

ACTION PLAN
For the Implementation of the Strategy for Ensuring the Independence and Integrity of Justice Sector for 2020–2023

**Strategic direction I. INDEPENDENCE, ADMINISTRATION, INTEGRITY AND
ACCOUNTABILITY OF JUSTICE SECTOR STAKEHOLDERS**

Objective 1.1. Strengthening the independence and administration of the Judiciary and the Prosecutor's office

Expected result:

1. Strengthened independence of the Judiciary and the Prosecutor's Office and of their governing bodies (Superior Council of Magistracy and Superior Council of Prosecutors) consolidated;
2. Reinforced mechanisms for accountability and integrity of justice sector stakeholders;
3. Improved efficiency of court activities and of prosecution offices;
4. Reinforced institutional capabilities of judicial administration authorities and of prosecution offices.

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
1.1.1. Increase the independence of the Justice system	a) Amend the Constitution in the part related to: - initial appointment of judge in office prior to reaching the age limit, by ruling out the 5-year term; - appointment of judges at the Supreme Court of Justice by the President of the Republic of Moldova; - suspend judge’s seniority of at minimum of 10 years in order to be appointed as a judge at the Supreme Court of																	Adopted draft for amending the Constitution	Ministry of Justice	

	Justice; - safeguard functional immunity through constitutional provisions; - rule out the appointment of court presidents and vice-presidents by the President of the Republic of Moldova																			
	b) Amend infra-constitutional legal framework following the adoption of constitutional amendments foreseen in letter a)																	Amended legal framework	Ministry of Justice	
	c) Establish a mechanism to involve judges in the appointment of candidates as court presidents and vice-presidents																	2. Amended legal framework	Ministry of Justice	
	d) Develop the draft law to abrogate art.307 of the Criminal Code																	Amended legal framework	Ministry of Justice	
1.1.2. Strengthen the capabilities of Superior Council of Magistracy and of its subordinated bodies	a) Constitutional amendment in the part related to the composition and mandate of Superior Council of Magistracy																	Amended draft for Constitutional amendment	Ministry of Justice	
	b) Amend infra-constitutional legal framework following the adoption of constitutional amendments provided for in letter a)																	Amended legal framework	Ministry of Justice	
	c) Analyse the SCM's practices for the implementation of legal provisions, in the part related to promoting a merit-based system in the process of																	Analysis conducted, initiated proposals to amend the regulatory framework, when appropriate	Ministry of Justice Superior Council of Magistracy	

	selection and promotion of judges																		
	d) Assess the functionality of the mechanism for disciplinary liability of judges																Study conducted, proposals made to amend the regulatory framework, when appropriate	Ministry of Justice, Superior Council of Magistracy	
1.1.3. Ensure courts with the necessary number of judges and auxiliary staff	a) Conduct an analysis of the efficiency of the reserve judges' institution, in order to address the problem of temporary vacancies for the position of judge, amend the legal framework, when appropriate																1. Analysis conducted, recommendations made 2. Amended legal framework, when appropriate	Ministry of Justice, Superior Council of Magistracy	
	b) Incremental increase of the number of judicial assistants within trial courts and appellate courts, taking into account courts' workload																1. Conducted monitoring of caseload managed by courts / data collected 3. Number of judicial assistants extended per court, according to the caseload/ workload of judges	Superior Council of Magistracy, Ministry of Justice	
1.1.4. Merge the ways to access the position of judge	a) Amend the legal framework in view of merging the criteria for accessing the position of judge and prosecutor based on seniority/years of experience																1. Draft to modify normative framework developed and adopted; 2. Unified access criteria	Ministry of Justice, Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of Justice	
1.1.5. Strengthen the c	a) Amend the legal framework in the part related to the composition of Superior																1. Amended legal regulatory framework	Ministry of Justice, Superior Council of	

capabilities of the Superior Council of Prosecutors	Council of Prosecutors, in line with international recommendations																		Prosecutors	
	b) Remove the Prosecutor’s Inspection from its subordination to the Prosecutor General’s Office by granting it the status of specialized body of the Superior Council of Prosecutors																	1. Amended legal framework 2. Ensured functional independence of the Prosecutor’s Inspection	Ministry of Justice, Superior Council of Prosecutors, Prosecutor General’s Office	
	c) Clear delineation between the Superior Council of Prosecutors’ authority to represent prosecutors and as guardian of their independence and the competences of the Prosecutor General’s Office (procedures, administration, statements and implementation of state criminal policies)																	1. Analysis conducted, recommendations made 2. Regulatory framework developed and adopted	Superior Council of Prosecutors, Prosecutor General’s Office, Ministry of Justice	
	d) Monitor the activity of Superior Council of Prosecutors and its Boards in order to appraise the efficiency of new legal framework for prosecutors’ disciplinary procedures, performance evaluation, selection and career																	1. Reports on the results of monitoring, developed and published 2. Conclusions and recommendations made	Superior Council of Prosecutors	

Total funding

Objective 1.2. Strengthen self-governance, independence and responsibility of justice related professions

Expected result

1. Unified organizational criteria for justice related professions;
2. Established mechanisms to ensure the independence of the representatives of justice related professions;

