they are provided. At the current stage, this implies creation of optimal conditions for easy online and direct access to legal information sources by developing a web page/section for CLI and creating a modern space of legal information for NIJ beneficiaries.

6.2 Launching an information campaign and promoting the Center.

Fostering of the demand for CLI services is inherent for ensuring the efficient and effective use of its resources. For popularization of the CLI, the NIJ beneficiaries will be informed about the CLI offers and other relevant adjacent news.

6.3 Ensuring the access of the candidates for judge and prosecutor positions and of professionals from justice sector to the necessary legal information.

The quality of the justice act is directly dependent on the knowledge and skills of the professionals from the justice sector and their capacity to self-improve themselves continuously. Hence, online and direct access to information resources provided by the CLI may foster this process, offering the possibility of rapid and easy access to the information of interest.

6.4 Providing a modern set of information services, including remotely, for increasing the efficiency of training and improving the personnel from the justice system of the RM.

Development of information technologies and wide application of IT in the training and information process proved its utility and rationality. Hence, the use

of videoconferences, webinars, video records, modern equipment/software (interactive board, distance learning platform, NIJ Information System, specialized softs) in the activity of the CLI and NIJ represents an important benefit.

Chapter 7. ENHANCING NIJ CAPACITIES AND QUALITY MANAGEMENT

7.1 Making more efficient the process of managing human resources.

The management of human resources is focused on making more efficient the management of human resources, especially by implementing procedures for assessing the performance of the NIJ personnel through assumed commitments and restructuring the personnel units according to needs and objectives.

The effects of human resources' management are conditioned also by the attractiveness of the remuneration, and this fact should not be underestimated. With other words, the remuneration management is an essential factor in the process of attracting, maintaining and harnessing the potential of human resources of high qualification, which determines the obtaining of institution's performance. In this respect, the quantum of the position-based and tariff-based salaries of the NIJ employees is much under the level of the market requirements and disproportional to the value of the employed personnel. Moreover, even the modest remunerations are not indexed, as a result of considerable and constant depreciation of the national currency.

The following activities are planned for streamlining the process of human resources' management:

- Implementation of requirements of ISO 9001 and ISO 29990 of the quality management system in the process of streamlining HR management;
- Evaluation of the NIJ personnel according to the set procedure;
- Development of the training plan for the NIJ personnel for improving the professional competences necessary for fulfilling the set tasks;
- Carrying out the training according to the set plan;
- Restructuring the personnel units according to the NIJ needs and objectives.

7.2 Enhancing and optimizing administrative and financial management.

The main objective of the NIJ financial resources' management can be achieved in practice with many more difficulties than it seems at the first glance. This is motivated by two aspects:

- restrictions imposed by the State in managing financial means;
- rather limited budgetary financing (financial means from the state budget) as the main source for maintaining the state institutions.

The management of financial resources is the only one related to setting, managing the financial resources and flows originating from own activity. The success of an institution may be ensured mainly when there are clear and transparent procedures for checking the use of material resources, and this is a priority for NIJ.

• Ensuring the technical-material basis

An important challenge to be pointed out is the need to consolidate the technical-material basis of the NIJ, taking into account the needs identified in relation to teaching materials, technologies, infrastructure – the main factors contributing to obtaining the results in initial and continuous training – but also distance learning, training of trainers – in relation to developing the skills to meet the requirements of the justice system.

• Diversifying the revenue sources

The diversification of revenue sources became one of the concerns of a number of state institutions from the RM. The real needs of the NIJ are much bigger as compared to the approved ones, and the NIJ has the following types of revenue sources:

- public financial resources from the national public budget – annual budgetary means approved for the NIJ – are compliant with the financing plans and allow covering the expenses only for the items from budgetary classification;
- resources obtained from special means by rendering fee-based services;
- donors and foundations, which through grant programs, as well as by service contracting support the functioning of the NIJ.

7.3 Increasing the quality of initial and continuous training within the NIJ by standardizing the processes and increasing quality management.

For the purpose of developing the institutional capacity, and implementing the Strategic Plan for 2017-2020 and in line with the recommendations of the experts recruited by the development partners, the NIJ envisaged increasing the quality of institutional processes, including of training by implementing the standards for quality certification.

In this respect, the NIJ priority is to standardize the educational and management processes within the institution, meaning the integration of the quality standards ISO 9001:2015 and ISO 29990:2010, confirmed by the corresponding certificates.

The priorities will be adjustment of internal normative acts to the new provisions of the Law on NIJ, adjustment of continuous training process/documentation related to ISO standards and ensuring the quality of processes and services carried out within the NIJ according to the requirements of ISO 9001:2015 and ISO 29990:2010.

7.4 Developing the NIJ infrastructure for ensuring the necessary conditions.

The development of the NIJ infrastructure determines the increase of institutional and administrative capacity of the institution, and increased accessibility influences the quality of the training process. The need results from the complexity of activities carried out within the NIJ, for ensuring continuity, modernization, and efficiency increase of the professional training of NIJ beneficiaries.

The main objectives in this context refer to the adjustment of the NIJ infrastructure to increasing the accessibility of disabled persons and development of mock trial halls, as well as of the technical-material basis for streamlining training on crime investigation.

At the same time, for developing, modernizing and diversifying its infrastructure, the NIJ plans to create a canteen for it to provide better conditions for carrying out activities within the institution, as well as for the administrative personnel.

PART VI. MONITORING AND EVALUATION OF NIJ STRATEGIC PLAN

The fulfilment of the strategic plan of the institution and obtaining the expected results depends on the national context, managerial aspects, but mainly on the necessary resources available for achieving the assumed commitments.

