



Embassy of the United States of America



INSTITUTUL NAȚIONAL AL JUSTIȚIEI  
NATIONAL INSTITUTE OF JUSTICE



## FINAL REPORT

### United Nations Development Programme

#### Republic of Moldova

### Support to Justice Sector Reform in Moldova – Reinforcing the National Capacities to Provide Efficient Skills-Based Training for Legal Professionals

July 2022

Reporting Period	October 2020 - July 2022
Donor	U.S. Government/INL
Country	Republic of Moldova
Project Title	Support to Justice Sector Reform in Moldova – Reinforcing the National Capacities to Provide Efficient Skills-Based Training for Legal Professionals
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Outputs	00116648/ Support to Justice Sector Reform in Moldova – Reinforcing the National Capacities to Provide Efficient Skills-Based Training for Legal Professionals
Implementing Partner(s)	National Institute of Justice (NIJ)
Project Start Date	October 2020
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## I. Background

The overall objective of the Project „Support to Justice Sector Reform in Moldova – Reinforcing the National Capacities to Provide Efficient Skills-Based Training for Legal Professionals” (NIJ2) was to promote a more efficient justice system for all by strengthening the capacities and national training structures of legal professionals.

Reform in the justice sector is a key area in Moldova’s national development policies and plans. Although important efforts have been deployed during the last years to improve the efficiency, transparency, fairness and accessibility of the justice sector, the justice system still fails to deliver at the level of users’ expectations. The problem of inadequate and insufficient reasoning/argumentation of judicial acts represents an issue of major concern for the whole judicial system. Judgments that are clear, logical, and comprehensive advance the rule of law by helping the population better understand the rules and engender respect for judicial institutions and judicial professionals. Through its mandate, the NIJ can directly influence the quality of judicial acts, the reform of the justice system and ultimately the trust of people in justice institutions and processes.

Acknowledging the importance of professionalism in ensuring efficient justice delivery and equal access to justice for all, the Project strengthened the institutional capacities and further reinforced the physical infrastructure of the National Institute of Justice to enable an environment for nurturing next-generation justice professionals, equipped with skills, knowledge, and competences compliant with the demand for efficient justice. To this end, the NIJ was assisted to lay the foundation and incorporate concepts of legal research, reasoning and writing into the professional training of judges and prosecutors, building upon the NIJ’s vision on practice-oriented training program.

Also, the NIJ was supported to upgrade its digital offer by further developing, integrating, and enhancing the learning technology, capability and content to improve retention and acceleration of immersive skills-based learning. Engaging with the institution in digital transformation efforts also responded to the need to ensure the business and training continuity of the NIJ during a crisis.

## II. Achieved results

### **Project component 1: Enhancing National Institute of Justice’s (NIJ) capacities to incorporate concepts of legal research, reasoning and writing into the legal professionals’ training**

The implementation of activities under this project component has been successfully completed. Under this component, the Project assisted the NIJ to incorporate concepts of legal research, reasoning and writing into the legal professionals’ training and to build transferable skills on these matters. This was done by addressing the knowledge gap on these concepts and reviewing and completing the NIJ’s mock trial program from the legal writing and reasoning perspective.

***- Translating and publishing the Romanian edition of the book “How Judges Think” by Richard Posner***

To consolidate the national legal professionals' knowledge and understanding of legal reasoning concept, as well as to stimulate their engagement in exploration of legal and judicial questions, the Project has supported the NIJ in translating and publishing the Romanian edition of Richard Posner's book "How Judges Think".<sup>12</sup>



## HOW JUDGES THINK

This is a renowned piece of legal literature addressing matters of judicial thinking, judicial reasoning, and judicial process. The book reinforces NIJ's legal reasoning framework and supports its efforts to advance the internalization of this concept by the legal professionals from Moldova.

This volume adds to the NIJ's knowledge base, making a considerable contribution to promoting further expertise in legal research, reasoning, and writing. The book addresses the very art of judicial reasoning. The unique piece of literature is intended first and foremost for legal professionals, but its approachable style makes it readily accessible for students and for those with a general interest in the application of the law.

The 2,500 copies of the book in Romanian are distributed by the National Institute of Justice to legal professionals (judges, prosecutors, lawyers, etc.), to courts of law, universities, and libraries across the country, to trainees and trainers of the National Institute of Justice, as well as to other justice sector professionals, institutions, and organizations.