3. Improved system of taxation and social safeguards;
4. Revised/regulated tariffs for delivered services.

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
1.2.1. Merge a series of organizational aspects for justice related professions	a) Analyse the legal framework in the part related to organizing the activities of justice related professions, in view of establishing similar rules, when appropriate, review the suitability of including all provisions in a single law																	1. Analysis conducted and recommendations made	Ministry of Justice	
	b) Analyse the accreditation practices for providers of initial and continuous training of mediators and of initial training practices of authorized administrators																	Analysis conducted, initiated proposals to amend the regulatory framework, when appropriate	Ministry of Justice	
	c) Regulate the procedure for record keeping, preparation, storage and hand over of bailiff archives																	Approved Regulation	Ministry of Justice, National Union of Bailiffs	
	d) Ensure publication in the State Register on legal acts of normative acts issued by professional organizations of justice related professions																	1. Established mechanism for professional organizations of justice related professions to submit to the State Register on legal acts of normative acts issued 2. Published normative acts	Ministry of Justice, Professional bodies of justice related professions	
	e) Develop a methodical paper for merging bailiff work practices (guidelines, commentary to the enforcement Code, etc.)																	1. Comments on the enforcement code developed 2. Guidelines/ methods for each procedure (based on the list) drafted and approved	National Union of Bailiffs	
	f) Develop quality standards																	1. Standards developed and	Notary Chamber	

	for notary provided services																	approved 2. Developed and functional mechanism for monitoring the observance of standards		
	g) Conduct an analysis on developing a concept for merged methodologies for forensic/judicial expertise, when appropriate, amend the legal framework																			
	h) Capitalize on the potential of judicial experts from individual and associate offices, by establishing practices ordering forensic expertise conducted by judicial experts, particularly at parties' request																	Information disseminated among judges on ordering expertise by judicial experts from individual and associate offices and by parties 2. Rate of decisions/motions ordering expertise conducted by experts from individual judicial expert offices 3. Growing number of ordered expertise	Ministry of Justice, Superior Council of Magistracy	
1.2.2. Strengthen the mechanisms for access to profession and disciplinary and civil liability of representatives of related professions	a) Amend the Law no 1260/2002 on the legal profession in order to: - set clear merit-based criteria for access to legal profession; - strengthen the mechanism for disciplinary liability; - reinforce the system for civil liability in the legal profession, etc.																	2. Draft to amend the regulatory framework, developed and adopted	Ministry of Justice	
	b) Amend the Law No. 113 /2010 on bailiffs (increased bailiff accountability, strengthen the control procedure etc.)																	Government approved draft law submitted to the Parliament	Ministry of Justice	
	c) Review the array of disciplinary violations and the																	Government approved draft law submitted to the Parliament	Ministry of Justice	

	mechanism for disciplinary liability of mediators, insolvency administrators, translators and interpreters																			
1.2.3. Strengthen the independence of representatives of the justice-related professions	a) Amend the legal framework in view of establishing sanctions for interference in lawyer’s activity																	1. Amended legal framework	Ministry of Justice, Bar association	
	b) Strengthening the procedural status of bailiffs by implementing measures which would exclude obstructing/ impacting the enforcement of court documents through actions undertaken by criminal investigation authority or other persons against bailiff																	Amended legal framework	Ministry of Justice, National Union of Bailiffs	
	c) Option 1 Review the legal framework in order to modify the mechanism that imposes the direct sanction of the bailiff by tax authority ----- Option 2 Examining the proportionality of sanctions applied to bailiffs directly by tax authorities from the perspective of ensuring their independence																	1. Analysis conducted, proposals developed 2. Developed and adopted draft law	Ministry of Justice, National Union of Bailiffs	
1.2.4. Improve tax system/social safeguards	a) Amend the legal framework in order to improve the mechanism for social and health insurance of representatives of justice related professions																	1. Analysis conducted, proposals developed 2. Developed and adopted draft law	Ministry of Justice, Professional bodies of justice related professions	

	b) Amend the legal framework in order to establish a fair tax regime for representatives of justice related professions																	1. Analysis conducted, proposals developed 2. Developed and adopted draft law	Ministry of Justice, Professional bodies of justice related professions	
1.2.5. Establish clear rules for setting tariffs for rendered legal services	a) Draft regulatory framework on payments for notary services																	1. Drafted and adopted normative acts	Ministry of Justice, Notary Chamber	
	b) Analysis and review, when appropriate, the mechanism for setting tariffs for services provided by authorized interpreters and translators																	1. Analysis conducted, deficiencies identified, proposals developed 2. Amended legal framework, when appropriate	Ministry of Justice	
	c) Review GOM decision no 886 as of Sept 23, 2010 on the approval of the Regulation regarding the method for calculating taxes for enforcing bailiff documents and taxes related to the enforcement procedure																	1. Analysis conducted, shortcomings identified, proposals made 2. Amended legal framework, when appropriate	Ministry of Justice, National Union of Bailiffs	
Total funding																				

Objective 1.3. Strengthen judicial training & specialization

Expected Result

Developed training system and legal specialization ensured.

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
1.3.1. Strengthen and develop of system of initial and continuous professional training of	a) Professional training of judges on national jurisprudence/case law, based on consistent practices, as well as organizing meetings of presidents of specialized Boards / chief prosecutors in order to ensure consistency of																	1. Concluded curriculum for initial training for judges / prosecutors 2. Mechanism for analysing established practices	National Institute of Justice, Superior Council of Magistracy, Superior Council of	

judges and prosecutors	case law																		Prosecutors	
	b) Training of judges on authorizing preventive and investigative measures																	1. Trainings conducted 2. 100 % investigative judges trained	National Institute of Justice	
1.3.2. Training and development of non-judicial skills	a) Training of judges and court personnel in the use of information technologies																	1. Number of trainings held. 2. Number of training beneficiaries	Ministry of Justice, National Institute of Justice, Superior Council of Magistracy	
	b) Conduct training courses in the use of information technologies for professional external users																	1. Number of training courses conducted. 2. Number of training beneficiaries.	Ministry of Justice	
	c) Organize foreign language courses (English, French) with focus on legal matters for court and prosecution offices'																	1. annual training conducted/per proficiency level/language 3. Number of staff trained	Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of Justice	
	d) Develop communication and management skills for managing conflicts with litigants/ beneficiaries by court staff and prosecution offices' staff, as well as by the representatives of legal related																	1. Training courses organized within each court / prosecutor's office 2. No of judges, prosecutors, administrative staff trained 3. Training courses organized by each self-governing body of legal	Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of	

	professions																	related professions 4. No. of lawyers, bailiffs, judicial experts, interpreters, authorized administrators trained	Justice, professional bodies/organizat ions	
1.3.3. Improvement of professional training for court staff	Training of court personnel and of prosecution offices on internal managerial control																	1. Number of trainings held 2. Trained court staff responsible for planning / reporting	Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of Justice	
1.3.4. Ensuring specialization of judges and prosecutors	a) Identify the specialization needs for judges and prosecutors																	1. Conducted analysis of merits/matters in issue a legal case/ areas identified	Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of Justice	
	b) Continue the process of specialization of judges and prosecutors. Adapting the relevant IT systems according to the specialization of judges and prosecutors																	2. Judges /judging panels established, in line with the areas identified	Superior Council of Magistracy, Superior Council of Prosecutors	