The monitoring of the NIJ Strategic Plan implementation will be reflected in the annual reports, developed by the executive of the institution, which will reflect the results of the monitoring over the implementation of action plans and will be submitted and analyzed within the NIJ Board. They will be focused on identification, description of immediate and mid-term results, in line with the performance indicators and results-based management approaches. The data will be collected within monitoring in line with the Matrix for Monitoring the Implementation of the NIJ Strategic Plan presented below.

Table 1: Matrix for Monitoring the Implementation of the NIJ Strategic Plan

Action	Information source	Who will collect information	Who will analyze the information	Responsible for drafting the monitoring report	Frequency of data collecting

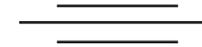
The Matrix for monitoring the performance will be filled in subsequently, while implementing the strategic plan, with the support of the UNDP Moldova Consultant. As well, it will reflect the impediments, needs, and newly emerged perspectives, for the Strategic Plan (implicitly the Action Plan) to be adjusted over the strategic cycle depending on the materialization of anticipated risks or harnessing some eventually new opportunities, including the ones determined by the approval of the new strategy for reforming the justice sector from the RM.

By the end of the strategic cycle, meaning the end of 2020, the executive of the NIJ⁹ will carry out a self-evaluation of the implementation of the Strategic Plan based on the current monitoring findings. Hence, the registered performance will be analyzed, as well as the success factors that have facilitated it and/or the causes which have affected them. As well, final conclusions will be drawn, the good practices will be identified, and some lessons will be learned from the approaches which did not function or the commitments which were not fulfilled, if any.

⁹ More exactly, every subdivision of the NIJ responsible for fulfilling its specific areas in the Strategic Plan.



ACTION PLAN for 2017-2020
of the
National Institute of Justice of the Republic of Moldova



I. MANAGEMENT OF NIJ HUMAN RESOURCES							
<i>Objectives:</i>							
– Streamlining the management of human resources by implementing procedures for NIJ personnel performance evaluation.							
– Restructuring the staffing plan according to the needs and objectives of the NIJ.							
No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
1.1	Evaluation of the NIJ personnel according to the set procedure	1.1.1. Implementation of NIJ personnel performance evaluation procedure.	Human resources Section (HR)	2017	Evaluation procedures integrated and applied in NIJ HR management.	Functionality of HR evaluation procedures.	Budget
		1.1.2. Evaluation of the NIJ personnel according to the set procedure.	HR Section	Annually	✓ <i>Target:</i> 60% of the NIJ personnel assessed and development need identified. <i>Baseline:</i> 0%	Number of NIJ personnel assessed and development HR need identified.	Budget
		1.1.3. Development of the NIJ HR training plan.	HR Section	2017	NIJ HR training plan developed.	HR training plan developed.	Budget
1.2	Restructuring the NIJ staff according to the needs	1.2.1. Planning the staff according to the NIJ priorities.	HR Section, NIJ Subdivisions, NIJ Board	2017	Draft NIJ Board Decision developed.	Decision adopted, personnel provided.	Budget

II. INITIAL TRAINING							
<i>Objectives:</i>							
– Increasing the quality of initial training of the candidates for the judge and prosecutor positions.							
– Optimizing the process of organization and carrying out the admission competition.							
– Enhancing the process of carrying out the internships.							
– Integrating the mock trials in the initial training course.							
– Ensuring initial training on contractual basis for other persons working in the justice sector.							
No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
2.1	Increasing the level of transparency and ensuring equality of the candidates in admission competition	2.1.1. Evaluation of the admission competition and development of optimization proposals.	Training and Research Division (TRD), Initial Training Section (ITS)	Annually	Proposals for optimizing the process of organization and carrying out the admission competition developed and implemented. The corresponding Commission created and approved.	Number of proposals for optimizing the admission competition. Functionality of video /audio equipment. Contestations and medical certificates	Budget
		2.1.2. Creating the Commission for admission exams.					
		2.1.3. Approving the results and enrollment in NIJ initial training courses.					
2.2	Development and approval of initial training plan and its fulfillment	2.2.1. Modification of the initial training plan of the candidates for judge and prosecutor positions based on evaluation questionnaires and proposals of NIJ trainers, SCM, SCP and other factors.	ITS, SDMTT, NIJ Board, TRD, SDMTT, ITS, NIJ trainers	Annually	Initial training plan developed and approved. The Regulation of initial training amended. Criteria for evaluation of knowledge and skills of NIJ trainees adjusted.	Number of proposals of trainees and trainers. Functionality of the Regulation. Essence and volume of made adjustments.	Budget
		2.2.2. Approval of the initial training plan.					
		2.2.3. Adjusting the criteria for evaluation of knowledge/skills of the trainees.					

2.3	Mock trials	2.3.1. Development of the Methodology for carrying out the mock trials according to initial training plan.	TRD, ITS, NIJ trainers, Financial Section	Annually	Methodology for the mock trials developed. ✓ <i>Target:</i> 2 halls equipped for mock trials. <i>Baseline:</i> 0 equipped halls. ✓ <i>Target:</i> annually about 20 mock trials performed. <i>Baseline:</i> 16 mock trials.	The methodology for mock trials developed. Number of equipped halls for mock trials. Number of mock trials performed annually.	Budget
		2.3.2. Equipping with furniture and endowing the training halls with equipment for carrying out mock trials.					
		2.3.3. Planning, organizing, and assessing the mock trials.					
2.4	Participation of trainees in the Contest of Magistracy Schools from EU THEMIS and national and international conferences	2.4.1. Identification of resources for participation of trainees in international events and selection of participants.	ITS, International Relations Section (IRS), Financial Section	Annually	✓ <i>Target:</i> enhanced competences for minimum 3 trainees as a result of their participation in contests, including THEMIS and conferences. <i>Baseline:</i> 0 persons	Number of trainees participating in contests	Extra budget (8000 euro/year)
		2.4.2. Identification of NIJ trainers who will train trainees for activities.					
		2.4.3. Direct participation in the contest.					
2.5	Scientific conferences, contests of scientific papers/reports on different topics for trainees.	2.5.1. Establishing the subjects of events.	ITS, Non-legal Skills	Annually	Carried out contests / events. ✓ <i>Target:</i> Developed skills for about 45 trainees as a result of participation in contests. <i>Baseline:</i> 20 persons.	Number of participants. Number of publications. Results obtained in contests. Number of events and their magnitude.	
		2.5.2. Selecting the participants for events and of the jury					
		2.5.3. Carrying out the events.					
		2.5.4. Awarding diplomas, as needed and publication of papers.					

