



**USAID**  
FROM THE AMERICAN PEOPLE

# PROJECT AGAINST VIOLENCE AND IMPUNITY IN GUATEMALA

## QUARTERLY REPORT

NOVEMBER 1 – DECEMBER 31, 2009

|                                 |  |
|---------------------------------|--|
| <b>Project Title:</b>           | Proyecto de USAID Justicia contra la Violencia |
| <b>Sponsoring USAID Office:</b> | USAID/Guatemala                                |
| <b>Task Order Number:</b>       | DFD-I-08-04-00173-00                           |
| <b>Contractor:</b>              | DPK Consulting, a division of ARD, Inc.        |
| <b>Date of Submission:</b>      | January 20, 2010                               |

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

# TABLE OF CONTENTS

|   | Page      |
|---|-----------|
| <b>1. Executive Summary</b>   | <b>3</b>  |
| <b>2. Narrative Reporting of Sub-IRs, LLRs, and Special Activities</b>  | <b>4</b>  |
| <b>2.1 Improved Justice System Capacity to Prosecute and Try Serious Crime</b>  | <b>5</b>  |
| <b>2.1.1 Sustainable Improvement in Prosecution of Homicides and other Serious Crimes Supported</b>   | <b>5</b>  |
| <b>2.1.2 Efficient and Effective Information Management Protocols in the Public Ministry in Place</b>   | <b>7</b>  |
| <b>2.1.3 Comprehensive Growth and Development Plans for Key MP Units in Place</b>   | <b>7</b>  |
| <b>2.1.4 Smart Replication of the First Instance and Criminal Trial Court Models Supported</b>  | <b>9</b>  |
| <b>2.2 Mobilize Justice Sector and Civil Society to Reduce and Prevent Violence</b>   | <b>10</b> |
| <b>2.2.1 Availability of Effective Governmental and Non-Governmental Legal Aid Services for Victims Increased</b>   | <b>10</b> |
| <b>2.2.2 Coordination among Governmental and NGOs In Victim Services Increased</b>  | <b>11</b> |
| <b>2.2.3 Key Legislation to Reduce and Prevent Violence Implemented</b>   | <b>12</b> |
| <b>2.2.4 Complementary Legislation to Prevent Crime and Violence Implemented</b>  | <b>12</b> |
| <b>2.3 Increased Internal Accountability and Oversight within the Justice Sector</b>  | <b>12</b> |
| <b>2.3.1 Implementation of the Public Defender Institute’s Personnel Performance Evaluation System Supported</b>  | <b>12</b> |
| <b>2.3.2 Comprehensive Plan for the Oversight, Accountability and Strategic Organization of the Prosecutors Offices Developed and Implemented</b>   | <b>13</b> |
| <b>2.3.3 Judiciary's Key Administrative, Supervisory, and Career Plans and Procedures Ensure Cost Efficiency, Quality Control, and Career Advancement for Judges and Administrative Workers</b> | <b>13</b> |
| <b>2.3.4 Network of Positive Leadership for Institutional Change Organized and Strengthened</b>   | <b>13</b> |
| <b>2.4 Special Activity 1: Support High Impact Courts</b>   | <b>14</b> |
| <b>2.5 Special Activity 2: Strengthen Justice Capacity to Combat Illegal Activities in Petén</b>  | <b>16</b> |
| <b>2.6 Special Activity 3: Millennium Challenge Indicators Promoted</b>   | <b>16</b> |

**3. Sub-Grant Program 16**

**4. Gender Section 17**

**5. Support to the National Civilian Police 18**

**6. Indicators 18**

**7. Development of a Strategic Plan for the Judicial Branch 19**

**8. Administrative and Personnel Matters 21**

**9. Financial Quarterly Report 22**

**10. Annexes 23**

# 1. EXECUTIVE SUMMARY

The months of November and December 2009 covered in this report for the Project against Violence and Impunity (PAVI) have been fruitful and yielded substantial progress. Project implementation is now proceeding at a rapid pace. During the period, PAVI tackled a significant number of the tasks identified in the Annual Work Plan. Methodologically, we have laid the foundation to ensure that the technical activities are developed via consensus and to empower institutional technical teams (ITT) in our counterpart institutions.

From a technical perspective, we have made significant progress towards consensus-based joint efforts with our counterparts. Partnerships have been established and activities are underway with our main counterparts – the Public Ministry (MP), court system, the Institute of Public Criminal Defense, and CSOs. The MP, a leading PAVI counterpart, in particular has been effectively engaged and has recognized our team’s responsiveness and value as a resource in helping them address their reform needs.

As PAVI’s presence and credibility with counterparts grows, PAVI is now regularly receiving assistance requests from the MP, or from the court system, the Institute of Public Criminal Defense, and CSOs.

Specific technical activities underway in the past quarter include efforts to restructure the key units within the Public Ministry; a mentorship program underway with PAVI’s counterparts – the MP, judiciary, the Institute of Public Criminal Defense, and CSOs – aimed at promoting leadership instrumental in generating reform; support to the general assembly of the Supreme Court of Justice (CSJ) in developing its Policy and Strategic Plan; assessment of the current situation regarding the 24-hour courts and planning for their expansion; participation in activities with organizations specializing in assistance to victims of violence and/or victims organizations that are performing social auditing roles in reducing impunity and seeking transparency; and addressing issues surrounding the National Civilian Police.

Regarding inter-institutional coordination, our efforts to work in close coordination with donors and other institutions are paying dividends. The PAVI Project is an active participant in the following coordination efforts: the Petite Committee which is made up of the technical team representing principal donor countries (it is the technical arm of the Group of Ambassadors of Donor Countries); the task force supporting the Criminal Court magistrates; a technical working group to support CICIG regarding the high impact court and the 24-hour court; management of courtroom hearings; support for compliance with the National Agreement for Security and Justice, and a technical working group of donors supporting CICIG and the MP.

In the following page, this report provides details on the progress gained under each component, as well as on the scope and impact of the activities, and describes the path we will follow toward a collective technical approach within the PAVI Project.