Total funding

Objective 1.4. Strengthen the integrity and responsibility in the Justice sector

Expected Result

Ensured integrity in the Justice sector

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
1.4.1. Strengthen	a) Adjust the legal framework in order to streamline the																	1. Draft law developed and	Ministry of Justice	

the mechanism for ensuring the integrity of judges and prosecutors	ordinary and extraordinary evaluation of judges, including in terms of their interests and integrity																	submitted to the Venice Commission for review/legal opinion	Superior Council of Magistracy	
	b) Adjust the legal framework in order to streamline the ordinary and extraordinary evaluation of prosecutors, including in terms of their interests and integrity																	2. Public consultations organized with participation of interested parties. 3. Adopted draft law.	Ministry of Justice, Superior Council of Prosecutors	
1.4.2. Enforce and promote/raise awareness about integrity standards and anti-corruption measures in the Justice sector	a) Improve SCM's and SCP's practice of in order to rule out situations where signs of lack of integrity are not reported to competent authorities																	1. Assessment of institutional integrity (based on survey results <i>supra</i>) and approved institutional integrity plans 2. Annual number of cases of lack of integrity / signs reported	Superior Council of Magistracy, Superior Council of Prosecutors	
	b) Analyse the practice in disciplinary cases against judges and prosecutors, as well as other stakeholders in the justice sector, in order to exclude situations where lack of integrity is tolerated																	1. Analysis of disciplinary practice performed, cases identified, recommendations made	Superior Council of Magistracy, Superior Council of Prosecutors	
	c) Strengthen the capacities of courts and prosecutors to manage integrity issues																	1. Trainings held on identification, prevention and treatment of corruption risks 2. No. of training beneficiaries	Superior Council of Magistracy, Superior Council of Prosecutors, National Integrity	

[illegible]

Total funding:

Strategic direction II. ACCESS TO JUSTICE, QUALITY AND TRANSPARENCY OF JUSTICE DELIVERY

Objective 2.1. Improve access to justice and to the system of human right protection in the justice sector

Expected result:

1. Improved mechanisms facilitating access to justice;
2. Qualitative legal assistance delivered;
3. Court judgments effectively enforced

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.1.1. facilitate access to justice for vulnerable and under-	a) Establish a mechanism for the provision of pro-bono services by lawyers to vulnerable groups																	1. Defined mechanism; 2. Rate of persons who benefited from the service	Ministry of Justice Moldovan Lawyers Association	

represented groups	b) Establishing a partnership between relevant stakeholders, including civil society organizations, in order to provide free legal aid to vulnerable groups																1. Framework cooperation agreement developed and approved 2. Established cooperation mechanism 3. Number of entities providing free legal aid to vulnerable groups	Ministry of Justice Moldovan Lawyers Association NCSGLA Public Service Agency	
	c) Extending the specialization of lawyers providing state-guaranteed legal aid to categories of vulnerable groups (victims of domestic violence, victims of trafficking in human beings, victims of torture and inhuman treatment, juveniles, etc), including an ongoing updating of the existing list of specialized lawyers																1. Curricula / specialized courses for lawyers drafted and approved per categories of vulnerable groups 2. Number of specialized lawyers annually / Half-yearly updated list 3. Rate of persons belonging to vulnerable groups, beneficiaries of state guaranteed legal aid	National Council for State Guaranteed Legal Aid	
	d) Evaluation of implementation mechanism provided for by Law No137 / 2016 on the rehabilitation of victims of crime, with the view of its improvement																1. Assessed rehabilitation services for victims of crimes 2. Better/improved mechanisms to provide services	Ministry of Health, Labour and Social Protection, Ministry of Justice, Ministry of Interior, Ministry of Finance, Prosecutor General's Office, National Council for State Guaranteed Legal Aid	
	e) Examine the possibility of free extrajudicial and judicial expertise at the request of victims of domestic violence																1. Analysis conducted, types of expertise identified; 2. Amended legal framework, when appropriate 3. Number of free expertise carried out compared to the number of requests filed by	Ministry of Justice, Ministry of Health, Labour and Social Protection Ministry of Interior,	

																	victims of domestic violence	Forensic Medicine Centre	
2.1.2. Develop and implement improved policies to provide legal aid and to assess the quality aid provided	a) Review categories of persons benefiting from state guaranteed legal aid																1. Regulatory framework reviewed; 2. Defined eligibility / assessment criteria to determine case relevance; 3. Decreased number of documents requested for ascertaining the financial status; 4. Categories of persons benefiting from state guaranteed legal aid established based on non-discriminatory criteria 5. Disaggregated statistical data regarding the persons who have benefited from state guaranteed legal aid annually elaborated and published on the NCSGLA website; 6. Perception surveys; organized annually The results analyzed and published on the NCSGLA website.	Ministry of Justice, National Council for State Guaranteed Legal Aid	
	b) Develop a mechanism for providing partially free qualified legal aid																1. Mechanism developed and implemented	Ministry of Justice, National Council for State Guaranteed Legal Aid	
	c) Develop and test a single electronic platform designed to send, receive & process requests for state guaranteed legal aid																Functional electronic platform	National Council for State Guaranteed Legal Aid	
	d) Develop and improve the mechanism for recovering																1 Established mechanism to recover expenses associated	Ministry of Justice, National	

