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PROJECT AGAINST VIOLENCE AND IMPUNITY IN GUATEMALA

QUARTERLY REPORT (APRIL – JUNE 2010)

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1. EXECUTIVE SUMMARY

This quarterly report covers the period of April through June 2010, reflecting the last quarter of the task order base period. As we enter the task order's 24-month option period our efforts have focused on developing the procedures to put each of the planned institutional initiatives into place. Highlights of the Project's accomplishments during this reporting period include:

- The Supreme Court Penal Chamber approved the results from the diagnostic assessment performed on the 24-hour First Instance Courts in the municipalities of Mixco and Villa Nueva, as well as the one conducted in the Guatemala City Court (*Torre de Tribunales*). We presented the conclusions and recommendations of the assessment to the complete chamber of the Supreme Court of Justice.
- The performance evaluation system for court-appointed public defenders within the Public Defense Institute (PDI) was presented.
- A number of working committees were set up in various regions throughout Guatemala to develop proposals in response to problems in the judicial sector. These proposals were then disseminated to develop consensus around the required input and draft the five-year plan.
- The criminal prosecution policies have continued to move forward in Petén with our support for the SICOMP2 data management system and technical assistance provided directly to the district prosecutors and Public Ministry (PM) staff.

The Project's second cross-cutting priority area in terms of institutional integrity model systems was advanced through a third country study tour to the Dominican Republic and was one of this quarter's significant accomplishments. This is an example of how the Project promotes a different culture within the justice sector, supporting the development of ethical conduct and procedures, in addition to providing direct technical assistance. Based on the experience gained and lessons learned from the study tour to the Dominican Republic, the Project has redoubled efforts stressing the importance of integrity as an institutional policy and methodology. Our challenge lies in ensuring that by the end of the Project's life, the Guatemalan Institutional Integrity Model should be well on its way to becoming a cornerstone within the justice sector institutions that we have supported.

During the reporting period, Project staff attended workshops and other activities organized by a number of civil society organizations, held weekly team meetings, worked to strengthen coordination efforts among the donor community, and contributed to working groups made up of key stakeholders from the justice sector, civil society and academia, i.e. the Vice Ministry of Justice, the Technical Secretariat for the National Security Council, the National Commission for Police Reform, the PM, CICIG, the European Union, the Myrna Mack Foundation, Pro Justicia, FADS, IMASP, COISOLA, AECID, and the UNDP.

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

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

Work with the Crimes Against Life Prosecutor Unit

During 2009, the Prosecutor's Office of Crimes Against Life (known as FDV in Spanish) received 3,965 reports of homicides and malicious injuries, but only 161 cases were tried and sentenced. This fact led the Project team to identify the need for special support to the FDV Unit, as well as to build on the support provided by the previous USAID-funded project. An initial diagnostic assessment was carried out during the last reporting period, which identified the main bottlenecks in Guatemala City affecting the investigation and prosecution of homicides and malicious injury cases. We then focused our Project efforts on addressing two of those bottlenecks: the lack of coordination between the PM and the National Institute for Forensic Sciences (INACIF) in dealing with technical evidence, as well as the weaknesses inherent in case processing and control of the prosecutor agents within the FDV.

In addressing the first of these issues, our support centered on defining a basic plan to improve coordination leading to improvements and efficient evidence gathering, analysis, and presentation of technical evidence based on scientific data to support the Public Ministry's charges. In addition, we garnered support from other donor agencies to coordinate the implementation of the plan among the German Technical Mission (GTZ), UNICEF, and the Spanish Agency for International Cooperation (AECID).

The plan comprises:

1. Carrying out a diagnostic assessment of the procedures in place to request, produce, and submit expert evidence in court, as well as of the quality of the evidence. The assessment will focus attention on the areas creating bottlenecks affecting the submission of scientific evidence of homicides in Guatemala and will define the inter-agency procedures to remedy the identified weaknesses.
2. Holding an inter-agency workshop on crime evidence that will include the participation of all stakeholders involved in handling evidence and will lead to improvements in INACIF's scope and applicability, as well as create greater coordination and efficiency throughout the request and response process for expert evidence.
3. Setting up inter-agency activities to address the problems revealed by the diagnostic assessment.
4. Designing a permanent training program between both agencies to strengthen cooperation mechanisms and improve the use of expert evidence.
5. Developing a regular monitoring mechanism to track agreements and proposed inter-agency procedures.

Due to major institutional leadership changes taking place at the PM, we were unable to begin the diagnostic assessment, although we were able to make progress in defining the terms of reference and identifying possible consultants to work on the assessment. We scheduled the assessment to take place in the early part of the next quarter and we will continue with the other four items in the action plan.