2.6	Internships for trainees at the ECHR, European Court of Justice, international conferences, study visits and other magistracy schools	2.6.1. Identification of financial sources for ensuring the participation of trainees in external internships	ITS, IRS, Financial Section	Annually	Identified financial sources. ✓ <i>Target:</i> 6 trainees beneficiary of external internships and conferences. <i>Baseline:</i> 3 persons.	Number of trainees who have participated in external internships. Submitted reports.	Extra budget 12000 euro/year
		2.6.2. Identification of trainees who will take part in activities.					
		2.6.3. Participation of trainees in external internships and conferences.					
2.7	Measures for optimizing the organization and carrying out of graduation exams	2.7.1. Evaluation of the process for carrying out the graduation exams and developed optimization proposals.	NIJ, TRD, ITS	Annually	Proposals for optimization of graduation exams developed and implemented. Commissions created and approved. Graduation exams organized and their results approved.	Number of proposals and their potential impact. Functionality of equipment. Functionality of the Commission for Graduation Exams and Commission for Contestations.	Budget
		2.7.2. Creating the Group for selecting the cases from courts and prosecutors' offices and processing them.					
		2.7.3. Creating the Commission for Graduation Exams and the Commission for Contestations.					
		2.7.4. Organizing and carrying out the graduation exams.					
		2.7.5. Approving the results of the graduation exams.					

2.8	Identification of needs and organization of initial trainings on contractual basis of other persons working in the justice sector	2.8.1. Identification of initial training needs by consulting the relevant stakeholders.	ITS, SDMTT, NIJ Trainers	Upon request	Specified training needs. Training plans and curricula developed / approved. Initial training courses and graduation exams carried out. ✓ <i>Target:</i> about 20 trained persons per cycle. <i>Baseline:</i> 0 Results approved and certificates awarded to graduates.	Number of plans and curricula. Number of enrolled persons. Number of persons who have graduated the initial training courses.	Budget
		2.8.2. Development and approval of training plans and curricula.					
		2.8.3. Organization of initial training courses and carrying out graduation exams.					
		2.8.4. Approving the results/awarding graduation certificates.					
		2.8.5. Organization of the graduation exam.					

III. CONTINUOUS TRAINING

Objectives:

- Re-conceptualizing the Continuous Training Plan on the module-based dimension and its implementation.
- Promotion of the best practices and training modalities.
- Ensuring continuous training on contractual basis for other persons working in the justice sector.
- Promotion of distance learning and blended learning.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
3.1	Development and annual approval of continuous training plans	3.1.1. Identification of the continuous training needs of the NIJ beneficiaries.	TRD, CTS SDMTT, NIJ Board, NIJ Director	Annually	The needs for continuous training of the NIJ beneficiaries identified. Module-based plans for continuous training developed.	Module-based plans for continuous training developed / approved. Calendar module-based plans for continuous training approved.	Budget
		3.1.2. Development of module-based plans for continuous training, their coordination and approval by the NIJ Board.					
		3.1.3. Development and approval of the calendar module-based plans for continuous training.					

3.2	Fulfilment / implementation of the module-based plans for continuous training	3.2.1. Continuous training of the NIJ beneficiaries, including of the new categories: judges, prosecutors, legal assistants, heads of secretariats, prosecutor's consultants, probation advisors, lawyers ensuring state guaranteed legal assistance.	TRD, CTS	Annually	Module-based plans for continuous training in the NIJ fulfilled accordingly. ✓ <i>Target:</i> about 3000 persons annually trained <i>Baseline:</i> 7000 persons.	Number of fulfilled activities. Number of trained beneficiaries.	Budget
3.3	Organization of summer/fall schools	3.3.1. Identification of the theme of the summer/fall school.	TRD, CTS	2017-2020	The themes of the schools identified and experts selected. Curriculum / agenda / materials developed. ✓ <i>Target:</i> about 100 trained persons. <i>Baseline:</i> 37 persons.	Number of organized summer/fall schools. Number of trained persons. Feedback of beneficiaries about organized schools.	6000 euro/year
		3.3.2. Selection of partners/experts/trainers for summer school.					
		3.3.3. Coordination of necessary support documents / educational materials.					
		3.3.4. Organization of 4 summer schools.					
3.4	Organization of continuous training on contractual basis for other persons working in the justice sector	3.4.1. Identification jointly of the needs of continuous training on contractual basis.	TRD, CTS, SDMTT,	2018-2020	Needs of continuous training identified. Training plans and curricula developed / approved. Activities fulfilled. ✓ <i>Target:</i> about 800 trained persons. <i>Baseline:</i> 0 persons.	Number of fulfilled activities. Number of trained persons.	On contractual basis
		3.4.2. Preparing and fulfilling activities of continuous training for lawyers, notaries, judicial experts, bailiffs, insolvency administrators, mediators, etc. ¹					

¹ Trainings will be carried out if the need for the training set within sub-section 3.4.1 exists, as well as financial resources for carrying out activities.