	legal aid expenses																	with state guaranteed legal aid; 2. NCSGLA regional offices connected to databases in order to verify the information on applicant's ability to pay for state guaranteed legal aid	Council for State Guaranteed Legal Aid, Ministry of Finance	
	e) Develop quality standards for state guaranteed legal aid services, methodological guidelines for lawyers																	1. Standards developed, approved and applied; 2. Methodological guidelines per categories of cases developed, approved and published	National Council for State Guaranteed Legal Aid	
	f) Institutionalize and implement a mechanism for external monitoring of the quality of state legal aid																	1. Institutionalized and applied mechanism 2. Rate of cases of inadequate legal aid from the number of cases monitored	National Council for State Guaranteed Legal Aid	
	g) Review of procedural mechanisms that would ensure an adequate balance between prosecution and defence from the principle of Equality of Arms																	1. Amended legal framework	Ministry of Justice, Lawyers' Union, Prosecutor General's Office	
	h) Develop and strengthen the paralegal network by reviewing the mechanism of: - Selection, contracting and remuneration; - Initial and continuous training; - Accountability.																	1. Revised mechanism for selection, contracting 2. Initial and continuous training organized 3. Paralegal network extended annually with xxx units / in xxx rural / urban areas	National Council for State Guaranteed Legal Aid, Ministry of Finance, Ministry of Justice, Local public authorities	
2.1.3. Optimize the performance of data information	a) Digitize the process of filing applications for qualified state legal aid																	Improved filing mechanism to apply for qualified state legal aid	National Council for State Guaranteed Legal Aid	

system of the state guaranteed legal aid system	b) Digitize the process of activity reporting by lawyers and paralegals																Improved mechanism for activity reporting by lawyers and paralegals	National Council for State Guaranteed Legal Aid	
2.1.4. Clear and transparent tariffs set providing state guaranteed legal aid services	a) Review regulatory framework on the size and payment of providers of state guaranteed legal aid																Reviewed amount and payment of lawyers and paralegals providing state guaranteed legal aid.	Ministry of Justice, National Council for State Guaranteed Legal Aid	
	b) Incremental increase of the conventional unit based on which lawyers are paid for qualified legal aid services																1. Conventional unit increase to 50 MDL by the year 2021.	Ministry of Justice, National Council for State Guaranteed Legal Aid	
	c) Increase the amount of payment to public lawyers and mediators for services provided																1. Budget adjusted to changes 2. Increased amount of fixed pay	Ministry of Justice, Ministry of Finance, National Council for State Guaranteed Legal Aid	
2.1.5. Improve the mechanism of rendering translation services in the activity of courts, prosecution bodies, criminal investigation authorities	a) Adjust data from the State Register of authorized interpreters and translators to ensure an best way to identify persons who work as interpreters / translators																Register revised quarterly	Union of authorized translators, Ministry of Justice	
	b) Establish a mechanism for providing translation services in court proceedings through video conference system																1. Amended legal framework 2. Centre created / when appropriate specially equipped room ; 3. Required equipment purchased.	Ministry of Justice, Superior Council of Magistracy	

2.1.6. Promote a human right compliant criminal justice system	a) Develop a concept for amending the criminal law, in order to establish a single long-term policy, through which: - deficiencies of institutions found in the Criminal code will be assessed and remedies will be identified; - based on disaggregated statistics, criminal phenomena will be assessed in relation to the gravity of the indictable offence and the awarded punishment; - identify, also in terms of case law, provisions that generate abusive interpretations and do not guarantee quality criminal law																1. Cross-institutional working group established 2. Draft concept developed and consulted with all authorities / institutions in the sector, other interested stakeholders 3. Approved concept	Ministry of Justice, Prosecutor General's Office, Superior Council of Prosecutors, Superior Council of Magistracy, Supreme Court of Justice, National Anti-corruption Center	
	b) Amend the Criminal Code based on recommendations set forth in the Concept																Amended legal framework	Ministry of Justice, Prosecutor General's Office, Superior Council of Prosecutors, Superior Council of Magistracy, Supreme Court of Justice, National Anti-corruption Centre	
	c) Establish criteria to analyse information regarding the use of pre-trial detention measures and scheduled analysis of information on the enforcement of such measures																1. Established criteria for annual analysis; 2. Statistical data on enforcement of pre-trial detention measures published on the web pages	Prosecutor General's Office	

	in order to ensure effective compliance with the right to liberty.																of the Prosecution service and courts; 3.Recommendations drafted and implemented;		
	d) Regulate cross-sectorial cooperation in cases of children with behavioural problems (deviant behaviour), in order to implement the Law 299/2018																Established mechanism of for cooperation	Ministry of Justice, Ministry of Health, Labour and Social Protection, Ministry of Interior	
2.1.7. Streamline the mechanisms to enforce court decisions	a) Streamline mechanisms to trace debtors' assets and/or to use legally binding actions in view of fulfilling obligations set forth in enforcement documents																1. Regulatory framework developed and applied 2. Report on qualitative indicators of actual executions generated and published* (NB, comparable to 2014-2015)	Ministry of Justice, National Union of Bailiffs	
	b) Streamline the procedure for selling goods seized by bailiffs																Amended legal framework	Ministry of Justice, National Union of Bailiffs	
	c) Amend the legal framework in order to establish a grace period for the debtor for the voluntary execution of the court decision the initiation of enforcement																Amended legal framework	Ministry of Justice, National Union of Bailiffs	
	d) Build a platform to online auction sales of forfeited assets																1. Technical concept drafted and approved. 2. Regulation on the procedure and the use of platform developed and approved. 3. Information system developed and implemented.	Ministry of Justice, National Union of Bailiffs	