### ***- Undertaking a formal review of the implementation of the NIJ's mock trial program***

The assessment of the NIJ's mock trial program in terms of its implementation and efficiency, as well as the suitability of feedback/evaluation mechanisms has been successfully completed. Several substantive and administrative recommendations have been proposed by the expert team to strengthen the existing mock trial training methodology and improve the practice-oriented training process at the NIJ.

The *Report on the Assessment of the Implementation of the Mock Trial Methodology* analyses the key benefits and drawbacks of the mock trial approach as implemented by the NIJ and suggest further reform actions. The assessment revealed that by introducing the mock trial program, the NIJ training programme improved. Moreover, the former trainees and their line managers also confirmed that the course in NIJ prepared them for practice, made them more confident and allowed them to start working from day 1 in their new jobs. However, the details of its implementation might warrant some further reform actions. The key recommendations to NIJ are as follows:

- (i) enhance the NIJ's quality control of mock trial program by creating a methodological department tasked with ensuring the quality of and creating a database of mock trial cases and materials

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<sup>1</sup> <https://www.facebook.com/PNUDMoldova/photos/pcb.4924601397609629/4924597244276711/>.

<sup>2</sup> <https://www.inj.md/ro/%E2%80%9Ecum-g%C3%A2ndesc-judec%C4%83torii%E2%80%9D-inj-lansat-cartea-%C3%AEn-limba-rom%C3%A2n%C4%83-judec%C4%83torului-american-richard-posner.>

- shared with trainees, compliance with approved mock trial methodology and consistency in delivering the simulations by the NIJ tutors;
- (ii) strengthen the mandatory annual training of mock trial tutors focusing on topics as: the content of the mock trial case, the documents provided within the case files, the instructions and expectations from trainees, the quantity and quality of feedback;
  - (iii) ensure the provision of proper feedback in the mock trial training and even more crucial that relevant human rights issues are articulated and talked through. The tutors need to provide feedback as to the key mistakes after each simulation;
  - (iv) consider the integration of additional subject matters with the mock trial program (for instance, the examination of forensic evidence, use of judicial and prosecutorial court processing systems);
  - (v) include training of judicial reasoning in simulations and provide proper feedback in relation to how well a particular point is reasoned in the mock judgments. To this end, develop and implement judicial reasoning and critical thinking modules to the initial training of the National Institute of Justice. Apart from that every module of the NIJ should focus on legal argumentation and drafting skills. Moreover, the students should be encouraged to use their critical thinking and apply it to the scenarios (disagree with the decision that was given in the real case the mock trial is based on, re-draft it if necessary);
  - (vi) encourage a wider use of NIJ's online learning environment for storing cases, communicating with the tutors and trainees etc. It is crucial that this is done as it creates the dataset of hypothetical cases which can be used in future or can be used in order to provide feedback on both the written and oral performance of the trainees;
  - (vii) ensure that NIJ trainees act mainly as professional participants (judges or prosecutors) in simulations by developing a system of allocation of roles among the trainees and involving external people (university law students, students of acting classes, trainee-advocates, etc.) for other roles to make the simulation process more real and interactive;
  - (viii) taking into account that emergencies can happen, consider using more online technologies into the NIJ trainings, including virtual reality.

The findings and recommendations submitted will support the NIJ in its endeavours to further improve the practice-oriented training. Based on these recommendations, relevant amendments will be developed by the NIJ and will be incorporated into the initial training program for judges and prosecutors.

***- Developing a methodology for embedding legal research, reasoning, and writing concepts into the NIJ's mock trial program***

Research, reasoning, and legal writing are essential skills for any legal professional and especially for judges. Considering the above, the Project provided assistance to the NIJ to conceptualize a methodology and an induction training course for embedding the legal research, reasoning, and writing concepts with the NIJ's mock trial program to contribute to building transferable skills on these matters. Building on the *Report on Judgment Drafting and Training on Legal Writing*, elaborated with INL and UNDP support, the proposed approach was to introduce a new module on judicial reasoning in the NIJ's mock trial program, containing an introductory seminar and nine bi-weekly cycles that would cover

nine distinct areas: I. Facts; II. Evidence; III. Summarising the law and applying law to the facts; IV. Drafting decisions on the pre-trial proceedings in hypothetical criminal cases; V. Drafting judgments or indictments in hypothetical criminal cases; VI. Drafting judgments hypothetical civil cases; VII. Analysing and re-writing of the real judgments of Moldovan courts; VIII. Analysing and re-writing of the real judgments of the European Court of Human Rights; IX. Analysing and re-writing of the real judgments from other jurisdictions (for instance, Romania, UK or US).