In terms of the interagency workshop on crime evidence, we defined the objectives, scope, and methods to select participants. We originally scheduled the workshop for June 14-18, 2010. However, INACIF authorities decided to postpone it in light of the conditions following the Pacaya volcanic eruption and the effects of tropical storm Agatha. The workshop is now scheduled for August 9-13, 2010.

In light of the weaknesses identified in managing cases and improving oversight and mentoring of the prosecutors within the FDV unit, we worked closely with the Chief and Deputy Chief (*Jefatura and SubJefatura*) of the FDV, as well as with AECID's consultant who is working to strengthen the

group of investigators at the National Civilian Police (known as PNC in Spanish), to improve criminal investigation processes. We intend to generate a restructuring proposal for the meetings that investigators are holding at the 24- and 72-hour mark as soon as a violent crime takes place.. This effort aims to create ownership among the prosecutors to ensure that the meetings are led by the prosecutors rather than by the FDV Chief. This will also ensure that prosecutors have a deeper understanding of the cases and their specifics, thereby enabling them to comply with their role in leading the investigation. It, likewise, frees up the Deputy Chief Prosecutor to focus his or her efforts on managing the working groups within the prosecutor's office and will increase productivity and improve the quality of investigative techniques and criminal prosecution. In addition, we suggested to the Chief Prosecutor that the follow-up workshops for the prosecutors be reinstated in order to set up control mechanisms to track the quality of charges being filed and improve the prosecution of violent crimes.

Promote the replication of pilot projects for innovative practices in criminal prosecution

In regards to systematizing and implementing best practices in prosecution of violent crimes, we designed a proposal to create a best-practices data bank in order to institutionalize an instrument that would allow for regular review and systematizing of these innovations, as well as replication throughout the various prosecutor's offices to improve the prosecution of serious crime.

Support implementation of the Law Against Organized Crime (known as LDO in Spanish) and other basic legislation

In response to the PM's request, we limited our support to address the benefits of turning state's evidence and, during the last reporting period, we presented them with an outline for the regulations. During the current reporting period, we carried out a joint investigation with the prosecutors that have had experience working in turning state's evidence to date. We gathered significant information pertaining to some of the obstacles that have to be overcome in the process, how to apply the procedure, and how they perceive the interpretation of the law and its reforms. Based on those efforts and research from other experiences in Latin America, we developed and submitted a draft handbook to the PM Private Secretary that included recommendations for its application (see attached draft general handbook and presentation submitted for dissemination). The handbook will enable prosecutors to make use of this special investigative instrument in order to obtain information that can lead to breaking up criminal organizations and/or bringing the ringleaders to trial. This would, otherwise, be a more difficult task if merely using traditional investigative tools as is currently the case within the FDV Unit. The process is currently on hold until the new permanent PM leaders have a chance to review it and appoint a representative to address the above-mentioned recommendations.

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

SICOMP2 Implementation

During this quarter there was significant progress in information management in the prosecution of serious crimes within the operations framework of the PM's Information and Case Management System (SICOMP2). Project assistance included procurement of equipment and evaluation of consultant candidates who will be responsible for implementing the system at the Petén District Prosecutor's Office based in San Benito, the La Libertad and Poptun municipalities, and the municipal prosecutor's office in San Juan Sacatepequez. To date, we are awaiting the new permanent

appointment of a Chief Prosecutor in order to proceed with procurement and delivery of the equipment, after receiving all necessary approvals, and contracting the consultants who will set up the system in the above-mentioned prosecutor's offices. Upon implementing SICOMP2, we will provide a modern technological platform to improve quality of information, processing, and production with a more flexible and efficient system that will allow for continuous improvement in the future in response to the needs of each one of the users.

Converting PM general archives into digital files

During the first part of the year, we estimated the costs involved in converting the archives into digital files. This quarter we held a number of meetings with the Director of Planning, the Chief of Archives, and the Secretary for Criminal Policy at the PM to determine whether it is legally viable to destroy archives once they have been converted to digital files. We worked on adjusting the Agreement describing the regulations for managing the central files and we drafted a preliminary document that will be reviewed by the PM once the new Chief Prosecutor (Attorney General) is appointed and takes office.