2.1.8. Improve mechanisms for enforcing criminal penalties	a) Establish and implement a progressive system of enforcement of criminal penalties																1. Elaborated normative framework 2. Differentiated regimes for serving a prison sentence established / approved 3. Template of the individual Program of serving a sentence approved	Ministry of Justice	
	b) Develop probation programs in penitentiary institutions aimed at offensive conduct of detainees, which would provide them with an opportunity to develop positive attitude upon release, increasing their chances for rehabilitation																1. Rate of participation in educational, counselling and social assistance programs – number of detainees, which participated in probation programs vs. number of detainees identified, which need education, counselling and social assistance. 2. Recidivism rate among detainees which were enrolled in educational, counselling and social assistance programs		
	c) Build a penitentiary industry engaging detainees in work and aimed at their re-socialization																1. Established facilities for legal entities which create new working places for convicts as part of NAP subdivisions 2. No of enterprises providing working places for convicts /number of available jobs 3. No / Rate of detainees engaged in production, skill developing and vocational activities		
	d) Reorganize medical services / units within detention institutions in order to ensure decisional independence of medical staff in granting medical assistance to persons deprived of liberty																Amended legal framework	Ministry of Justice; Ministry of Health, Labour and Social Protection	

	e) Create conditions for eliminating contact of minors with adults during pre-trial detention																	1. Prison cells with separate entryways within penitentiary institutions	Ministry of Justice	
Total funding																				
Objective 2.2. Continue the process of optimizing the judicial system and the prosecution service																				
Expected result																				
1. Streamlined court system and prosecution service; 2. Uniform/consistent management system developed in courts and prosecution bodies																				
Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.2.1. Continue the process of court optimization	a) Analyse the judicial map in order to identify needs to review constituencies in terms of their compliance with the system need but also litigants’ needs, when appropriate amend the Law no 76/2016																	1. Analysis conducted and recommendations made; 3. Amended judicial map, where appropriate	Ministry of Justice, Superior Council of Magistracy	
	b) Implement a plan for construction/renovation of re-organized courts in line with the Law No 76/2016 on the reorganization of courts																	1. 50% of construction / renovation plan of court buildings implemented	Ministry of Justice Superior Council of Magistracy	
	c) Review the Law No.789/1996 on the Supreme Court of Justice in order to remove obsolete provisions and legislative parallelism, or when appropriate, abrogate them by including rules specific for the organization and functionality of SCJ in the general regulatory framework																	Draft developed and adopted		

2.2.2. Optimize prosecution system	a) Conduct a study on the optimization of the prosecutorial map in order to strengthen the prosecution institutional capacities, optimize the number of prosecutors and ensure efficient use of available resources															1. Survey conducted and public consultation done 2. Options for optimization (minimum 2) identified and substantiated (SWAT analysis)	Prosecutor General's Office, Superior Council of Prosecutors Ministry of Justice	
	b) Adopt a regulatory framework on the optimization of the prosecutor's office map															1. Draft law on reorganization of the prosecution's office map, drafted and adopted 2. Draft Action Plan on the deployment / construction / renovation of prosecutor's offices drafted and approved	Prosecutor General's Office, Superior Council of Prosecutors Ministry of Justice	
	c) Re-deploy prosecution offices and optimize the number of prosecutors															1. Degree of implementation of the Action Plan for deployment/ construction/ renovation of prosecutor's offices 2. Number of prosecutors optimized according to the option selected and approved (indicator 2 action)		
	d) Conduct an opportunity study on the optimization of criminal investigation subdivisions under the Police Inspectorates in line with prosecution offices and court map															1. Study carried out and publicly consulted 2. Optimization options (at least 2) identified and substantiated (SWAT)	Ministry of Interior, Prosecutor General's Office, Superior Council of Prosecutors Ministry of Justice	
2.2.3. Increase the efficiency of the institutional management	a) Periodic analysis of the effective workload of judges and prosecutors to ensure a comparable workload for all judges and prosecutors in the															Workload analyzed and recommendations made	Superior Council of Magistracy, Superior Council of Prosecutors,	

within the courts and prosecution bodies	country.																		Ministry of Justice	
	b) Develop standards to measure the efficiency of court activity based on the judicial performance indicators																	Efficiency standards developed	Superior Council of Magistracy, Ministry of Justice	
	c) Implementation of efficiency indicators within courts and prosecutor's offices																	Implemented efficiency standards	Superior Council of Magistracy, Ministry of Justice	
	d) Implementation of the internal managerial control system in courts and prosecutor's offices																	1. Internal control system managerial implemented in each court and prosecutor's office, according to National internal control standards approved by the Decree of the Minister of Finance 189/2015	Superior Council of Magistracy, Superior Council of Prosecutors, Ministry of Justice	
	e) Develop skills of judges, prosecutors and auxiliary staff in the field of change management, management of courts and prosecution offices																	1. Training courses in the field of management, change management organized 2. 30 % trained of the number of judges and prosecutors / from all the courts and prosecutors' offices	Superior Council of Magistracy, Superior Council of Prosecutors, National Institute of Justice	

Objective 2.3. Improve the quality of court documents and unify judicial practice