The induction training course further elaborates the proposed methodology, bringing together concepts, definitions, reading materials and practical exercises to develop and strengthen the usability of legal reasoning skills. The course is proposed to be taught during the first semester of the qualification programme and is designed to be used by the NIJ trainers as a living tool in teaching the judicial reasoning. The induction training course contains all the methodological and didactic material, as well as the theoretical background necessary for initial training on judicial reasoning.

The course consists of three parts:

- **Theoretical part** which consists of a) the introductory seminar and b) the HELP e-course "Judicial reasoning and human rights" which the trainees will have to go through individually.
- **Practical-simulative part** which is made up of nine cycles. Each cycle will be taught for two weeks, two hours per week.
- **Evaluation and feedback.** After each simulated activity, the trainer will question each aspect of the trainees' practical work. Similarly, the trainer will provide feedback to the trainees immediately after the completion of each simulated activity, as well as during discussions on the draft court orders prepared by the trainees.

The proposed methodology and induction training on judicial reasoning have been endorsed by the NIJ and are expected to be integrated with the initial training program for judges and prosecutors, following the NIJ Council's approval of the training program for the next training cycle.

### **- Launching the Report on Judgement Drafting and Training on Legal Writing**

The Report „*Judgment-Drafting and Training on Legal Writing in the Republic of Moldova*”,<sup>3</sup> developed with INL-UNDP support, was launched in April 2021.<sup>4</sup> The event gathered more than 40 legal professionals, policy makers and other stakeholders, representing the Ministry of Justice of the Republic of Moldova, UNDP Moldova, the US Embassy in the Republic of Moldova, the National

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<sup>3</sup> <https://www.undp.org/moldova/publications/judgement-drafting-and-training-legal-writing-republic-moldova>

<sup>4</sup> <https://www.inj.md/ro/lansarea-raportului-%E2%80%9Eelaborarea-hot%C4%83r%C3%A2rilor-judec%C4%83tore%C8%99ti-%C8%99i-instruirea-privind-redactarea-textelor>



## Judgement-drafting and Training on Legal Writing in the Republic of Moldova



Institute of Justice, the Superior Council of Prosecutors, the Superior Council of Magistracy, the Supreme Court of Justice, and other national judicial courts, Moldova Bar Association, representatives of civil society and development partners.

The study recommended the creation of a separate course on legal drafting, focusing on coherence and drafting style rather than the formalities of judgments or other legal decisions.

The report highlights that the mock trials at the NIJ should be designed in such a way that they contain several legal drafting tasks. Trainees should be encouraged to submit written arguments on the important issues to be addressed. The mock trials should focus on typical and crucial situations (such as approaches regarding the admissibility or submission of evidence or pre-trial detention) and try to develop transferable skills rather than trying to prepare candidates for far-fetched scenarios (such as witnesses fainting in court).

The Report also suggested the establishment of a working group to discuss the current practice of judgment drafting in Moldova and ways to improve it. The working group should develop a set of recommendations on how to draft judgments best in the frame of the Moldovan legal framework, which should ultimately be endorsed by the Supreme Court of Justice by way of an advisory opinion.

### **Project component 2: Reinforcing institutional and technical capacities of the NIJ to provide skills-based training to legal professionals**

The implementation of activities under this project component has been successfully completed. Assistance was provided to the NIJ in advancing institutional transformations and modernization of work processes further strengthening the NIJ's capacities to provide skills-based training for the next generation of legal professionals in Moldova. The Covid-19 pandemic catalysed the need for upgrading the NIJ's digital offer and expanding the NIJ's digital solutions that will ensure the business and training continuity in crisis situations.

#### ***- Enhancing the NIJ's information technology ecosystem***

The Project supported detailed overview and needs assessment of the NIJ's IT ecosystem to determine the current status, identify gaps and define possible solutions to improve the information technology system (software and hardware components) of the NIJ, used both in administrative and training process.