## 2. NARRATIVE REPORTING OF SUB-IRS, LLRS, AND SPECIAL ACTIVITIES

During the reporting period, the PAVI Project focused its efforts on three main areas: obtaining agreements with counterparts/official authorities and laying out processes with the Public Ministry; b) setting up cooperation mechanisms with the Supreme Court of Justice (CSJ), particularly pertaining to the criminal chamber in light of recent magistrate appointments, and c) setting up coordination mechanisms with other programs and international donor agencies, as well as with the International Commission against Impunity in Guatemala (CICIG). The PAVI team participated in several meetings scheduled to set up cooperation and coordination agreements. The most relevant are listed below in chronological order:

- We met on November 9, 2009 with Mr. David Montesinos, Governance Official, Spanish Agency for International Cooperation (AECID). In order to generate information exchanges and create work linkages on a program level in areas of mutual interest, we reached agreement to conduct further technical meetings between consultant teams from both programs.
- We met on November 11 with Mr. Aníbal Gutierrez, Political Officer, CICIG, to exchange information on CICIG's work with the Guatemalan justice sector, particularly pertaining to the Special Prosecutor's Unit assigned to CICIG, UEFAC. We also discussed the work that will be carried out as a joint effort with the PAVI Project.
- On November 12 we visited the Justice Education Society Project funded by the Canadian donor agency. While there, we met with the senior official, Mr. William Ramirez, in order to exchange information on the 72-hour investigations process that is being carried out by the Prosecutor's Unit of Crimes against Life within the Public Ministry.
- The PAVI Project team participated in a meeting on November 13 that included the Penal Court and representatives of the international cooperation agencies. During the meeting, the Supreme Court magistrates presented the key areas and priority initiatives that they had identified for the modernization and improvement of the criminal justice system and for which external support would be required. The PAVI Project has taken on the specific assignment of providing immediate support for key processes such as drafting a Five Year Work Plan for the Justice Sector.<sup>1</sup> Other key processes PAVI will support are the High Impact Courts and the 24-hour criminal court.
- On November 17 we held a working session with the Private Secretary of the Public Ministry, Mr. Fanuel Garcia. We presented the program initiatives that PAVI intends to carry out through his organization. The Private Secretary agreed to take our presentation to the Attorney General and convey his approval when available so that we could begin activities.
- We held a coordination meeting on November 19 with Ms. Virginia Godoy, Director, and the consultant team from the Justice and Security Program under the Spanish Agency for

---

<sup>1</sup> This plan was later restructured as the framework strategic plan and we submitted a technical proposal for the process that was approved by the entire CSJ.

International Development (AECID). We exchanged information on the initiatives being carried out by both our programs. We agreed to set up guidelines for carrying out joint efforts.

- On December 10 we met with the Criminal Chamber of the CSJ. The Chief Justice of the Criminal Chamber requested our support to create the conditions that will allow for multi-person courtrooms; i.e., judges for criminal and femicide cases, judges for environmental cases (focused on Petén), and judges for intellectual property matters. PAVI was asked for support to contract a consultant to the criminal court specializing in sector coordination and external cooperation.

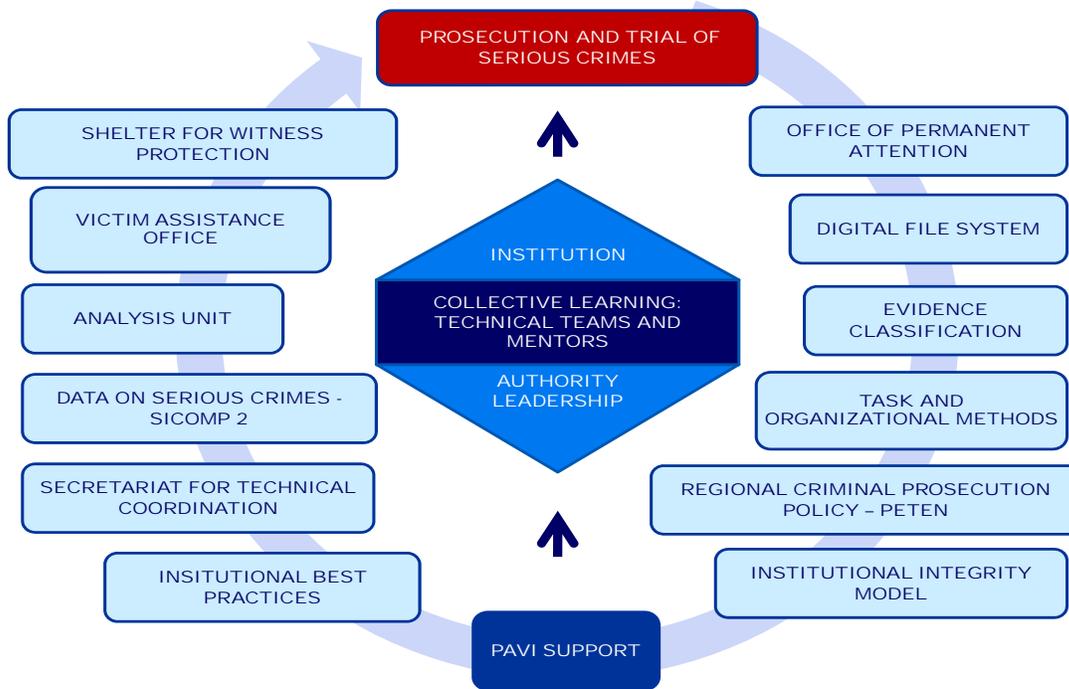
In addition to the activities described above, we held weekly team meetings between the PAVI Project team and the USAID COTR, Mr. Oscar Chavarria. The Chief of Party (COP) also participated in the regular meetings of the Petit Committee that brings together the various donor agencies working in the Justice Sector, as well as with the National Commission for Continuity and Support to Strengthen the Justice Sector, comprised of key players from the justice, civil society, and academic sectors.

## **2.1 IMPROVED JUSTICE SYSTEM CAPACITY TO PROSECUTE AND TRY SERIOUS CRIME (SUB-IR 1)**

### **2.1.1 Sustainable Improvement in Prosecution of Homicides and other Serious Crimes Supported**

One of the most significant steps taken during the reporting period towards attaining this objective centers on how we have defined the PAVI Project's support for the Public Ministry (MP), the most important organization within the justice sector in terms of criminal prosecution. The following achievements are worth noting:

**Widening the scope and increasing the impact of our assistance based on institutional needs.** Through a number of meetings and information exchanges with the MP's high-level authorities, we developed a detailed technical assistance approach with the MP. The following diagram illustrates the approach:



**The degree of institutional receptiveness and involvement.** Based on the breakthrough described above, we have quickly set up effective and fluid communications and productive relationships with MP leadership. This is a key component towards attaining progress across the board. Our initial approach led to a presentation covering the PAVI Project and introducing the Project’s technical team to the MP high-level authorities on December 2. The meeting was attended by the Attorney General, as well as by the General Secretary, the Private Secretary, the Secretary for Criminal Policy, and the coordinators of the various key units that are working on the project (see annexes, executive presentation).

In addition to thanking USAID for its support, the Attorney General provided the official list for specific contact person links for the joint work initiatives. He delegated responsibility for continuity and decision making to Gloria Porrás, General Secretary, and Fanuel García, Private Secretary. We agreed to begin coordinating meetings among the contact persons regarding creating technical working committees or teams and planning initiatives.

**Starting up coordination and activities within the Crimes against Life Unit.** We began by scheduling a coordination meeting with Mr. Alejandro Rodríguez, MP Secretary for Criminal Policy, joined by Ms. Alma Dinora Moreno and Ms. Sonia Elizabeth Montes, prosecutors. The meeting centered on our support for the Crimes against Life Unit which will focus primarily on the systematization and replication of best practices for criminal investigation and prosecution.

In accordance with the work methodology established by the PAVI Project, we supported the creation of an institutional technical team (ITT) in the Crimes against Life Unit, which is made up of staff working in geographical areas of Mixco, Villa Nueva, and Sacatepéquez.