2.1.3 Comprehensive Growth and Development Plans for Key PM Units in Place

Analysis Unit

Based on the results of the training needs assessment, we began specialized training during the reporting period for the PM Analysis Unit staff including deployment of two consultants who are members of the Puerto Rico Police Criminal Analysis Unit. On April 26-30, 2010, the Basic Course on Criminal Intelligence Information Analysis took place at the PM Training. This workshop focused on guiding the participants through the information gathering process, as well as on the use of conceptual tools and practices that are required to guarantee appropriate and essential handling of data and evidence. Eleven analysts from the Analysis Unit, two investigators from the Crime Evidence and Investigation Division (known as Dirección de Investigaciones Criminalísticas (DICRI) in Spanish)), and three assistant prosecutors who are the liaisons between the Analysis Unit and their respective prosecutor's offices (Life, Trafficking in Persons, and Petén district) participated in this workshop.

At the conclusion of this first training program, we were able to determine, using practical exercises, that the participants had developed skills enabling them to competently analyze evidence in specific cases as well as use basic software (e.g., RFFlow, Pen List) for graphs, flow charts, timelines, organized crime structures, and telephone call analysis. All of these are very useful tools enabling analysts to fulfill their role supporting the prosecutor in a criminal case (see annex for presentation prepared by one of the participants).

The advanced Criminal Intelligence Information Analysis course for the same group of participants was held at the end of June 2010. During this second course, the analysts learned new information sources that are available to them when using the internet to track individuals, locations, photos, maps, and other items. They also learned to develop graphs, presentations, and telephone call analysis using more advanced software such as Crime Analyst I2 and became familiar with the georeference information system (known as SIG in Spanish) to develop geographically-referenced maps.

We have initiated a technical study to gather information and recommendations for integrating the SIG system into the PM's Analysis Unit. The Project consultant's report will provide, among other things: an analysis of the justification for the usefulness of a SIG technology tool in compliance with the PM Analysis Unit objectives; a list of the technical specifications and requirements (hardware and software specifications) to set up the SIG; job descriptions of the staff required for its operation; and the success factors or deliverables that can be verified in monitoring the objectives attained by setting up a SIG system.

Permanent Victim Assistance Office

The Project deployed a short-term USN consultant, Timothy Cornish, who conducted a diagnostic evaluation to assess operations within the Permanent Victim Assistance Office (OAP) at the Metropolitan Prosecutor's Office in Guatemala City. In order to generate more rapid responses in investigating ordinary crimes, the consultancy report includes specific recommendations for improving services provided to users filing complaints and reducing the time periods in assigning cases to prosecutors.



Permanent Victim Assistance Office at the Public Ministry in Guatemala City, April 2010

In order to improve criminal investigation and provide inputs for criminal mapping, the recommendations also address specific actions to increase the quality of information obtained from verbal interviews at the OAP, as well as from reports of police misconduct. We will submit the final report to the new PM leader upon his/her appointment.

2.1.4 Smart Replication of the Model First Instance Criminal Court and Model Criminal Trial Court Supported

Diagnostic assessment of the Model First Instance Criminal Courts in Mixco and Villa Nueva

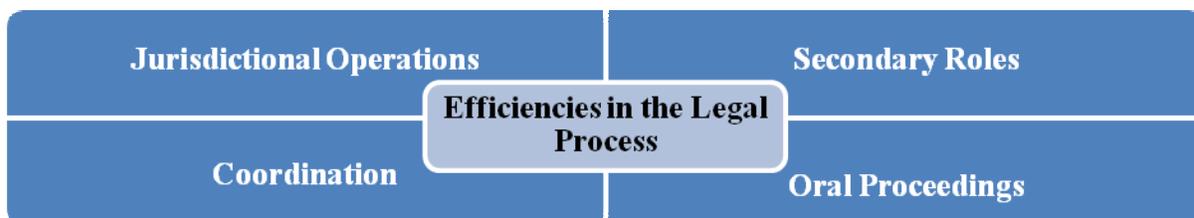
Over the course of this reporting period we prepared a report detailing the results of the diagnostic assessment performed on the 24-hour First Instance criminal courts operating in the Mixco and Villa Nueva municipalities and in Guatemala City (*Torre de Tribunales*). The conclusions and recommendations were submitted to the Penal Chamber magistrates of the Supreme Court and then to the full plenary of the Supreme Court (attended by ten of the 13 justices). Based on an official notification received by the Project on May 31, 2010, the President of the Chamber expressed approval and specific endorsement of the Action Plan as submitted. The assessment was prepared by gathering data based on institutional statistics, interviews with justice operators from the agencies participating in the model, and field observations at the various court offices focusing on the following operational variables:

- a) physical infrastructure and security
- b) staff performance
- c) operations and procedures
- d) information management
- e) prosecutorial and legal aspects
- f) controls (supervision and oversight)

Among the pre-set management indicators we considered: the availability of service and municipalities being covered; the total number of cases; the types of cases received, registered, and distributed through the Criminal Management Administrative Center; the number of cases and types of resolutions; the number of hearings held; the number of alternative resolutions; the number of auxiliary staff assigned per judge; the percentage of time the judge spent on judicial versus administrative tasks; compliance with constitutional- and prosecutorial-determined timeframes (length of the process); the average length of time for oral proceedings; and user satisfaction.