The *Analysis report on the performance, architecture, and capacity of the NIJ information technology system* looked at the needs for upgrading the information technology system (software components) to ensure greater integration, stability, interconnection, user-friendliness, as well as security of data, workflows, and business processes. The key recommendation in this respect was to strengthen the NIJ's existing information technology system (vs. developing a new information technology system) by

removing the non-conformities identified throughout the application process, adding the necessary new tools (statistical module, reports, mock trial), updating technology platforms (Drupal, ILIAS) and security protocols, integrating subsystems to optimise data exchange and exclude redundant data, etc. This option allows the necessary improvements to be made in a relatively short time (6-12 months) with a low financial burden and low level of resistance from users.

Building on the recommendation mentioned above, the Project supported the NIJ in implementing a number of immediate updates and upgrades to streamline workflows and provide better security of data and processes, including:

- Improved NIJ's intranet usability;
- Improved the mechanism of online enrolment at courses for trainees;
- Reviewed user roles, permissions, and ensuring appropriate access to NIJ intranet for NIJ staff, stakeholders from justice sector institutions and trainees;
- Strengthened NIJ information system security and improving the security of personal data;
- Updated current intranet platform to last Drupal 7.x version;
- Synchronized the existing Intranet, ILIAS, and build an integrated platform combining LMS, and e-Learning components;
- Developed a complete course management module, including attendance and graduation management;
- Developed online tutorials and guidelines for NIJ administrative staff, justice sector stakeholders, trainees, and trainers on the use of updated platforms.

Furthermore, the assessment of NIJ's hardware capabilities and needs to manage administrative and training processes with subsequent consolidation and expansion of the technology base for this purpose was conducted with Project support. The *Report on the analysis of the structure and performance of the IT infrastructure of the NIJ* assessed the current hardware capabilities of the institution as being good, but also came with recommendations for improving the IT infrastructure (computer network, server and back-up systems, modernization of IT equipment and components, videoconferencing system, technologies to support the training process, etc.) aiming at covering the hardware needs of the NIJ for the medium term (up to 3 years). Building on this assessment, the Project provided<sup>5</sup> the necessary equipment and components<sup>6</sup> based on a priority order agreed with the NIJ.

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<sup>5</sup> <https://www.inj.md/ro/inj-va-beneficia-de-echipamente-noi-pentru-modernizarea-capacitat%C4%83%C8%9Bilor-sale-tehnologice>.

<sup>6</sup> Please see Annex 1 for more details.





**- Supporting networking and engagement in activities of regional and international training platforms**

At the early stage (2020-2021) of the Project, the implementation of this activity was postponed due to the COVID-19-related movement and sanitary restrictions taken by the authorities of different countries that made the organization of different offline events (meetings of the international and regional judicial training platforms, specialized trainings, competitions, etc.) impossible.

Following the lifting of COVID-related restrictions in 2022, the Project supported the participation of NIJ representatives in two EJTN events.



The National Institute of Justice's trainees participated in the EJTN's **THEMIS competition** after a seven years break.<sup>7</sup> This highly acclaimed competition, open to judicial trainees from all training institutions that are Members or Observers of EJTN, is an event for debating topics, sharing common values, exchanging new experiences, discussing new perspectives and practicing judicial skills. Following the Competition's main goal, the NIJ team brought to the attention and discussed with their peers the topic of challenges and perspective in the EU on transnational gathering of electronic evidence.

<sup>7</sup> <https://www.inj.md/ro/audien%C8%9Bii-inj-au-participat-la-concursul-european-themis>.



The presentation was made under the THEMIS's EU and European Criminal Procedure module<sup>8</sup> (May 3-6, 2022 in Naples, Italy).

The exposure and interaction with peers from EU countries provided valuable experience to NIJ trainees, helping them gain self-confidence, fine-tune writing and presentation skills, exchange knowledge and views on emerging legal matters, as well as learn new things about the EU law and practice. All of the above formed a solid base for further engagement of the NIJ in similar EJTN events and competitions.

The representatives of the National Institute of Justice have also attended ***the 25th General Assembly of the European Judicial Training Network (EJTN)***, that took place in Paris, France (June 7-8, 2022), with the participation of representatives of the European Commission and international organisations in the field of justice.<sup>9</sup> The NIJ delegation participated in discussions and debates regarding the election of the new Secretary General of EJTN, a new Steering Committee and new members of the Working Groups on Programmes, Exchange Programme, Linguistics and Judicial Training Methods. The EJTN Secretary General reported on EJTN's 2021 Activities and the impact of the COVID-19 crisis, presented the state of play of the 2022 Work Programme and budget, and presented the 2023 Work Programme and budget. Further the Secretary General reported on various items like the state of play of the Pilot Action on Judicial Training in the Western Balkans, the EJTN partnerships, and EJTN's forward-looking new digital tools and enhanced digital environment. Participation in this type of events helps the NIJ in keeping updated with the latest trends in judicial training at the EU level, exchange with peer institutions on training practices and lessons learned, as well as expand the network for further collaboration.