In keeping with the donor coordination that is central to project implementation, we participated in a meeting in which the AECID project's consultants, Mr. Juan Pablo Ríos and Mr. Erick Claveria, presented their Homicide Investigation Model.

### **2.1.2 Efficient and Effective Information Management Protocols in the Public Ministry in Place**

Based on consultations with the MP authorities (our key counterparts), the PAVI Project is tailoring its technical assistance to the needs and institutional capacity building required for improved information management. Items not included in the task order statement of work will be considered by USAID and may require modification of contractual statement of work, for example, PAVI assistance for information technology needs for managing and storing evidence, electronic filing and storage of documents, centers for witness protection, and reorganization of the Office for Ongoing Attention. We met on December 16 with the SICOMP Director, Mr. Carlos Quintana, and his advisor, Mr. Alfonso Sierra. During the meeting, we determined the membership of an ITT with which we will collaborate and we scheduled initial activities in the above-mentioned areas.

Although final selection is still under review, we have preliminarily determined six prosecutor units, identified by the Public Ministry, to focus on to start implementation of SICOMP 2: Progreso, Jalapa, Santa Rosa, Escuintla, Suchitepéquez, and Retalhuleu. During the reporting period, PAVI gathered key institutional data (SICOMP 2 Work Plan). In addition, we exchanged information with the Director of the Historical Archives of the National Civilian Police, Mr. Gustavo Meoño, to understand the phases and needs that have become apparent in the process of digitalizing the files, as well as the projected costs.

### **2.1.3 Comprehensive Growth and Development Plans for Key MP Units in Place**

During the period covered by this report, the PAVI Project initiated processes with key players on various levels with regards to institutional strengthening and the prosecution of serious crimes:

**Technical Coordination Secretariat, MP (SCT/MP).** The SCT plays an important role in supporting MP units and leading institutional improvement initiatives. Close partnership with the SCT will therefore be important to achieving PAVI's goals, building the MP's institutional capacity, and supporting sustainability of institutional strengthening efforts.

We held our first meeting at the SCT on December 16 with the SCT/MP Secretary, Giovanni Castro. We presented our project and explained PAVI's proposed process and means of coordination to institutionally strengthen this department. We also worked with the Secretary to designate an ITT for the SCT, which is basically comprised of the entire staff assigned to this particular office.

We discovered that the Secretary and his staff carry out a role, similar to what we expect to achieve through PAVI's planned mentorship component, in which they are managers and facilitators of processes in other MP units. We also ascertained that they are taking on institutional responsibility for external affairs in support of the Attorney General and this is

leading to work overload. Limits on SCT capacity and ability to absorb external assistance will have to be taken into account as the project’s work with the SCT develops.

On a similar track, we gathered information through Mr. Mario Estuardo Castañeda, Undersecretary for Technical Coordination, regarding the agreement that created this department and data about the various activities that have been carried out by the SCT. This information was useful for purposes of assessing the SCT’s situation and needs and will also support measurement of progress related to institutional strengthening of the SCT.

**Analysis Unit, MP (UA/MP).** The UA/MP has a central role in data-driven management of the MP’s operations and the administration of criminal justice in Guatemala more broadly, especially in relation to serious crimes. Building the Unit’s capacity is essential to creating a sustainable mechanism for effective criminal justice performance measurement and management. The following are key activities with the Analysis Unit during the reporting period:

- To establish relations and cooperation, we met with the UA/MP Director, Mr. Ruben Rivera, and the three section chiefs working under his supervision on December 10. At the meeting, we presented our project and explained the process through which we would implement activities in the first year. We secured their cooperation, set up an ITT for the UA/MP, and scheduled initial activities.
  
- We supported a participatory and collective approach to a basic institutional design. We began with preliminary proposals based on the department’s Organization Agreement (48-2009), which were adjusted and developed further using input from the UA/MP. This basic design builds on the elements summarized in the following table:

| Mission   | Key Operations  | Institutional Priorities   |
|---|---|--|
| Generate data on crimes to develop strategic guidance for criminal prosecution  | <ol style="list-style-type: none"> <li>1. Interpret national and international criminal phenomena</li> <li>2. Support prosecutors with criminal analysis for specific cases</li> <li>3. Protect sources of information</li> </ol> | <ol style="list-style-type: none"> <li>1. Crimes against life, first degree murder and related</li> <li>2. Crimes against individual personal liberties</li> <li>3. Sexual violence</li> <li>4. Corruption</li> <li>5. Drug-related activities</li> <li>6. Money and other asset laundering</li> <li>7. Economics</li> <li>8. Crimes carried out by organized crime</li> </ol> |
| Productive Cycle Stages   |   | Impact Cycle Stages  |
| <ol style="list-style-type: none"> <li>1. Gather – Update</li> <li>2. Inform - Safeguard</li> <li>3. Organization - Systematization</li> <li>4. Process – Analyze</li> <li>5. Inform</li> </ol> |   | <ol style="list-style-type: none"> <li>1. Investigate – Design</li> <li>2. Support Prosecutors</li> <li>3. Propose – Recommend - Guide Investigation</li> <li>4. Advise</li> <li>5. Coordinate – Exchange – Linkages</li> </ol>  |

At the end of the reporting period, these issues were still in the process of further conceptual development. The work already carried out by the Unit’s ITT has generated a clear assessment of

the current situation and enables us to target PAVI's interventions. Using the elements in the above table as the basis for a preliminary design, we were able to identify institutional strengths and weaknesses of the UA/MP overall and specific sections within the UA/MP. This diagnostic assessment has also enabled us to identify a programmatic baseline that will facilitate a future impact assessment under the Project.

**UNICAP Training Unit.** Our first meeting with the UNICAP Training Unit Director, Mr. Edgar Estuardo Melchor, centered on the process we will follow with particular emphasis on the institutional mentorship component. In the meeting, we formed the membership of an ITT and we received information regarding the current situation in the Unit.

#### **2.1.4 Smart Replication of the First Instance and Criminal Trial Court Models Supported**

During the reporting period, we made strides in terms of supporting an aggressive and focused replication of the First Instance 24-hour Criminal Trial Court model. Our technical and institutional coordination took place with representatives from various organizations and ongoing initiatives, as follows:

- European Union Judicial Reform Program (PARJ) (Manuela Sessa and Antonio Delgado).
- International Commission against Impunity in Guatemala (CICIG) (Yolanda Perez).
- National Commission for Continuity and Support in Strengthening the Justice Sector, with particular attention to the report on oral proceedings in courtroom hearing management in First Instance Criminal Courts.
- Justice and Security Program, Spanish International Development Cooperation (AECID).