3.5	Promotion of good practices and distance learning, blended learning in continuous training	3.5.1. Familiarization of beneficiaries with the electronic courses launched by the NIJ via web, IT systems, publications, etc.	TRD, Training Section,	Periodically	Beneficiaries of continuous training familiarized with the electronic courses launched by NIJ.	Number of promotion events or initiatives.	Budget
		3.5.2. Preparing the programs and professional training in the area of judicial management of judges and prosecutors.	CTS, e-IA Section	Annually	New training needs identified. New courses and programs developed and launched by NIJ.	Curricula developed. Number of trained judges and prosecutors.	
3.6	Managing the database on continuous training	3.6.1. Updating and managing continuous training activities in the NIJ IS.	TRD, IT Section, CTS	Permanently	Updated database for keeping the records about the continuous training hours.	Periodicity of the database.	Budget

IV. TEACHING-METHODOLOGICAL ACTIVITY, RESEARCH AND TRAINING OF TRAINERS

Objectives:

- Fostering scientific research within the NIJ.
- Generalization of national and international case-law and carrying out scientific initiatives for promoting research results.
- Ensuring the teaching-methodological and research activity.
- Applying transparent, objective, and flexible procedures for recruiting and assessing the trainers, in line with the NIJ Trainer's Status.
- Increasing the number of cumulating and full-time trainers, especially from acting judges and prosecutors.
- Development of the trainer's network according to the strategic objectives of initial and continuous training.
- Ensuring the observance of specific quality requirements for NIJ trainers.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
4.1	Development of research competences of the NIJ trainers and trainees and their involvement in scientific research	4.1.1. Enhancing the research knowledge and skills of the trainers and trainees.	TRD, SDMTT, NIJ Trainers	Annually	Research knowledge and skills of trainers and trainees developed.	Number of empowered trainers and trainees. Results of empowered persons' evaluations.	Budget
		4.1.2. Involving trainers and trainees of initial training in scientific research.		Annually	NIJ trainers and trainees involved in scientific research.	Number of involved trainers and trainees.	Budget
		4.1.3. Publication of results obtained in the research activity in the NIJ Magazine and on the NIJ web page.		Annually	Results of the research activity published in the NIJ Magazine and web page.	Number of research articles, studies and authors covered in the media.	Budget
4.2	Development of research in the area of interest for the judiciary sector in Moldova	4.2.1. Identification of areas of interest for the judiciary system.	TRD, SDMTT, NIJ Trainers	Annually	Areas of interest for the judiciary system identified	Number and diversity of areas of interest identified.	Budget
		4.2.2. Development of studies, guidelines in the identified areas.		Annually	Studies, research, guidelines developed in the identified areas.	Number and diversity of developed research, authors involved	Budget

4.3	Carrying out the teaching-methodological and research activity	4.3.1. Development, update, and implementation of disciplinary curricula, development of teaching-methodological materials necessary for training process.	CTD, SDMTT, NIJ Trainers	Semi-annually	Disciplinary curricula developed/updated and approved.	Content and number of curricula according to the initial and continuous training plans.	Budget
		4.3.2. Activities for implementing methodologies for determining the needs of initial training, continuous training, training of trainers and assessment of training programs' quality.	CTD, SDMTT, ITS, CTS	Annually	Needs of initial and continuous training identified. Training plans developed and approved.	Number of fulfilled activities	Budget
		4.3.3. Updating the curricula for training the NIJ trainers.	SDMTT, NIJ Trainers	2017	Curricula for training of trainers updated and approved.	Content and number of adjustments made to the curricula.	Budget

4.4	Improving the process of selecting and training the trainers	4.4.1. Development of the plan for training of trainers, establishing the areas of training depending on the identified needs and priorities of initial and continuous training.	SDMTT, Specialized trainers	Annually	Developed plan for training the trainers.	Number of identified training areas.	Budget
		4.4.2. Training of trainers in the area of teaching methods and techniques, and evaluation of training activities according to the Trainer's Status.	SDMTT	Annually	✓ <i>Target:</i> minim 30 persons (2 groups of 15 trainers) trained. <i>Baseline:</i> 25 persons.	Number of organized courses. Number of trainers annually trained.	Budget
		4.4.3. Training of trainers in thematic areas / legal matters.	SDMTT	Annually	Trainers needing training in thematic areas / legal matters trained.	Number of organized courses. Number of trainers annually trained.	Budget
		4.4.4. Training of trainers in the area of non-legal skills.	SDMTT, Non-legal Skills Section, CLI	Periodically	Minimum one training course developed and fulfilled. ✓ <i>Target:</i> minim 10 trainers developed their non-legal skills. <i>Baseline:</i> 83 persons.	Number of organized courses. Number of trained trainers.	
4.5	Complex evaluation of trainers from the NIJ network	4.5.1. Evaluation of trainers by the Permanent Contest Commission.	SDMTT	2018-2020	Evaluated NIJ trainers.	Number of evaluated trainers. Points obtained by trainers	Budget
		4.5.2. Validation of the complex evaluation results.	NIJ Board	2018-2020	Network of NIJ trainers updated and approved.	Number of validated trainers.	Budget

4.6	Periodical evaluation of trainers	4.6.1. Review of evaluation criteria, tests, electronic files of the trainers.	SDMTT	2017	Evaluation criteria reviewed according to modifications of the Law 153/2006.	Number and content of reviews.	Budget
		4.6.2. Evaluation of NIJ trainers.	SDMTT	Semi-annually (IT), Annually (CT)	✓ <i>Target:</i> 110 of NIJ trainers periodically assessed. <i>Baseline:</i> 109 persons assessed periodically.	Number of NIJ trainers periodically assessed.	Budget