#### ***- Renovating the envelope of NIJ building***

To complete the rehabilitation and transformation of the NIJ into a user-friendly, accessible and modernized training space, the improvements under the present Project were focused on renovating the outer shell of the NIJ building, affected by wear and tear and exposure to weather conditions. The types of interventions included but did not limit to external plastering and finishing works, replacing windows and rain gutters, external lighting, restoration of building's plinth, reinforcing the anti-seismic belt of the building, external painting works and other associated works. All interventions were done based on the technical expert reports and technical designs, developed in line with the applicable national regulations. As the NIJ building is included in the list of monuments of architecture, the adopted design solutions considered and aimed at preserving the historical appearance, decorative elements and colours of the facade for the benefit of the Chisinau community. The renovation works, contracted based on an open competition, have been completed in June 2022.

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<sup>8</sup> <https://www.ejtn.eu/Catalogue/EJTN-funded-activities-2019111/THEMIS-2022-Semi-final-A-EU-and-European-Criminal-Procedure---TH202201/>

<sup>9</sup> <https://www.inj.md/ro/reprezentan%C8%9Bii-inj-au-participat-la-adunarea-general%C4%83-ejtn-0>.



***Before renovation***



***After renovation***

***- “Legal English” curriculum development***

Legal English plays a key role in ensuring cooperation and understanding between justice officials in different jurisdictions. At the same time, a good knowledge of English by legal professionals is a key factor in developing and strengthening their professional knowledge and experience, enabling them to

familiarise with the most relevant international and European standards, case law and to keep abreast of the latest developments in various legal fields.

Acknowledging that mastering a foreign language and its legal terminology is important and should form part of the continuous training of legal practitioners, the Project provided support in developing a Legal English course to be integrated with the NIJ's training program.

The Legal English course was developed as a professional toolkit that both local (for instance, the NIJ trainers or local legal professionals fluent in English) and international trainers (for instance, guest trainers or international experts) can use for training. The course contains 20 modules/units and includes all assigned readings, exercises, presentations and testing materials, with clear learning and instructional objectives set forth in detailed, timed lesson plans for every module. The lesson plans and related curricular materials have a sufficient level of details allowing the trainer to deliver the module by following the lesson's plan, without further assistance or supervision.

The course is built as an English-language immersion course, intended for Moldovan legal professionals with a reasonable level of English (~A2/B1), aligned with international language standards. The course aims at developing both the legal and linguistics skills of the participants by combining legal information and language exercises in a practical and dynamic way, which encourage lifelong learning processes.

To expand the number of potential trainees and to enrich the digital training offer of the NIJ, the Legal English has been also developed as an online training course, to be available on the NIJ's e-learning platform.

The screenshot displays a digital training interface. At the top, a dark header bar contains the text 'Unit 1: Case of Gumeniuc v. the Republic of Moldova' and '1. Introduction'. Below this, a teal bar indicates the current section is 'summary.'. The main content area is titled 'Lesson Plan' and features five vertical modules, each with a numbered title and a brief description of the activity:

- 01 Reading Skills:** Clarification of pronunciation of the ESP new terms. Identification of the context; framework of reference for the Legalese terms. (Icon: open book)
- 02 Listening Skills:** Identification of the message and the ESP new terms in an audio recording. (Icon: headphones)
- 03 Grammar Skills:** Clarification of new grammar structures and grammatical contexts. (Icon: notepad and pen)
- 04 Building Vocabulary:** Clarification of ESP Vocabulary (English for Specific Purposes); translations of the terms into Romanian. (Icon: Aa keyboard icon)
- 05 Vocabulary Practice:** Synonyms and exercises to avoid redundancy. Testing. (Icon: ABC abc keyboard icon)

On the left side, a callout box with a 'Continue' button contains the text: 'We practice the specific terminology for understanding, acquisition, and active use of specialized vocabulary and discourse.' Below the callout box is a small image of a man in a suit pointing upwards.