These coordination efforts have led to some changes in the model created by the CSJ and the EU project. The CSJ Criminal Chamber leadership also requested that the model be analyzed for its utility in oral proceedings in all courtrooms as well as the high impact courts. The following progress was made during the period:

- In coordination with the EU project PARJ, we worked to define the criteria required to carry out an evaluation assessment of the model. We agreed that PAVI will study the courts in Villa Nueva and Mixco, and PARJ will cover those in Escuintla and Antigua.
- In assessing the general situation regarding the model, we analyzed shift schedules and considered several variables, such as staffing requirements, working hours, and management concerns as established by the SCJ's office for criminal management and administration, as well as by the Information System for Criminal Management (SIGESPE) that are applied in these courts.
- We assessed the regulations applying to the court model that derive from the general Judicial Branch legislation, General Court Regulations, and Internal Regulations for Courtrooms and Trials, as well as from the agreement that created the Center for Criminal Management and Administration.

- We evaluated the role of the Court Secretary or Coordinator, as well as the part he/she plays in the court’s jurisdiction.
- We designed and submitted to the CSJ Criminal Chamber a proposal for reengineering employee shifts and staffing schedules to better implement the model and ensure success. The proposal reflects modifications to the current staffing shifts and the criteria for assigning cases to judges and processing cases through the courts.
- We developed and proposed a new design of spacing for the courtroom offices that will facilitate effective separation of judiciary and administrative operations.
- In conjunction with AECID consultants, we assessed the current oral proceedings for hearings. We evaluated what would be required to implement the model, the obstacles and limitations to implementation, and future applications to take under consideration for replication.
- We analyzed the applicability of the staffing shift system for the high impact/high risk courts (see PAVI Special Activity 1 below). Given the fact that cases would be referred by the Criminal Chamber, we determined that the nature of this model does not really require 24-hour availability. Instead, it is more worthwhile to consider expanding business hours until 18:00 by adding a shift from 15:30 to 18:00.

As part of PAVI Project support to the assessment and replication planning process for the First Instance 24-hour Criminal Court model, we accepted a request from the Chief Justice of the Criminal Chamber asking for an immediate diagnosis of the current situation in the 24-hour courts in Mixco and Villanueva by two consultants selected by the Chief Justice. USAID approval is pending at this time. We established general terms of reference (scope and criteria for interventions) and requested access to the courtrooms.

We also participated in a presentation by PARJ addressing the need to modify the agreements establishing the 24 hour court model to enable prosecution of juvenile offenders. (The Penal Court assumed responsibility to amend the agreement and publish it on January 18, 2010).

## **2.2 MOBILIZE JUSTICE SECTOR AND CIVIL SOCIETY TO REDUCE AND PREVENT VIOLENCE (SUB- IR 2)**

### **2.2.1 Availability of Effective Governmental and Non-Governmental Legal Aid Services for Victims Increased**

Significant progress was made during the reporting period in approaching organizations and entities providing legal assistance and victims’ services. The following are worth highlighting.

**Victim’s Attention Office, Public Ministry (OAV/MP).** On December 9, we had our first working meeting with authorities from the Victim’s Attention Office, including Mr. Alejandro Rodriguez, Secretary for Criminal Policy, Ms. Tania Pineda, Director, OAV Coordination Department, and Ms. Dinora Morales, Coordinator for Referral Services for Victim Assistance. We outlined our planned assistance methodologies which focus on the following areas:

- Generating performance standards for victim assistance, including the criteria and expectations;
- Analyzing behavioral situations regarding prosecutors who may require relevant guidance, counseling, or cultural orientation related to assistance for crime victims.
- Honing the Ethics Code for OAV staff in light of the role they play as public servants in support of the mission and objectives of the MP.

As one of the outcomes of this process, we developed an ITT at the OAV/MP which will be comprised of regional representatives (from both rural as well as metropolitan areas in Guatemala). This fact prompted the Secretary for Criminal Policy to request that PAVI provide logistical and financial support so that the working meetings could be scheduled for Fridays and Saturdays (requiring per diem). We agreed that the OAV/MP authorities would submit a list of the people they propose to be members of the ITT.

PAVI attended a presentation of the regulations governing the network of Victim Assistance Referral Services that support the MP in the greater Guatemala City metropolitan area took place on November 27. The event was presided over by the Attorney General, who was joined by top-level MP officials, as well as by the Spanish Ambassador. PAVI Project participation in this meeting led to the following:

- We obtained a copy of the “Metropolitan Referral Service Network”
- In light of the joint cooperation framework we have established with AECID, we made important new contacts and met the Honorable Carmen Diez Orejas, Ambassador of Spain, Mr. Francisco Sanchez, General Coordinator, AECID, and Ms. Maria Nieves Serena, Consultant, AECID, who is working on the referral services network.
- We established lines of communication with the members of the Board of Directors of the agency that is coordinating the referral services network.

**Human Rights and HIV Legal Network.** We participated in a workshop held on November 17 sponsored by this organization. During the meeting, we discussed issues affecting crime victims, human rights violations suffered by people based on their sexual orientation or their HIV-positive status, and proposals to address the need for defending, informing about, and protecting human rights of HIV-infected persons.

The meeting also led to setting up contacts with the directors of the network who expressed interest in having the PAVI Project support some of their endeavors, especially those pertaining to investigation and systematization of cases and situation data within the criminal justice system. During their presentation about their website, we were able to set up contacts with organizations dealing with support for crime victims and for human rights violations. These organizations have requested support in order to follow up with processes within the MP.

## **2.2.2 Coordination Among Governmental and NGOs in Victim Services Increased**

In the area of improving victim services coordination, the PAVI Project began to contact various civil society organizations (Guatemalan Association of Female Physicians, *Tierra Viva*, National Commission against Mistreatment of Minors, and others), as well as governmental agencies

(Judicial Branch Gender Unit, University Institute on Women, National Civilian Police, etc.). These organizations are making progress towards raising awareness on human rights for women and on supporting females who have been victims of crime or of human rights violations. Our efforts in this area benefitted to our participation in two significant events that took place during the reporting period:

- A presentation to the public on the “Protocol for Attention to Victims of Sexual Violence” which was organized by the National Coordinator for the Prevention of Domestic Violence and Violence against Women (CONAPREVI). This event was presided over by the Minister of Public Health and Social Welfare.
- A presentation to the public on the study entitled “Violence and Femicide in Mexico and Guatemala”. This event was organized by the National Union of Guatemalan Women (UNAMG).

In addition to the above, we conducted meetings with Ms. Norma Cruz, President of the Survivor Foundation, most recently on November 27. At a first meeting on September 11 she extended a verbal invitation to PAVI to join in the analysis and debate surrounding the draft legislation for the National Institute for Attention to Victims of Crime which is being promoted by a number of organizations including: *Madres Angustiadas*, Survivor Foundation, CICIG, and the Technical Secretariat for the National Security Council.

### **2.2.3 Key Legislation to Reduce and Prevent Violence Implemented**

### **2.2.4 Complementary Legislation to Prevent Crime and Violence Implemented**

Arising from the Project team’s participation in the Forum on Compliance with the Law against Femicide and other types of Violence against Women held on November 25 and organized by the National Commission on Continuity of the Peace Accords, we were provided with an evaluation describing compliance over the past eighteen months since the above-mentioned legislation came into effect. The evaluation was produced by the Multi-sector Agency for Attention to Victims under the Office of the President of the Republic of Guatemala.