Expected result

1. Consistent case-law ensured
2. Increased quality and coherence of court documents

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.3.1. Establish	a) Amend civil and criminal																	1. Draft promoted and adopted	Ministry of Justice	

criteria for quality and coherence of court documents	procedural law in order to establish criteria for quality and coherence of court judgments																			
	b) Development by the Superior Council of Magistracy of criteria for quality and coherence of court judgments, which shall be taken into consideration during the evaluation of judges' performance																	Criteria for quality and coherence of court judgments, adopted and implemented	Superior Council of Magistracy	
	c) Unify the structure of court documents by using templates developed by the Superior Council of Magistracy																	2. Templates of court documents drafted and approved	Superior Council of Magistracy	
2.3.2. Improve and develop mechanisms for ensuring a consistent judicial practice	a) Review of non-judicial instruments (mechanisms) of the Supreme Court of Justice to ensure a coherent/consistent case law																	Draft amending the regulatory framework developed and adopted	Ministry of Justice, Superior Council of Magistracy, Supreme Court of Justice	
	b) Draft and approve draft law on ensuring the publicity of court hearings by reviewing appeals on the points of law in criminal matters with the participation of the parties																	Government approved draft law submitted to the Parliament	Ministry of Justice, Superior Council of Magistracy, Supreme Court of Justice	
	c) Review grounds for appeal to ensure review on points of law exclusively																	Government approved draft law submitted to the Parliament	Ministry of Justice, Superior Council of Magistracy, Supreme Court of Justice	
	d) Analyze the opportunity to amend the law in order to establish a binding clause for																	Analysis conducted, initiated proposals to amend the regulatory framework, when	Ministry of Justice, Superior	

	the reporting judge to issue a written report, at the stage of assessing the admissibility of an appeal, which should state factual circumstances found by lower level courts, their rulings and alleged reasons for claiming illegality																appropriate	Council of Magistracy, Supreme Court of Justice	
	e) Development by the Supreme Court of Justice, as the last resort, of factsheets regarding its jurisprudence in various fields and their systematic update to reflect developments in case law in line with the practices of the European Court of Human Rights																1. Defined mechanism to develop sheets	Supreme Court of Justice	
	f) Monitor judicial practice and inform at early stages on inconsistent practice, in order to address matters which allow for multiple interpretations																Established mechanism for monitoring and analysing the judicial practice	Supreme Court of Justice, Appellate courts, first instance courts, Superior Council of Magistracy	
	g) Analyze the case law on appeal in the interest of the law, a procedural institution whose purpose is to interpret and to apply the law consistently, by identifying efficiency measures																Analysis conducted, initiated proposals to amend the regulatory framework, when appropriate	Ministry of Justice, Supreme Court of Justice,	

Total funding

Objective 2.4. Increased transparency and trust in Justice

Expected result

1. The level of public legal culture improved;
2. Increased public access to information;
3. Improved public perception indicators of trust in justice

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
2.4.1. Develop mechanisms / programs for informing and educating the public regarding access to justice and the competence of authorities in the justice sector	a) Create a mechanism for court prompt feedback to medial requests, including by appointing liaison persons																	1. Mechanism developed and approved 2. A of qualified / specialized personnel unit set up in each court 3. No trained persons	Superior Council of Magistracy, courts	
	b) Improve communication of justice sector stakeholders by implementing communication strategies and compliance with common communication principles																	1. Communication strategy - drafted and approved 2. Communication strategy implemented in each court 3. No monthly press releases per court	Superior Council of Magistracy, courts	
	c) Develop the web page of the Superior Council of Prosecutors and ensure publication of all decisions adopted																	1. Developed web page 2. 100% published SCP decisions	Superior Council of Prosecutors	
	d) Review the opportunity of setting up information centers within courts tasked to give litigants appropriate directions geting the litigants, providing guidance or answers to procedural questions																	1. Study / research of the courts in which it is necessary to create the centres, / courts identified 2. Information centres established in courts identified according to the study / research 3. Mechanism to engage law students / volunteers established and used 4. No annual centre users per court	Superior Council of Magistracy, courts	
	e) Continue to inform litigants justices and the general public about court reorganization, litigants’ procedural rights and the expected benefits of court optimization through																	1. Communication plans developed 2. Information campaigns rolled out every six months at national level	Superior Council of Magistracy, Ministry of Justice	

	communication strategies / action plans / information campaigns																			
	f) Organizing campaigns to inform, educate and raise public awareness, especially among vulnerable groups, regarding the right to legal aid and the specific ways to access these services																	1. Information campaigns, focusing on target groups	National Council for State Guaranteed Legal Aid	
2.4.2. Conduct surveys to assess the degree of litigants’ satisfaction with the judicial system	a) Develop a single methodology for systematically conducting surveys on the level of satisfaction of users and professionals regarding the activity of the judiciary and the prosecutor's office																	1. Methodology drafted and approved	Ministry of Justice, Superior Council of Magistracy, Superior Council of Prosecutors, Lawyers’ Union, National Union of Bailiffs	
	b) Conducting scheduled surveys (once every 3 years) among judges, prosecutors, lawyers, bailiffs and litigants																	1 Surveys carried out 2. The results of surveys summarized and published	Ministry of Justice, Superior Council of Magistracy, Superior Council of Prosecutors, Lawyers’ Union, National Union of Bailiffs	
	c) Analysis of survey results with the identification of remedies for the deficiencies found																	1. Analysis performed/ recommendations made and implemented	Ministry of Justice, Superior Council of Magistracy, Superior Council of Prosecutors,	

																		Lawyers’ Union, National Union of Bailiffs		
Total funding																				
Strategic direction III. AN EFFICIENT AND MODERN JUSTICE SECTOR																				
Objective 3.1. Streamline procedures in the Justice sector																				
Expected result																				
1. Improved judicial and enforcement procedures;																				
2. Extra judiciary mechanisms for settling categories of cases identified/established;																				
3. Ensured regulatory framework.																				
Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
3.1.1. Simplify and streamline court procedures	a) Review criminal proceedings laws in order to simplify/increase efficiency of criminal case review at the stage of pre-trial and in court proceedings																	1. Established working group 2. Consultation in WG in order to simplify criminal procedure, with participation of experts /partners 3. Draft developed and consulted in public 4. Draft promoted and adopted	Ministry of Justice, Prosecutor General’s Office, court system representatives, Ministry of Interior, National Anticorruption Centre	
	b) Analyse misdemeanour legislation and case law in terms of: - manner and efficiency of implementing simplified procedures with the possibility cover other misdemeanour classes; - established procedural safeguards, compliant with the case law of the Constitutional																	1. Established working group 2. Agreed working methodology 3. Case law/other data collected and analysed 4. Proposals developed, draft developed 5. Draft forwarded and adopted	MoJ, Prosecutor General’s Office, court system representatives, Ministry of Interior	