The NIJ intends to apply this course for initial and continuous training. The course will be applied and adjusted for NIJ beneficiaries depending on their level of English proficiency. On the one hand, the e-course offers the opportunity to provide introductory training on Legal English (Legalese) for the beginners and intermediate trainees. On the other hand, it is an opportunity for the NIJ trainees with an advanced level of English to improve their English for Specific Purposes skills.

The proposed legal English training courses have been endorsed by the NIJ and are expected to be integrated with the initial and continuous training program for judges and prosecutors, following the NIJ Council's approval of the training programs for the next training cycle.

### **III. Conclusions and lessons learned**

The Project has been implemented in compliance with the Project Document and agreed priorities. Targeted assistance was provided to foster a more efficient justice system accessible to all by reinforcing national capacities and structures to provide efficient skills-based training for legal professionals in Moldova. Contingent on the commitment of Moldovan authorities to ensure a transparent, fair, efficient, and accessible justice, the Project supported the NIJ in introducing legal reasoning concept into the professional legal training and contribute to nurturing a next generation of legal professionals equipped with relevant knowledge and skills. Institutional support and assistance have been provided to further build capabilities of the NIJ to ensure a modern legal professional training environment with due consideration to digital transformation needs.

The Project operated in a complex social, political and security context. Recurrent social and political instability in the country, the COVID-19 pandemic generated multiple challenges for the Project. Change of the NIJ management has put additional pressure on Project implementation, requiring adaptation and flexibility. Nevertheless, the strong cooperation with the middle level managers, built by the Project, ensured institutional memory and a smooth transition to a new senior management set up.

Also, the precarious situation during the COVID-19 pandemic created objective circumstances that did not allow the immediate initiation of work on certain project activities. However, lifting of restrictions associated with the pandemic allowed for the resumption and successful implementation of suspended activities.

Communication with Project donors was kept regularly, which allowed for quick and effective consideration of new ideas and additional proposals that appeared during the Project implementation. The high level of flexibility demonstrated both by the donor and beneficiary institution contributed to the successful implementation of all agreed activities.

Strong national ownership, both over the process of Project implementation and the outputs produced, were equally important for the sustainability and continuity of the Project outputs. For instance, the senior management of the National Institute of Justice had the necessary positive and change-oriented attitude regarding the implementation of institutional transformations the Project has supported through its activities.

The Project facilitated the introduction of the legal reasoning concepts in the training environment of the NIJ. Considering the complexity of the topic, the National Institute of Justice should further play a strategic role in this popularizing and developing these skills among the legal professionals in Moldova, especially those in service, who have not benefited from targeted training in this area.

Despite relatively large number of outputs and a wide range of areas of intervention, the Project succeeded to produce valuable results with visible impact. However, for the future similar initiatives it would be recommended to ensure a better balance between the number of outputs, intervention areas versus available budget and implementation timeframe.

Considering the complexity of equipment and infrastructure interventions provided by the Project, a factor of success was a clear vision of the beneficiary on the expected deliverables and constant coordination and dialogue with the beneficiary to ensure the best value for money in line with the applicable UNDP rules and procedures. UNDP's flexible procurement arrangements (for instance, long-term agreements, justified direct contracting) offered access to top-notch and high-quality products. The support provided by the Project raised the level of delivered services and set the standard for further operation using modern equipment and tools.

Project succeeded to produce valuable results with high level of impact. These results were communicated to the public to the extent possible via different communication channels. However, a more consistent and structured approach to capturing and communicating the Project results would have ensured a larger outreach and information on Project's interventions and results achieved.

**IV. Financial Summary (preliminary figures)**

Activity	Budget			Total Encumbered/ Disbursed, USD	Balance, USD
	2020	2021	2022		
Activity 1: Enhancing National Institute of Justice's (NIJ) capacities to incorporate concepts of legal research, reasoning and writing into the legal professionals' training	2,602	67,612	28,933	94,815	4,332
Activity 2: Reinforcing institutional and technical capacities of the NIJ to provide skills-based training on legal professionals	2,349	226,750	129,434	345,615	12,918
Project Management	6,045	43,343	17,932	65,677	1,643
Total per year	10,996	337,705	176,299	506,107	18,893
<b>Grand Total</b>			<b>525,000</b>		