V. INTERNATIONAL COOPERATION

Objectives:

- Development of international cooperation through bilateral partnerships and increasing the number of cooperation programs with similar institutions from other states.
- Enhancing cooperation of the NIJ with the European Union and its structures.
- Increasing the NIJ involvement in the activities of the EJTN – European Judicial Training Network.
- Boosting the exchange of international experience, especially within Eastern Partnership countries, by creating a corresponding Platform.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
5.1	Active involvement of NIJ in programs and activities within EJTN - European Judicial Training Network	5.1.1. Ensuring the participation of NIJ representatives in the General Assembly of EJTN.	International Relations Section (IRS)	2017-2020	Participation of NIJ representatives in the annual meetings of EJTN. ✓ <i>Target:</i> 8 (2 annually). <i>Baseline:</i> 2 persons.	Number of participation of NIJ representatives and effects of their participation.	4000 euro/year
		5.1.2. Ensuring the participation of judges and prosecutors in training activities organized by EJTN.	IRS	2018-2020	✓ <i>Target:</i> 24 (6 annually) judged and prosecutors developed their skills. <i>Baseline:</i> 0 persons.	Number of judges and prosecutors who benefited from EJTN training.	12000 euro/year
		5.1.3. Ensuring annual participation of NIJ trainees in THEMIS Contest.	IRS II Section	2017-2020	Candidates for judge and prosecutor positions harnessed their potential in the THEMIS Contest.	Number of participants in the THEMIS contest. Results of participation in the contest.	8000 euro/year
5.2	Establishing partnerships and concluding collaboration agreements with judicial training institutions from other states	5.2.1. Concluding collaboration agreements with judicial training institutions from other states.	IRS	2017-2020	Concluded collaboration agreements with similar institutions	Number of concluded agreements.	Budget
		5.2.2. Organization of internships and study visits in similar institutions from other states for NIJ trainers and personnel	IRS	2017-2020	Performed study visits. ✓ <i>Target:</i> 4 study visits (1 annually). <i>Baseline:</i> 2 visits.	Number of persons participating in exchange of experience. Good practices taken over as a result of experience exchange.	12000 euro/year
		5.2.3. Joint organization of training activities and other international events.	IRS	2018-2020	Joint training activities and international events organized in partnership with similar institutions from other states.	Number of activities with similar institutions. No. of beneficiaries of training activities.	Extra budget

5.3	Internships and fact-finding missions to foreign justice institutions, magistracy schools	5.3.1. Organization of internships for the NIJ trainees at the ECHR, European Union Court of Justice and magistracy schools from abroad.	IRS	2018-2020	Internships and study visits organized in the mentioned institutions. ✓ <i>Target:</i> 3 internships / study visits (1 annually). <i>Baseline:</i> 1 internship.	Number of involved persons. Effects of the organized internships.	10000 euro/year
5.4	Development of relations with international organization, diplomatic missions, and cooperation within joint initiatives	5.4.1. Participation of NIJ representatives in initiatives organized under IOJT – International Organization of Judicial Training	IRS	2017-2020	Participation of NIJ representatives in IOJT meetings and conferences. ✓ <i>Target:</i> 6 persons (3 per event). <i>Baseline:</i> 4 persons.	Number of participants in initiatives organized by IOJT.	9000 euro/year
		5.4.2. Obtaining the necessary financial support for exchange programs of NIJ trainees.	IRS	2018-2019	International scholarships obtained for trainees.	Number of obtained scholarships.	Extra budget
		5.4.3. Participation of NIJ trainers and personnel in events organized within international projects.	IRS	2017-2020	Developed aptitudes of NIJ trainers and personnel as a result of their participation in international events.	Number of participations of NIJ trainers and personnel. Effects of participation in events.	Extra budget
		5.4.4. Identification of potential development partners.	IRS	2017-2018	New potential development partners identified.	Number of identified development partners.	Budget
		5.4.5. Organization of meetings of the Development Partners' Committee (DPC).	IRS	2017-2020	DPC operational and convened systematically by NIJ.	Number and periodicity of DPC meetings and their effects.	Budget

5.5	Creating a regional permanent and institutionalized platform (network) of judicial training institutions from EP states	5.5.1. Developing a concept of the Platform of judicial training institutions from the Eastern Partnership states.	IRS, Development Partners	2017-2018	Joint vision regarding the Platform of judicial training institutions from the EP states.	Number of judicial training institutions which joint the Platform.	Extra budget
		5.5.2. Identification of potential founders and partners for developing a project and drafting the corresponding project.	IRS, Development Partners	2017-2018	Potential founder and partner identified. The Project for creating the Platform of judicial training institutions from EP states developed and financed.	Potential founder and development partner. Project developed and financed.	Extra budget
		5.5.3. Launching the Platform of judicial training institutions from the EP states.	IRS, Development Partners	2019-2020	Platform of judicial training institutions from EP states created and operational.	Number of judicial training institutions from EP who have created/joint the Platform.	Extra budget

VI. PUBLIC RELATIONS AND INCREASING VISIBILITY OF NIJ

Objectives:

- Making more efficient the NIJ public relations and increasing the transparency of NIJ activity.
- Implementing the NIJ communication strategy.
- Enhancing the relations with mass-media for increasing the visibility and the transparency of NIJ activity.
- Creating a Forum of the NGOs – partners of the NIJ and enhancing the relations with civil society from the RM.
- Improving the quality of the scientific publication NIJ Magazine.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
6.1	Publishing the NIJ Magazine	6.1.1. Compiling scientific articles, interviews and information about the NIJ. Publishing and disseminating the magazine. Accreditation of the NIJ Magazine in 2018 as a scientific publication of category B.	PRPS	Quarterly 2017-2020	✓ <i>Target:</i> Annually 4 editions of magazines published, 16 editions edited. Copies 4x200 ex. <i>Baseline:</i> 4 editions (copies – 800).	Number of annual and total editions. Copies of NIJ Magazine during 2017-2020.	Budget