	Court and of the European Court of Human Rights; - component signs of misdemeanors (rule out circumstances where it is difficult to determine/classify the nature of action, criminal or misdemeanor)																		
	c) Review of the legal framework through which tax authorities are granted the competence to: - issue mandatory decisions for bailiffs; - assess the lawfulness of documents issued by bailiffs; - order appropriation of collected receivables																1. Analysis conducted and recommendations made; 2. Draft developed and publicly consulted 3. Draft promoted and adopted	Ministry of Justice, Ministry of Finance, National Union of Bailiffs	
	d) Review procedures for enforcing court judgments, in order to simplify/increase efficiency and adapted to the object specified in the writ of execution																1. Analysis conducted and recommendations made; 2. Draft developed and consulted publicly 3. Draft promoted and adopted	Ministry of Justice, National Union of Bailiffs	
	e) Analyze legal framework and the court case law in order to identify the restricted procedural deadlines established for investigating categories of cases which prevent their efficient investigation and lead to breaches, when appropriate, review the deadlines																1. Established working group 3. Case law/other data collected and analyzed 4. Proposals developed, Draft developed 5. Draft promoted and adopted	Ministry of Justice, court system representatives	
	f) Identify extrajudicial / administrative mechanisms for solving certain categories of cases																1. Established working group 3. Case law/other data collected and analyzed 4. Recommendations made	Ministry of Justice, court system representatives	

																		to amend regulatory framework formulate		
3.1.2. Preserve regulatory framework stability and involve stakeholders in the justice sector in evaluating and formulating proposals for amendments	MoJ undertaking the role of sole promoter of draft amendments to the codified legislation (Civil Code, Criminal Code, Misdemeanor Code, Administrative Code, Civil Procedure Code, Criminal Procedure Code, Enforcement Code) in order to ensure its stability with the involvement and consultation at different stages of the legislative creation of public authorities and representatives of the judiciary																	1. Organized consultations, round tables, information meeting on establishing a mechanism to promote amendments to the codified laws 2. Drafted and approved mechanism for submitting proposals/amendments 3. Consolidated projects to amend codified legislation promoted	Ministry of Justice	
Total funding																				
Objective 3.2. Strengthen methods for alternative dispute settlement																				
Expected result																				
Increased number of settled disputes by means of alternative methods																				
Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
3.2.1. Strengthen the institution of mediation (civil, criminal, misdemeanor)	a) Review the opportunity to adhere to the UN Convention on acordurile internaționale de reglementare as result of mediation																	1. Feasibility study, describing all options, carried out	Ministry of Justice, Mediation Council	
	b) Strengthen mediation in cases involving children																	1. Analysis of judicial practice performed 2. Promotional measures (trainings, discussions, dissemination of good practices) undertaken	Mediation Council, Prosecutor General’s Office	

	c) Improve mechanisms for executing the transactions through which parties agree on amicable settlement of the dispute																1. Analysis of practice to execute reconciliation agreement carried out, recommendations made 2. Changed mechanisms based on recommendations 3. Rate of reconciliation agreements made vs average time	Mediation Council, Ministry of Justice	
	d) Assess the mechanism of mediation functioning in criminal matters and of payment of mediation services from the state budget																1. Monitor mediation implementation in criminal matters and payment of mediation services carried out by the state, report developed 2. Revised mechanism based on findings/ recommendations from the report	Mediation Council, Ministry of Justice, Prosecutor General's Office	
3.2.2. Review of the institution of compulsory judicial mediation in order to simplify civil case reviews in courts and eliminate delays	a) Evaluate the implementation of the institution of judicial mediation and formulate proposals for improvement																1. Monitor the process of implementation of judicial mediation, report made 2. Draft developed to review of judicial mediation in accordance with the findings and recommendations of the report	Mediation Council, Ministry of Justice, Superior Council of Magistracy	
	b) Include mediated cases resulted in settlement agreements as an indicator of judges' performance																1. Modified performance evaluation indicators	Superior Council of Magistracy	
3.2.3. Improve regulatory framework for arbitration	a) Assess the regulatory framework for arbitration in order to identify legislative parallels and conflicting rules																1. Analysis conducted and recommendations made; 2. Amended legal framework	Ministry of Justice, Chamber of Commerce & Industry	
	b) Examine the opportunity of creating a single arbitration regulatory framework																	Ministry of Justice, Chamber of Commerce & Industry	

3.2.4. Promote the benefits of mechanisms for alternative dispute resolution in the business, legal community, in the academic environment and judiciary	Conducting information campaigns and disseminating information on alternative dispute resolution mechanisms																	1. Information campaigns carried out	Mediation Council, Chamber of Commerce & Industry	
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Total funding

Objective 3.3. Modernization of the justice sector through the provision of electronic systems and modern equipment and their interoperability

Expected result

1. The Judicial Information System with improved functionalities implemented in all courts;
2. Develop/facilitate electronic communications;
3. Video conference system implemented;
4. Information systems developed and interconnected;
5. Ensured cyber security of information managed by the judicial system.