## **2.3 INCREASED INTERNAL ACCOUNTABILITY AND OVERSIGHT WITHIN THE JUSTICE SECTOR (SUB- IR 3)**

### **2.3.1 Implementation of the Public Defender Institute’s Personnel Performance Evaluation System Supported**

During the reporting period, through a series of meetings conducted with the current General Director, Ms. Blanca Stalling, we have determined the need to restructure support for a performance evaluation system for official public defenders (these are typically attorneys in private practice who are hired as public defenders). Since the PDI is also assigning private attorneys to provide *pro bono* legal services to victims, we believe they should also be brought into the career system and have presented this suggestion to the USAID COTR.

We have proposed to await the appointment of the new General Director for the Public Defense Institute (PDI), pending congressional debate at the time of this reporting period, to begin this

activity in earnest. Given the nature of the process (requiring a performance evaluation within a career path framework), we believe it is needlessly risky to initiate activities that may later be affected by discrepancies in the guidelines or priorities under new incoming institutional leaders/authorities.

During the period, the PDI asked PAVI to assist in training specialized public defenders for handling cases in the High Impact Courts. After review, we determined that we lack the resources to fulfill the request in its entirety. However, under the cooperation agreement established with CICIG, we may be able to assist with the training of specialized defenders within the scope of work of our assistance in implementing the high impact courts.

### **2.3.2 Comprehensive Plan for the Oversight, Accountability, and Strategic Organization of the Prosecutors Offices Developed and Implemented**

Progress has been made in developing the comprehensive plan since receiving the Attorney General's approval (as well as that of the top-level MP authorities) to initiate cooperation and planning processes with the PAVI Project in three key areas:

- A proposal on Institutional Policy on Internal Accountability (PIFI/MP) which would unfold as part of the process to strengthen the MP's Technical Coordination Secretariat (SCT/MP).
- With the participation of SCT/MP staff, creating performance evaluation standards within the context of implementing a model for internal organization (including operational design, position descriptions, and qualifications), and management of paradigmatic cases.
- Technical support to develop work methodology and to organize the prosecutor units in Guatemala City, Petén, Mixco, Villa Nueva, and Escuintla for improved structure and enhanced use of alternative case resolution options. The General Secretary and the Secretary for Technical Coordination will draft a technical proposal to speed up case processing (based on criteria, timeframes, coordination, and filing of cases).

### **2.3.3 Judiciary's Key Administrative, Supervisory, and Career Plans and Procedures Ensure Cost Efficiency, Quality Control, and Career Advancement for Judges and Administrative Workers**

Project technical assistance that is underway with the CSJ in conducting its strategic planning process (described elsewhere in this document) will allow us to more precisely identify and plan activities relevant to this objective. Based on information received in the initial phases of this strategic planning effort, we have preliminarily diagnosed that the need lies in human resources - in improving control processes, performance evaluation, and professional career development, especially in the area of complying with judicial operations.

### **2.3.4 Network of Positive Leadership for Institutional Change Organized and Strengthened**

The project's successful engagement of counterparts has started to shed light on the most promising reform leaders in the justice sector. We expect that by the end of the next quarter, as

closer collaboration on technical implementation activities expands, we will have achieved a strong understanding of the individuals to be included and effective strategies to undertake to strengthen the network of positive change leadership in Guatemala's justice sector.

## 2.4 SPECIAL ACTIVITY 1: SUPPORT HIGH IMPACT COURTS

We have primarily joined forces with CICIG to promote the high impact courts (JMR) and have held a number of working sessions for this purpose. We initially combined efforts in evaluating the possibility of adapting the facilities near the Pavon Penitentiary (Fraijanes Circuit Court). This possibility was recently discarded by Judicial Branch authorities (Chief Justice of the CSJ Criminal Chamber) and Executive Branch authorities (Francisco Jimenez, Technical Secretary for Security) based on the complex legal circumstances surrounding the building and land that we had considered using for the court.

Both PAVI and CICIG have expressed to the authorities that we are focusing our support on establishing the JMR in a location available to the CSJ. The creation of the court will encompass the need for appropriate infrastructure, equipment, personnel training, and operational requirements, such as documentation, regulations, etc. Due to the urgent need to begin the JMR operations as soon as possible, PAVI and CICIG were asked to join efforts to come up with a temporary solution that would basically require remodeling and equipping the fifteenth floor of the court building (*Torre de Tribunales*) and setting up three videoconference rooms.

Although the UNDP has donated funds that would allow for a temporary solution, meeting the conditions required for disbursing the funds could take up to two or three months. In light of this, the Chief Justice of the Criminal Chamber will approach a number of donors to request their support in getting the JMR up and running as quickly as possible.

On October 9, the PAVI team met with Juan Luis Morales, an architect and the Infrastructure Advisor to the Judicial Branch. We discussed the process of remodeling the fifteenth floor. The proposed space for the JMR includes Courtroom Nos. 8, 9, and 10. In addition to the infrastructure, we also discussed the blueprints, budgeting, and IT requirements for the space. The same day, we met with representatives from the various agencies and programs that are supporting this temporary solution (PARJ, AECID, CICIG, UNDP, and the Institute for Comparative Studies in Criminal Science, among others) to define each of the sources of technical or financial support.

As a product of these discussions, we jointly created an **Immediate Action Plan** that we submitted on December 10 to the CSJ for approval. The Plan is based on the following timeline:

### January 2010

- Set up and equip Courtroom No. 9 on the fifteenth floor as the High Impact Court; set up the first videoconference room.

### February 2010

- Set up and equip the second courtroom and videoconference room on the fifteenth floor.

- Begin the management and operational design.
- Determine whether it is feasible to set up a videoconference room in a location other than on the fifteenth floor.
- Transfer proceedings.

### **March 2010**

- Finalize arrangements on the fifteenth floor so that the First Instance and High Risk courts are entirely operational.
- Follow up on the management and operational model implementation.

In terms of the financial aspects, we agreed:

- We have support from AECID and the EU-funded Program to Support Reform in the Justice Sector to complete this first stage.
- Since the Judicial Branch has delegated responsibility for the remodeling and equipping of the fifteenth floor to the architect, Mr. Juan Luis Morales (Infrastructure Advisor, CSJ), the budget line items will be based on the requirements that he defines.
- We determined that the combined financial resources will go mainly towards technology hardware, booths for the defendants, and chambers for the witnesses. We estimate that the total cost will be approximately Q.700.000 (US\$1=Q8.37).
- We have taken into consideration the support offered by the UNDP. Unfortunately, meeting the requirements to have the funds disbursed will take up to two months so we are committing the use of these funds to the next phase of this activity.

The members of this working group also felt it worthwhile to establish the following procedural guidelines:

- Keep the following objectives in mind when assessing the need for investing resources or working in regards to the physical infrastructure, technology, and technical assistance implied in setting up the JMR:
  - Ensuring the timely and effective administration of justice in cases in which their very nature implies a greater risk to the system or to justice operators.
  - Guaranteeing the personal safety of courtroom officers and defendants.
  - Mitigating the risks and costs involved in transporting defendants who are considered highly dangerous.
- The characteristics and primary justification for this temporary solution must remain consistent with Phase Two (a permanent solution), which implies the following:
  - Generating the criteria to select and contract (lease or purchase) an appropriate site for the permanent location of the High Impact Courts. The working group is aware of the fact that the Justices have rejected the possibility of locating the court within the Fraijanes Circuit.