6.2	Upgrading and completing the web page of the NIJ	6.2.1. Creating new columns and filling them in. Promotion of the NIJ page on social media.	PRPS	Systematically	Functional and upgraded page. Program for mass-media monitoring launched. Column "Mass-media file" functional.	Number of visitors on the web page, including of the social networks. Number of columns of the web page	Budget
6.3	Collaboration with mass-media	6.3.1. Creating a group of journalists specialized in judicial area.	PRPS	2017	Group of journalists specialized in judicial area created.	Functionality of created group in judicial area. Number of journalists and mass-media in created group	Budget
		6.3.2. Organization of Radio and TV shows, articles, interviews, conferences and press releases.	PRPS	2017-2020	✓ <i>Target:</i> 2 press conferences annually. <i>Baseline:</i> 2 press conferences/releases distributed. ✓ <i>Target:</i> Annually minim 2 articles in the press and 2 radio/TV shows. <i>Baseline:</i> 2 articles and 2 shows annually.	Number of conferences, releases, appearances / articles / TV shows in mass-media.	Budget
6.4	Editing typographic articles: certificates, cards, agendas, guides, curricula, etc.	6.4.1. Identification of needs and editing/distributing promotional materials.	PRPS	2017-2020	Promotional materials and legitimations for trainees published.	Number of typographic articles / promotional materials and the number of copies.	Budget
6.5	Organization of Open Doors Day at the NIJ with the occasion of Legal Advisor's Day	6.5.1. Covering the event at the law faculties to mobilize students – visitors. Preparing the press releases and invitations for mass-media and organization of a working group with visitors.	PRPS	2017-2020 (18-19 October)	✓ <i>Target:</i> 4 events of Open Doors Day carried out with the participation of representatives of 3 Law Faculties (USM, ULIM, USPEE). <i>Baseline:</i> 1 (60 persons).	Number of organized events. Feedback of participants. Number of participants. Number of present faculties. Number of mass-media covering the events in media.	Budget

6.6	Organization of scientific conferences and round tables in NIJ with topics in justice area	6.6.1. Identification of themes and of the co-organizers and organization of events. Logistical support.	NIJ management, PRPS, ITS, IRS	Annually 2017-2020	✓ <i>Target:</i> minimum one conference and one round table organized annually. <i>Baseline:</i> 2 annual conferences.	Number of organized conferences, round tables. Number of participants. Number of mass-media outlets covering the events in the media.	Budget
6.7	Organization of study visit for PR managers in a similar institution, to take over the good practice	6.7.1. Identification of similar institutions in Europe for study visit. Coordination of the program for study visit.	NIJ management, PRPS	2018	A strategic program for communication and increasing the visibility of NIJ.	Number of taken over good practices. Number of performed initiatives to improve relations with the public and mass-media.	5000 euro
		6.7.2. Carrying out the study visit.					
6.8	Creating under the NIJ the Forum of NGOs in justice area	6.8.1. Identification of NGOs with competence in the area.	PRPS	March 2018	✓ <i>Target:</i> Created Forum with at least 5 NGOs. <i>Baseline:</i> 0.	Existence of the forum. Number of participating NGOs in the created Forum.	Budget
		6.8.2. Signing the collaboration contracts.					
		6.8.3. Creation of a platform for cooperation within the Forum.					
6.9	Management of communication crises	6.9.1. Establishing a responsible for communication crises management	NIJ Director, PRPS	June 2018	Established responsible. Performed training.	Program of reaction in crises situations prepared.	Budget
		6.9.2. Training the NIJ personnel for reaction in communication crises.					

VII. CENTER OF LEGAL INFORMATION							
A. Section of e-Training and Analysis							
<i>Objectives:</i>							
– Reorganization of the training/learning process within NIJ and increasing the number of persons trained on line.							
– Reorganization of the modality of administrating the training activities in the Institute.							
– Transformation of the ILIAS Platform into a learning space of the entire Institute.							
– Training all the trainers to use the new technologies.							
No.	Actions	Sub-actions	Responsible	Deadline/Periodicity	Immediate and mid-term results	Performance indicators	Budget
A 7.1	Procedural reorganization of the NIJ and optimization of activities	A 7.1.1. Optimization of the Distance Learning Regulation and adjusting it to the new requirements.	E-Training and Analysis Section (e-TA), UNDP Consultant	December 2017	Developed documents.	Document developed and placed in the Database of Knowledge (DEPO- ZIT) from ILIAS Platform	Budget
A 7.2	Management of distance learning activities	A 7.2.1. Development of the plan of provided distance learning activities.	e-TA Section	Quarterly	Document developed quarterly and disseminated to NIJ beneficiaries.	Annual report regarding the provided courses. Number of courses. Number of participants.	Budget
		A 7.2.2. Digital transformation of the NIJ courses and seminars so as to be posted on ILIAS, including procured or taken over from partners.	e-TA Section, UNDP Consultant, NIJ Trainers	2020	Filling in the REPOSITORY with courses/materials	Number of courses / materials added annually in the REPOSITORY.	Budget
A 7.3	Quality monitoring and evaluation of distance learning activities	A 7.3.1. Evaluation of the distance learning activity.	e-TA Section	Annually, December	Progress of distance learning assessed.	Formulated conclusions.	Budget
		A 7.3.2. Evaluation through questionnaires of the level of satisfaction in using distance learning.	e-TA Section	Annually, December	Level of NIJ beneficiaries' satisfaction established.	Findings and conclusions of evaluation. Number of questionnaires.	Budget