Specific objective	Action	Deadline for implementation																Output indicators	Responsible institutions	Cost (thousand MDL)
		2020				2021				2022				2023						
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
3.3.1. Ensure ongoing improvement of the functionalities of the Judicial Information System	a) Perform testing and experimental use of the new functionalities developed in the Judicial Information System (SIJ).																	1. System tested. 2. The experimental exploitation carried out. 3. Implementation of the new JIS version in all courts accepted.	Ministry of Justice, Superior Council of Magistracy	External funding
	b) Monitor functionality of the Integrated Case Management System (ICMS)																	1. Monitoring report on ICMS functionality rafted and submitted to authorities involved. 2. Monitoring report on the	Ministry of Justice	

																	level of use of ICMS drafted and submitted to authorities involved.		
	c) Development, testing, experimental exploitation and implementation of new JIS functionalities, when appropriate.																1. Purchased development services. 2. Development done. 3. Functionality testing performed. 4. The experimental exploitation of the functionalities made. 5. Developed functionalities implemented in all courts	Ministry of Justice	State budget
	d) Review SCM regulations on the operation of Integrated Case Management System																1. Proposals developed and submitted. 2. Draft amendments to the regulations, developed and approved.	Superior Council of Magistracy, Ministry of Justice	
	e) Implement electronic court statistical reporting																1. Electronic statistical reporting implemented in all courts. 2. Number of analysis reports of the judicial performance developed and published.	Superior Council of Magistracy, Ministry of Justice	
	f) Development by the Superior Council of Magistracy of a regulatory framework for electronic reporting of judicial statistics																Regulatory framework drafted and approved	Superior Council of Magistracy	
3.3.2. Facilitate public access to justice by use of IT	Ensure continuous improvement of functionalities of the National Courts' Web Portal.																1. Updating the content of the courts portal, done; 2. Number of page visitors (traffic); 3. Features available on web page facilitating access of persons with special needs on the portal implemented; 4. Number of activities to promote the portal of	Ministry of Justice, Superior Council of Magistracy	State budget

																		national courts conducted.		
3.3.3. Implementati on of E-case application	a) Pilot E-case application for setting up and managing electronic case file, with access of parties																	1. Post-pilot report, listing detected errors and the way of their removal, developed 2. Recommendations made, improved application	MJ	
	b) Implement E-case software in all courts																	E-case application implemented in all courts	MJ	State budget și surse externe
	c) Ensure mandatory use of lawyers' work e-mail addresses, developed on <i>justice.md</i> , in view of establishing a mechanism to exchange electronic communication between lawyers and courts																	1. legal framework revised and amended 2. 100% of lawyers signed an agreement to use <i>justice.md</i> 3. Rate of lawyers using <i>justice.md</i> for communication with courts	MJ	
	d) Ensure access to case file of all categories of participants in trial using E-case application																	1. Rate of persons who used E-case application 2. Rate of documents filed through -case	Superior Council of Magistracy	
3.3.4. . Implementati on of video conference application in criminal proceedings and other categories of cases	a) Approval of the rules for using the video conferencing application in criminal cases																	User Regulation drafted and approved.	Superior Council of Magistracy	
	b) Providing the courts with the equipment needed to use the video conferencing application																	1. Performed feasibility study on the level of use and the need to extend the implementation of videoconferencing criminal cases. 2. Number of software equipment and licenses purchased and installed.	Ministry of Justice, Superior Council of Magistracy	State budget
	c) ensure implementation of videoconference application in criminal cases throughout the entire court system and in all penitentiary institutions																	1. Number of court using videoconference application. 2. Number of penitentiaries using videoconference application. 3. Number of categories of cases reviewed by using the	Ministry of Justice, Superior Council of Magistracy	

																	application		
	d) Gradual expansion of videoconference application to other categories of cases																1. Feasibility study with proposals to expand the implementation of the application for reviewing other categories of cases, carried out. 2. Amended legal framework	Ministry of Justice, Superior Council of Magistracy	
	e) Ensure ongoing training of users on the use video conferencing application.																1. No of organized trainings 2. No of trained persons	Ministry of Justice	State budget
3.3.5. Develop e-Enforce and e-Arrest platforms	a) Draft regulatory framework for design of e-Enforce IS																Regulatory framework drafted and approved	Ministry of Justice, National Union of Bailiffs	
	b) Develop, test, experimental exploitation and implementation of e-Enforce IS																1.Purchased development services 2. Development done 3.Feature testing, completed 4. Experimental feature exploitation carried out	Ministry of Justice, National Union of Bailiffs	
	c) Draft regulatory framework for design of e-Arrest IS																Regulatory framework drafted and approved	Ministry of Justice, Ministry of Interior, Prosecutor General's Office, National Anti-corruption Center	
	d) Develop, test, experimental exploitation and implementation of e-Arrest																1.Purchased development services 2. Development done 3.Feature testing, completed 4. Experimental feature exploitation carried out		

3.3.6. Ensure interconnecti on of information systems of the law enforcement bodies	a) Carrying out an assessment of the information systems held by the authorities in the justice sector on fulfillment of requirements provided by law in relation to: - organizational interoperability; - semantic interoperability; - technical interoperability.																	1. Assessment made. 2. Report with recommendations for improvement, drafted and submitted to involved authorities	Ministry of Justice, Ministry of Interior, Prosecutor General's Office, National Anti-corruption Center E-Governance Agency	External funding
	b) Adapt IT systems to requirements provided by law in relation to: - organizational interoperability; - semantic interoperability; -technical interoperability																	No of actions to ensure the interoperability, carried out	MOJ PG MI E-Governance Ministry of Justice, Ministry of Interior, Prosecutor General's Office, National Anti-corruption Center, E-Governance Agency	
	c) Ensure the extension of IT system interconnections of justice sector authorities																	Number of authorities in the justice sector with information systems that exchange data through the joint government platform extended	Ministry of Justice, Ministry of Interior, Prosecutor General's Office, National Anti-corruption Center, E-Governance Agency	
3.3.7. Implement cyber security consolidation policies	Ensure procurement and use within the judicial system of a system to monitor JIS vulnerabilities																	1. Purchased equipment 2. System implemented for checking JIS vulnerabilities throughout the entire judicial system.	Ministry of Justice	External funding

related to ensuring a transparent justice																		3. Reports for monitoring JIS vulnerabilities, developed 4. Vulnerabilities removed, when appropriate.		
Total funding																				