- Providing the infrastructure and equipment based on the needs that have been identified by the technical team and in compliance with the management and operational model that will be defined.
  - Setting up shift scheduling, assignments and transfer proceedings, and judicial controls based on an administrative structure that is separate from the judicial role.
  - Setting up a process to select and supervise personnel.
- A third phase will encompass the institutional development of the models that will have been assessed in terms of their effectiveness and likelihood of positive outcomes.

## **2.5 SPECIAL ACTIVITY 2: STRENGTHEN JUSTICE CAPACITY TO COMBAT ILLEGAL ACTIVITIES IN PETEN**

Throughout the period covered by this report, we made significant progress in this special activity by beginning the process with the MP's Criminal Policy Secretariat, which has primary responsibility for carrying out the Regional Criminal Prosecution Plan for Petén under the MP's General Policy for Criminal Prosecution.

We held a working meeting along these lines on December 17 with the MP's Secretary for Criminal Policy (SPC/MP) and members of his technical team. We presented the PAVI Project's technical assistance methodology and we were provided with an implementation proposal as defined by the SPC/MP. We agreed to revise our original proposed methodology, as well as to inquire as to whether we could carry out a parallel effort in Quetzaltenango that would serve as the basis for a future comparative analysis in terms of implementation.

One of the main requests the MP proposed for our consideration was, in lieu of defining a regional policy for Petén regarding criminal prosecution (as the PAVI contract and work plan describes), we should implement a plan based on three key components: (a) detecting illegal markets, (b) identifying criminal groups, and (c) identifying criminal incidents. We feel that this plan and its components could provide benefits in strengthening justice and furthering the objectives we wish to achieve in that region. We plan to analyze the request further and also consult with USAID.

## **2.6 SPECIAL ACTIVITY 3: MILLENNIUM CHALLENGE INDICATORS PROMOTED**

Activities to promote Millennium Challenge Indicators will commence in subsequent quarters.

## **3. SUB-GRANT PROGRAM**

Our grant policy/manual, submitted to USAID during the previous reporting period, is still under review and pending approval by USAID. The activities pertaining to this component are directly linked to those the PAVI team has initiated with various civil society organizations, as follows.

- We held a first meeting with civil society leadership from the Pro-Justice Coalition (*Movimiento Pro Justicia* (MPJ)) on November 19. The participants included Mrs. Ana Maria de Klein from *Madres Angustiadadas* (MA), Ms. Margarita Castillo from Family and Friends against Delinquency and Kidnapping (FADS), and Ms. Helen Mack, President of the

Myrna Mack Foundation (FMM). The MPJ coalition presented two of their proposed projects: (a) monitoring the implementation process for the Law on Nomination Committees, with particular attention to the selection and appointment of candidates to the positions of Comptroller General and constitutional court magistrates, in addition to tracking the process to appoint the General Director of the PDI, and (b) monitoring and evaluating the performance of the CSJ and the Criminal Chamber. We agreed that the MPJ coalition would submit a formal proposal to the PAVI team as quickly as possible.

At a breakfast meeting hosted by the MPJ coalition on December 17 to present USAID with the results of their activities, we exchanged information and identified areas of cooperation with the USAID Director and PAVI, Transparency, and Integrity Project team members. Our discussion centered on how to implement the projects proposed by the MPJ coalition in terms of monitoring and evaluation. They apply not only to the CSJ and the Nomination Committees as described above, but also to the high-level positions that will be filled in 2010 (i.e., the Attorney General and the Comptroller General).

- During the first meeting on November 19, FADS also submitted two preliminary proposals: the first requires designing a website that would allow victims of crime to access information regarding the criminal justice system and the second is focused on capacity-building within the National Civilian Police (professionalization, handbooks on performance evaluations, and internal control mechanisms). We agreed that FADS would submit formal written project proposals for PAVI review.
- We held similar discussions with Ms. Carmen Aída Ibarra, Policy Advisor for the MPJ coalition, on December 23. We exchanged information that will be useful in tailoring the project proposals that will be submitted for PAVI grant program consideration.
- We met with Ms. María Nieves Serena, legal representative for the Social and Labor Research Alliance (*Colectivo Investigaciones Sociales y Laborales COISOLA*). She described their strategic plan and their focus on raising awareness and disseminating information and research. Their programs include providing access to justice for indigenous women who have been victims of domestic or sexual violence, as well as an occupational health and a program for strategic litigation. It is worth mentioning that this organization has participated in training programs pertaining to victim assistance in cases of domestic and sexual violence organized by the MP, the Judicial Branch, and other local agencies. We consider them qualified to be invited to submit proposals under the PAVI grant program, as soon as USAID approves the Project's grants process.

## 4. GENDER SECTION

During the reporting period the following meetings and activities pertaining to gender took place:

- During a meeting with COTR Oscar Chavarria at the USAID office, we were joined by Mr. Rodrigo Jimenez from the United Nations Latin American Institute for the Diagnosis and Treatment of Delinquents (ILANUD) and discussed the projects under that agency's Women Gender and Justice Program. We reviewed various options under which we could join forces

in areas of mutual interest. Mr. Chavarria proposed that, based on a current ILANUD program, ILANUD be the organization to certify the people comprising the various institutional technical teams and identify the obstacles or limitations in applying a gender and human rights approach in the justice sector. During the meeting, we also discussed with Ms. Liliana Gil Boiton, USAID program development specialist, potential PAVI participation in the activities scheduled under the United Nations Campaign to Raise Awareness on Non Violence against Women.

- During the commemorative activities scheduled on November 25, International Day for Non Violence against Women, the PAVI team participated in an activity organized by the Multisectorial Alliance for Attention to Families in Sacatepequez (comprised of representatives from OAV/MP, National Forum on Women, Office of the Human Rights Ombudsman, PROPEVI, Children's Hearts Project, Pedro de Bethancourt National Hospital, AECID, and the Ministry of Education). During the Workshop on Laws protecting Women and Families, PAVI team members delivered a presentation on Violence, Gender and Impunity in Guatemala. We took the opportunity to introduce the Project objectives and seek out potential linkages for future cooperation.

## 5. SUPPORT TO THE NATIONAL CIVILIAN POLICE (PNC)

We met with Ms. Liliana Cerón on November 10 at the headquarters for the US NAS agency located within the PNC office. We obtained general information on the situation within the PNC in terms of modernization procedures under the National Civilian Police Information System (SIPOL). The meeting led to a tour of the Center for Collection, Analysis, and Dissemination of Crime Data (CRADIC) and of the NAS offices within the PNC. We were provided information on operations and presented with demonstrations on how they investigate extortion, kidnapping, and gang violence cases. We also visited the anti-narcotics unit in CRADIC and the Specialized Unit on Criminal Investigation (DEIC). We agreed to conduct further information exchanges.