**Annex No. 1 Hardware and software components provided by the Project to the NIJ**

<b>Item No.</b>	<b>Description of Goods</b>	<b>Quantity</b>	<b>Value at the moment of purchase (MDL)</b>	<b>Value at the moment of transfer (MDL)</b>
1	All-in-One PC, Lenovo AIO V50a 24IMB	4	86,200	86,200
2	Laptop 15.6" Lenovo IdeaPad 5	3	49,950	49,950
3	NAS, SYNOLOGY "DS1821+",	1	25,700	25,700
4	HDD WD Red Pro 8TB	2	11,100	11,100
5	Interactive Screen, SMART Board® SBID-GX186	1	85,000	85,000
6	Mobile stand on wheels for interactive screen, Big Trolley	1	8,600	8,600
7	Wireless HDMI sender and receiver, Optoma WHD200	3	21,900	21,900
8	APC Smart-UPS C SMC2000I-2URS	1	17,349	17,349
9	8GB DDR3 1600MHz SODIMM 204 pin Apacer PC12800, CL11, 1.35V	24	22,776	22,776
10	8GB DDR4 2666MHz Samsung Original PC21300, CL19, 288pin DIMM 1.2V	8	7,360	7,360
11	2.5" SATA SSD 1.0TB Samsung 870 EVO "MZ-77E1T0BW" [R/W:560/530MB/s, 98K IOPS, MGX, V-NAND 3bit MLC]	1	3,589	3,589
12	8GB DDR4- 3200MHz Hynix Original PC25600, CL22, 288pin DIMM 1.2V	2	3,238	3,238
13	Power Supply ATX 850W Deepcool DQ850-M-V2, 80+ Gold, Full Modular cable, Flat cable design, 120mm	1	2,459	2,459
14	Webcamera, Logitech C920e HD	1	2,523	2,523
15	Gembird SATA cables for PC CC-SATA-PS Serial ATA 15 cm power cable	20	370.80	370.80
16	Cablexpert Cable DVI M to DVI M	3	373.69	373.69
17	Lenovo 15.6" ThinkBook 15 G3 ACL Grey	5	72,879.15	72,879.15
18	Windows 10 Pro 64-bit	5	13,809.15	13,809.15
19	Microsoft Office Home & Business 2019	5	25,673.85	25,673.85
20	M.2 SATA SSD Enclosure Kit "TS-CM80S" USB3.1, Lightweight Durable Aluminum	3	1,096.38	1,096.38
21	M.2 SATA SSD 256GB Transcend "TS256GMTS830S" [80mm, R/W:560/510MB/s, 85K/85K IOPS, SM2258, 3DTLC]	3	2,461.26	2,461.26
22	Video camera Panasonic HC-V770EE-K	1	5,951.75	5,951.75

23	Tripod Vanguard ALTA PRO 2V 263AVP aluminum, 3 section, Alta PH-123V 2-way fluid pan head	1	2,804.33	2,804.33
24	Riva 7611 (PU) High/Ultra zoom case black 6/24	1	192.43	192.43
25	MicroSD Class 10 128GB, Kingston Canvas Select+ "SDCS2/128GB"	1	237.18	237.18
26	Multifunctional laser MFU HP LaserJet Pro MFP M428fdw	1	8,129.58	8,129.58
27	Laser Cartridge HP CF259A black	1	2,461.25	2,461.25
28	Hard disk container GEMBRID EE2-U3S-2 2.5 USB 3.0	24	3,723.12	3,723.12
29	APC Back-UPS BC750-RS, 750VA,/415W, 4 x CEE 7/7 Schuko (3 Battery Backup, all 4 Surge Protected), LED	37	87,860.20	87,860.20
30	Aspirator auto/ 70MAI PV01 SWIFT Vacuum Cleaner	1	1,699	1,699
31	AA Eneloop Pro 2500mAh, Blister, Panasonic, BK – 3HCDE/2BE	24	5,440	5,440
32	2.5 SATA SSD 250GB Samsung 870 EVO MZ-77E250B [RW]	44	55,519.75	55,519.75
33	3.5/2.5 USB 3.0 docking station for 2.5 and 3.5 inch SATA hard drivers, Gembrid, HD32-U3S-2	24	15,380	15,380
34	Printer Epson LW-700	1	3,708	3,708
35	Sound card Gembrid SC-USB 2.0-01, USB 2x3.5 mm sockets stereo output, microphone mono input	1	146	146
36	Lan Tester NF-803A	1	1,300	1,300
37	Incarcator de acumuloare A4	4	3,160	3,160
<b>Total Amount</b>			<b>662,120.87</b>	<b>662,120.87</b>

*Annex 2. Renovation of the NIJ building's façade – photo gallery*

