A 7.4	Promotion of training through ILIAS	A 7.4.1. Activities of dissemination and promotion of the training process using ILIAS.	Non-legal skills Section, e-TA Section	2018-2020	✓ <i>Target:</i> number of persons who apply the distance learning increased by 50%. <i>Baseline:</i> 5% beneficiaries.	Dynamics of the number of persons requesting/applying for distance learning.	Budget
A 7.5	Technical administration of ILIAS Platform	A 7.5.1. Ensuring the update and technical-informational monitoring of the ILIAS Platform.	e-TA Section, IT Section, Outsourcing	Permanently	LMS ILIAS functional and updated.	Report for every course functioning.	Budget
		A 7.5.2. Organization of courses for using the ILIAS Platform and applying the Methodology for developing electronic courses (models of storyline, work flow).	SDMTT, e-TA Section	2020	✓ <i>Target:</i> 50% of NIJ trainers able to develop /manage courses using ILIAS. <i>Baseline:</i> 0 persons	Number of trainers.	Budget
A 7.6	Didactical administration of the ILIAS Platform. Creation of a database of knowledge (REPOSITORY) in ILIAS	A 7.6.1. Structuring the REPOSITORY	e-TA Section	2017	Defining the categories (chapters).	Functional REPOSITORY.	Budget
		A 7.6.2. Development of the ILIAS Platform User Guide (electronic version): for trainers, tutors, trainees, etc.	e-TA Section, UNDP Consultant	2017	User Guide for LMS ILIAS developed in the electronic version. Users master the platform ILIAS.	Number of requests of technical assistance.	Budget
		A 7.6.3. Development of the Methodology for developing the electronic courses (models of storyline, work flow).	e-TA Section, UNDP Consultant	2017	Documents: procedures and methodologies of distance learning courses developed.	Methodology developed and placed in the REPOSITORY.	Budget
		A 7.6.4. Development of the list of requirements for developing / procuring / taking over electronic courses, multimedia resources, and other IT projects.	e-TA Section, UNDP Consultant	2018	Necessary documents developed.	List developed and placed in the public file on the NIJ server.	Budget

B. Information Technology Section

Objectives:

- Technical-information assurance of the NIJ activity.
- Facilitation of access to legal information.
- Digitalization of NIJ library.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
B 7.1	Maintenance of NIJ information resources	B 7.1.1. Maintenance /administration of information resources (intranet and NIJ web site, ILIAS Platform) on Mcloud ² .	IT Section	2018-2020	Intranet, NIJ web site and ILIAS Platform accessible and functional.	Ratio between the no. of identified and eliminated defections.	Budget
		B 7.1.2. Correcting, adjusting the NIJ IS for it to become more friendly and comfortable for users.	IT Section, Company developing the NIJ IS	2018-2020	NIJ IS more comfortable and easier to be used by users.	Report on changes made in the NIJ IS	4000 euro
B. 7.2	Maintenance of computers' operation and monitoring/configuration of used soft	B 7.2.1. Identifying and eliminating technical drawbacks.	IT Section	permanently	Operational IT equipment.	Ratio between the no. of identified and eliminated defections	Budget
		B 7.2.2. Development upon need of proposals for procurement of IT services and goods.	IT Section	annually	IT needs identified on time, optimal procurement proposals.	Informative Note on need to procure IT services/goods.	Budget
		B 7.2.3. Monitoring the execution of IT contracts.	IT Section	permanently	IT goods and services delivered/provided qualitatively and on time	Reception/delivery acts for IT services/goods.	Budget
B 7.3	Maintenance of local network functionality	B 7.3.1. Reorganization of local network (changing the central node, procurement and replacement of obsolete equipment).	IT Section	2018	Local wire and wireless network stable, easier in use. Use of optimal equipment for network.	Reducing the number of defections.	Budget
		B 7.3.2. Management of local network.	IT Section	permanently	Functional local network, access to local resources	Reduced number of disconnections from the network.	Budget

² In future, the information resources may be supplied with electronic catalogue.

B 7.4	Creation and management of the section CLI on the NIJ web site	B 7.4.1. Development of the section structure and identification of useful content for beneficiaries from the justice sector.	IT Section Library	2017	Technical requirements developed.	Technical requirements developed.	Budget
		B 7.4.2. Creation and administration of the CLI section on the NIJ site	IT Section, Library	2018-2020	CLI Section on the NIJ site created, accessible for public, functional.	Section created, accessible on net.	Budget
B 7.5	Creation and management of electronic catalogue	B 7.5.1. Creation and administration of electronic catalogue.	Library, Developing company selected	2018-2020	Electronic catalogue of the CLI created, accessible, functional.	Electronic catalogue created, accessible on net.	10000 euro

C. NIJ Library

Objectives:

- Modernization of the NIJ Library.
- Facilitation of beneficiaries' access to legal information.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
C 7.1	Ensuring the library with collection of documents and access to database	C 7.1.1. Supplying the library with documents according to NIJ beneficiaries' needs	Library	Annually	Book fund updated and useful for NIJ beneficiaries.	Annual number of documents included in the collection. Number of NIJ Library users.	Budget
		C 7.1.2. Ensuring access to legal databases.	Library	Annually	Access to legal databases for NIJ beneficiaries.	Number of legal databases with external and internal access.	Extra budget
C 7.2	Ensuring easy access to legal information	C 7.2.1. Providing assistance/consultation for NIJ beneficiaries.	Library	Annually	Necessary information easily found by beneficiaries	Satisfaction level of NIJ library users.	Budget
		C 7.2.2. Questioning the beneficiaries regarding the necessary document to fill in the database/collection.		Annually	Collection is in line with the real needs of NIJ beneficiaries.	Satisfaction level of NIJ beneficiaries in using the library.	Budget