## 6. INDICATORS

Along with the USAID COTR, the PAVI team reviewed the criteria that will apply to the indicators set forth in the initial design and M&E Plan. Based on those discussions, we designed a table that was submitted to the COTR for review. This table will also be shared with the subcontractor Partners for Democratic Change who will assist the Project team to implement the M&E Plan (substituted for the unavailable Kam Group). This activity will begin during the second half of January 2010 and the criteria we will apply are the following, as detailed in the contract:

**Integrity.** The collection, analysis, and presentation of data to should be carried out in such a way as to mitigate the risk of manipulation of the data. The greatest risk of compromising the integrity of information lies both at the moment of collection (sources, methods), as well as at the moment of analysis (interpretation).

**Precision.** The data must provide an impartial and objective reflection of performance required for effective decision making. One key to this is identifying the level of detail (or setting limits)

required from the data for decision making. A second key point is to set the acceptable margin for error depending on the effect on the decisions being made. The margin for error is defined as the variation expected in the process of collecting the data. In any case, the margin for error should be less than the expected change.

**Reliability.** The data should reflect evidence of a careful and consistent application of methodology and analysis. The key lies in ensuring that those involved in collecting data as well as those performing the analysis are able to reach the same conclusion and obtain similar results if the process were to be repeated. Obtaining tangible results will be a product of real and sustainable changes rather than of variations in the collection of data. Should we find variations in data or methodology, the plan must be revised.

**Opportunity.** The data must be useful in the process of reaching decisions in a timely manner. The first key in this regard is to ensure that the data is available as frequently as necessary to affect the decision-making process. A second key is to ensure that the information be available in sufficient quantity and quality.

See the Annexes for Indicators illustrating the design and application of the above to each of the Sub Intermediate Results.

## 7. DEVELOPMENT OF A STRATEGIC PLAN FOR THE JUDICIAL BRANCH

At the request of the CSJ, the PAVI Project was asked to support an effort to develop a five-year strategic plan. In response to this request, we coordinated with the EU-funded PARJ for financial support for the meetings to be held during the first phase of the process (through February 2010). We held our first technical coordination meeting on November 17 and included the participation of Mr. Sidney Samuels, Director, Planning Secretariat, Judicial Branch, as well as that of PARJ and PAVI team members. We agreed to support the effort broken down into three main phases:

- **Phase 1** (Dec 2009 - Jan 2010): developing the framework plan with participation from the court magistrates, as well as from a technical drafting team made up of key players.
- **Phase 2** (Feb - Apr 2010): participatory process for creating the plan with justice officials that will produce an Institutional Strategic Plan.
- **Phase 3** (May - Dec 2010, pending exercise of contract option period): operational and programmatic integration, to include other initiatives from institutions, civil society, and international donors in such a way as to strengthen the justice sector in general and the judiciary in particular. This will be the result of structured and coordinated efforts.

PAVI agreed to provide technical support in the drafting process and we submitted a technical proposal for the process on November 20. PARJ will provide financial support for the meeting logistics during Phase 1 only since the PARJ Project is about to end. The Planning Secretariat of the Judicial Branch will provide technical assistance in organizing the work by scheduling meetings, gathering information, and setting up contacts.

On November 24, the group reviewed the technical proposal submitted by PAVI and we discussed the following issues: overall objectives, phases as described above, criteria to follow, general Schedule for Phase 1, general guidance for the process within the Framework Plan, scheduling meetings and working sessions, description of the people who should make up the working group (staff from the Planning Secretariat), description of the people who should make up the technical team (to be determined), and the instrument to be used to identify the key players for the Technical Development Team (submitted on December 1 to the CSJ for approval). These issues were discussed at length and accepted by all parties. As part of the preparatory work, we requested feedback from Ms. Yolanda Perez who has significant experience as both a judge and a magistrate. Based on the agreements, we are currently abiding by this schedule as follows:

| Day/Date                | Activity  |
|-------------------------|---|
| Tuesday, Dec 1, 2009    | 1. Establish a Technical Team following the basic profile; the Planning Secretariat of the Judicial Branch has created a preliminary list for review and approval by CSJ. |
| Thursday, Dec 3, 2009   | 2. First preparatory session with the Planning Secretariat of the Judicial Branch   |
| Tuesday, Dec 8, 2009    | 3. Second session with SP/OJ  |
| Friday, Dec 11, 2009    | 4. Meeting with CSJ magistrates   |
| Tuesday, Dec 15, 2009   | 5. Third session with SP/OJ   |
| Wednesday, Dec 16, 2009 | 6. Fourth session with SP/OJ  |
| Friday, Dec 18, 2009    | 7. Drafting workshop with 1/ETF   |
| Tuesday, Dec 22, 2009   | 8. Fifth session with SP/OJ   |
| Thursday, Jan 7, 2010   | 9. Drafting session with 2 /ETF   |
| Tuesday, Jan 12, 2010   | 10. Sixth session with SP/OJ  |
| Thursday, Jan 1, 2010   | 11. Drafting session with 3/ETF   |
| Tuesday, Jan 19, 2010   | 10. Seventh session with SP/OJ  |
| Thursday, Jan 21, 2010  | 11. Drafting session with 4/ETF   |
| Tuesday, Jan 26, 2010   | 12. Eighth session with SP/OJ   |
| Thursday, Feb 4, 2010   | 13. Review and Approval meeting with CSJ magistrates  |

In keeping to this schedule and carrying out all the activities in coordination with the Planning and Organizational Development Secretariat of the Judicial Branch, we are contributing to capacity building within that organization. We have shared technical criteria and methodology that have been successful in similar processes. The following events are examples of our efforts in this regard:

**Meeting with Supreme Court Justices to define the institutional principles for strategic planning on December 11.** We were joined by seven of the 13 CSJ magistrates to discuss the strategic and policy guidelines and define the institutional principles. The magistrates actively participated in the discussion of the proposals and in redrafting them to reflect their opinions. It was a productive breakfast meeting during which we defined the mission, vision, principles, and policies that will guide the recently-appointed Justices. We were also able to create the list of participants for the drafting sessions that will involve judges and magistrates in a diagnostic assessment.

**Presentation to the entire CSJ covering the results of the meeting with magistrates.** On December 16 we presented the results of the December 17 breakfast meeting to the entire CSJ. The discussion centered on the policy and strategic guidelines and the institutional principles that resulted from the working session. This meeting enabled us to obtain approval in a timely fashion and we concluded by setting dates and scheduling another breakfast meeting with CSJ magistrates for February 4. We received some questions regarding the process we applied to define the institutional principles and our explanations were accepted.

**First workshop with the Technical Drafting Team of the Judicial Branch comprised of administrative and management staff.** On December 18 we met with managers and directors of various units, departments, and sections of the judicial branch administrative structure. We discussed the following key elements: (a) the mission (using an exercise with a reference guide); (b) the vision (using an exercise for interpretation); (c) ethical principles (using an exercise for diagnostic assessment); (d) policies (using an exercise for drafting and publicizing decisions), and (e) a *FODA* (Análisis de Fortalezas y Debilidades) diagram. The participants completed the work and expressed their pleasure in the participatory process.

## 8. ADMINISTRATIVE AND PERSONNEL MATTERS

From the administrative aspect, we are currently awaiting the approval by USAID of the Grants Manual to obligate funds that must be disbursed to grantees during the base period of the project.

The following personnel matters occurred during the reporting period:

- During the reporting period, the Project carried out an orientation process for Mr. César Parodi, the Criminal Procedures Modernization Specialist, who was approved and began work on January 13, 2010.
- We conducted a design, recruitment and selection process to fill the position of Organizational Development/Planning Assistant to provide assistance for the justice sector in terms of planning, reporting, monitoring and evaluation, inter-agency coordination, and oversight of strategic planning processes. We interviewed candidates on December 28 and 29 and held meetings to explore possible combinations of skill sets and strengths. As a result, we generated a list of 14 candidates divided up into three main options:
  - We made short list of three top candidates for the Organizational Development/Planning Assistant long-term position (as substitution for Organizational Development Specialist).
  - We are considering the use of short-term consultants for specific areas of interest (to be applied mainly in the Judicial Branch).
  - We are setting up a clearinghouse of young professional consultants that could be tapped to work on specific tasks in a process similar to internships. Particularly for work within the Public Ministry, it would enable us to nurture a pool of qualified professionals and train them in areas where skills are lacking.

## 9. Financial Quarterly Report

| USAID/Guatemala Project Against Violence and Impunity |                             |                                       |                                  |                          |                            |                                 |
|---|-----------------------------|---------------------------------------|----------------------------------|--------------------------|----------------------------|---------------------------------|
| Task Order #DFD-I-08-04-00173-00                      |                             |                                       |                                  |                          |                            |                                 |
| Quarterly Financial Report #2                         |                             |                                       |                                  |                          |                            |                                 |
| November - December 2009                              |                             |                                       |                                  |                          |                            |                                 |
|   |                             |                                       |                                  |                          |                            |                                 |
| PROJECT LINE ITEM - BASE PERIOD                       | (1) APPROVED BUDGET TO DATE | (2) TOTAL CLAIMED THROUGH LAST REPORT | (3) EXPENSES CLAIMED THIS PERIOD | (4) * SUSPENDED EXPENSES | (5) TOTAL EXPENSES TO DATE | (6) BALANCE AVAILABLE REMAINING |
| WORKDAYS ORDERED                                      | \$1,194,106                 | \$89,817                              | \$111,154                        | \$0                      | \$200,971                  | \$993,135                       |
| OTHER DIRECT COSTS                                    | \$578,235                   | \$55,683                              | \$74,247                         | \$0                      | \$129,930                  | \$448,305                       |
| INDIRECT COSTS  | \$84,553                    | \$5,481                               | \$8,208                          | \$0                      | \$13,689                   | \$70,864                        |
| SUB-GRANTS UNDER CONTRACTS                            | \$250,000                   | \$0                                   | \$0                              | \$0                      |                            | \$250,000                       |
| <b>TOTAL COSTS</b>                                    | <b>\$2,106,894</b>          | <b>\$150,982</b>                      | <b>\$193,609</b>                 | <b>\$0</b>               | <b>\$344,590</b>           | <b>\$1,762,304</b>              |

## 10. ANNEXES

### Public Ministry

1. PAVI Presentation to the Public Ministry on Institutional Initiatives
2. General Presentation on the PAVI Project for the Public Ministry
3. Executive Presentation on the PAVI Project for the Public Ministry
4. Executive Summary document about PAVI Project for the Public Ministry
5. Presentations – instruments to begin processes within key units: Secretary for Technical Coordination, Secretary for Criminal Policy, Analysis Unit, Office for Attention to Victims, Training Unit (Mentorship program), Prosecutor Unit for Crimes against Life, Information System and Case Management Controls, Work Methodologies and Organization, Prosecution of Serious Crime (study), and Law on Organized Crime
6. Basic Institutional design for the Analysis Unit and brief diagnostic assessment of the Analysis Unit
7. Preliminary Proposal to the Central American Council of Prosecutors on the critical path for regional witness protection
8. Minutes of meeting with Mr. Fanuel Garcia, Private Secretary, Public Ministry Basic definitions of the Productive and Impact Cycles within the Analysis Unit
9. Minutes of first meeting with officials from the Office for Attention to Victims
10. Presentation for coordination with AECID

### Judicial Branch

1. Description of the Strategic Planning Process for the Judicial Branch (document)
2. Description of the Strategic Planning Process for the Judicial Branch (presentation)
3. Letter addressed to the Honorable Cesar Barrientos, Chief Justice, Penal Court to propose the process to be carried out in Phase 1 (as approved by the full SCJ)
4. Letter addressed to the Honorable Gabriel Medrano, Acting Chief Justice, Supreme Court of Justice to invite the SCJ magistrates to the first drafting meeting
5. Agenda for the First Strategic Planning Meeting with SCJ Magistrates
6. Description of Policy Strategy for SCJ Magistrates (presentation)
7. Strategic Planning Process within the Judicial Branch (presentation)
8. Preliminary description to develop institutional principles (presentation)
9. Institutional principles defined by the SCJ Magistrates (presentation)
10. Executive presentation on the descriptions generated and approved by the SCJ (for presentation to the entire SCJ)
11. Agenda and Instruments for the First Meeting with the Technical Drafting Team 1 (administrative personnel)
12. Agenda and Instruments for the Second Meeting with the Technical Drafting Team 2 (judicial personnel)
13. Minutes of Workshop #1 with ETI
14. Design of presentation for Workshop #1 with ETI

### Sectoral Models

1. Design presentation for process for First Instance 24-hour Criminal Court

2. Immediate Action Plan: Temporary solution for high risk court
3. Summary of contributions to coordination working meeting on December 9, 2009
4. Summary of meeting with AECID consultant on current situation regarding oral proceedings for hearings
5. Minutes of meeting on November 17, 2009 with PARJ
6. Minutes of meeting on November 25, 2009 with PARJ

### **International Commission against Impunity in Guatemala (CICIG)**

1. Description of coordination process with CICIG for High Impact Courts (presentation)
2. Description of systematization process with CICIG for the Special Prosecutors Unit within CICIG (UEFAC) (presentation)
3. PAVI-CICIG coordination matrix
4. Minutes of meeting on October 26, 2009 with CICIG
5. Minutes of meeting on November 6, 2009 with CICIG
6. Minutes of meeting on November 18, 2009 with CICIG

### **Grants**

1. Minutes of meeting on November 10, 2009 with FADS
2. Minutes of meeting on November 19, 2009 with Movimiento Pro Justicia
3. Minutes of meeting on December 11, 2009 with COISOLA

### **Indicators**

1. Table summarizing Sub IRs with verification criteria applied

### **Personnel Matters**

1. Description of selection process for proposed Organizational Planning/Development Assistant