VIII. QUALITY MANAGEMENT

Objectives:

- Making more efficient the management of human resources by implementing the requirements of the ISO 9001 and ISO 29990 standards of the quality management system in the process of streamlining the management of human resources.
- Increasing the quality of initial and continuous training in the NIJ.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
8.1	Organization of the process for implementing the requirements of the ISO 9001 and ISO 29990 standards of the quality management system in the process of HR management streamlining	8.1.1. Performing the assessment of NIJ personnel performance.	HR Section, NIJ Subdivisions	2017	Current and wished for performance level of the personnel.	Report on evaluation of performance approved.	Budget
		8.1.2. Establishing the system for ensuring organizational knowledge.	HR Section, NIJ Subdivisions	2017	Personnel familiarized with NIJ internal practices. Adequate organizational culture. ✓ <i>Target:</i> 85% of fulfilment of the training plan. <i>Baseline:</i> 0%	Level of fulfilling the Training Plan.	Budget
8.2	Adjusting the internal normative acts on continuous training to the new provisions of the NIJ Law	8.2.1. Adjusting the Regulation of professional training to the new provisions of the NIJ Law.	Continuous Training Section	2017	Adjusted Regulation on Professional Training.	Approved regulation.	Budget
8.3	Adjusting the process of continuous training / inherent documentation to ISO standards	8.3.1. Implementation of agendas of training activities, eventually of the curricula for continuous training according to the procedure. Adjusting the curricula.	CTD, Continuous Training Section	2017-2018	Increased efficiency of continuous training process.	Implemented agendas. Adjusted curriculum.	Budget

8.4	Ensuring the quality of processes and services carried out within the NIJ according to the requirements of ISO 9001:2015 and ISO 29990:2010	8.4.1. Maintaining the functionality and integrity of the Quality Management System within NIJ, according to ISO 29990:2010 and ISO 9001:2015.	NIJ management, RMC	2017-2020	Increased efficiency of NIJ activities. ✓ <i>Target:</i> 100% observance of provisions of internal documents. ✓ <i>Baseline:</i> 0%	Improved quality of training services provided by NIJ. Level of observing internal documents (regulations, procedures, instructions).	Budget
		8.4.2. Updating the internal normative documents of NIJ and adjusting them to the norms of the "Procedures for control of documented information".	RMC	2017-2020	Internal documents of NIJ comply with the "Procedures for control of documented information". <i>Target:</i> minim 90% of approved documents. <i>Baseline:</i> 0%	Level of update of internal normative documents of NIJ. Volume of approved documents.	Budget
		8.4.3. Annual carrying out of the internal audits of the Integrated Management System.	RMC	2017-2020	Level of fulfillment of the annual Internal Audit Plan ✓ <i>Target:</i> minim 85% of the SIM processes of NIJ comply with audit criteria. <i>Baseline:</i> 0%	Compliance level of SIM processes fulfilled within NIJ with audit criteria.	Budget
		8.4.4. Establishing the practice of performing the annual analysis of the Integrated Management System by the NIJ Management.	RMC	2017-2020	Processes in NIJ tackled systematically and focused on the needs of interested parties.	Approval of proposals to improved SIM in the minutes of NIJ Board.	Budget
		8.4.5. Certification of the Integrated Management System.	RMC	2017-2020	Processes in NIJ attested internationally and compliant with ISO 29990:2010 and ISO 9001:2015.	Conformity Certificate for the Integrated Management System	10000 euro

IX. DEVELOPMENT OF NIJ INFRASTRUCTURE

Objectives:

- Adjustment of NIJ infrastructure for increasing the accessibility of disabled persons.
- Development of the technical-material basis for making more efficient the trainings in the area of offence investigation.

No.	Actions	Sub-actions	Responsible	Deadline / Periodicity	Immediate and mid-term results	Performance indicators	Budget
9.1	Equipping the NIJ infrastructure	9.1.1. Construction/installation of access ramps to the II floor of the NIJ building for persons with disabilities.	Logistics and Administrative Section (LA), Financial Section	2017	Installed access ramps. Persons with disabilities have access to the NIJ building.	Installed access ramps.	15000 euro
		9.1.2. Refurbishing the sanitary block from the II floor of the NIJ building according to the needs of disabled persons.	LA Section, Financial Section	2017	Refurbished sanitary blocks.	Refurbished sanitary blocks.	Budget
		9.1.3. Equipping the NIJ courtyard, including based on the needs of the persons with disabilities.	LA Section, Financial Section	2017	NIJ courtyard equipped, considering the needs of persons with disabilities cu dizabilitați.	NIJ courtyard equipped.	Budget
9.2	Creating and equipping the Forensic Lab	9.2.1. Procuring and equipping with specialized furniture.	LA Section, Financial Section ITS	2017	Forensic Lab created and equipped. Streamlined trainings in the area of offence investigation as a result of lab use.	Frequency of lab use. Forensic investigation skills developed.	Extra budget
		9.2.2. Procurement of necessary technical equipment (specialized forensic kits, devices for digital measurement, metal detector, photo equipment, video etc.).					
9.3	Endowing with audio-video equipment for recording admission/graduation exams	9.3.1. Procurement and installation of audio/video equipment for registration for admission and graduation exams.	LA Section Financial Section	2017	Audio/video equipment procured and installed.	Audio/video equipment procured and installed.	Budget