The report recommends reframing the institutional policies regarding the model 24-hour criminal courts based on the following cross-cutting themes:

- a) **Ensuring control of the legality of holding a person in custody** by addressing the legal status of the individual when taking detainee’s first statement, and by adhering to the constitutional and prosecutorial guarantees and timeframes.
- b) **Defining investigative procedures or measures of proof** in issuing arrest or other warrants. Based on the study’s finding, that there is a high degree of impunity, this model is appropriate. However, the institutional context in which the model has been implemented obliged it to be responsive to a multitude of requests for justice that led to its transformation.



Based on the above, the model requires certain institutional and sectorial conditions in order to be effectively operational and produce the desired results as described in the study and which include:

- a) Increased levels of sectorial coordination and promotion (the weaknesses and limitations among the justice sector agencies are projected in the model).
- b) Reinforcing oral proceedings as a mechanism to counteract certain cultural, structural, and procedural practices and issues that negatively affect the process (the culture surrounding written procedures is deeply entrenched among justice operators).
- c) Increased control mechanisms to reduce opportunities for corruption (such as privately rearranging shifts or case assignments among judges, contravening decisions of the Court, personally assigning hearing dates, among others).

Lastly, the replication of the 24-hour criminal court model should be based on reverting to the original model and re-adjusting operations to comply with the original design by defining direct and indirect costs throughout the justice sector in accordance with the following five criteria:

- 1) The number of individuals held in custody by the PNC in the department or province being considered, and the information broken down according to provincial capital (*cabecera departamental*) and municipalities in that province
- 2) Analysis of criminality levels categorized by serious crime, sexual crimes, and those crimes described under Article 2 of the Law on Strengthening Criminal Prosecution (Legislative Decree No. 17-2009) as defined by the SICOMP data from the PM Secretariat for Criminal Policy
- 3) The physical infrastructure and accessibility of the court facility, as well as distance from the target populations for justice services and access to transportation
- 4) The presence of the institutions that make up the model: first instance criminal court, criminal justice of the peace, the PM, the PDI, and INACIF
- 5) Estimating the actual investment required based on direct costs (fixed expenditures) and indirect costs (variable expenses) for each of the agencies involved. Nevertheless, even when none of the agencies are available in a given location, if all the other criteria are met, the Supreme Court could decide to replicate the model in order to respond to the opportunity, timeliness, or need for this service.

Along with the reported results, we developed an Action Plan (2010) and submitted it to the Magistrates of the Penal Chamber of the Supreme Court. The Plan focused on the following work areas:

- a) Realigning the model's operation to comply with the original design
- b) Making the necessary adjustments to the court management system (known as SGT in Spanish)
- c) Developing and encouraging the use of oral proceedings according to the 2010 Judicial Policy that is being promoted by the Penal Chamber
- d) Reinitiating the sectorial and permanent operations of an Institutional Technical Team (ITT)
- e) Modifying the shift system for the judges working in the 24-hour model criminal courts
- f) Infrastructure adjustments to meet the needs of court operations
- g) Design, preparation, implementation, and systematization of the experimental model and performance evaluation, and
- h) Implementing the Institutional Integrity Model

Proposal to Adjust Shift Assignments for 24-hour Criminal Court Judges based on established schedules:



We developed six proposals for Agreements to be presented for consideration by the full plenary of the Supreme Court:

- a) **One (1) general agreement** to standardize the 24-hour criminal court model (definition, areas of application, temporary coverage, jurisdictional competency, integration of the court, application of the Internal Regulations for Criminal Courts and Tribunals, shift assignments

throughout the organization, case assignments, division of management and judicial tasks, criteria to replicate the model, inter-agency coordination)

- b) **Four (4) draft agreements** addressing jurisdiction and issues pertaining to the courts that are currently in operation
- c) **One (1) draft agreement** to reorganize the Criminal Management Administrative Center

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

We have completed a preliminary report based on the diagnostic assessment carried out to identify the services and legal assistance offered for crime victims. Based on each department, nationwide, the study defined the type of services provided by either governmental agencies or NGOs, and applied the following criteria:

- a) Areas of assistance (legal, psychological, social, and medical)
- b) Geographical coverage of the assistance provided by the service provider
- c) Establishing levels for inter-agency coordination
- d) Identifying best practices in victim assistance
- e) Assessing the progress reached in implementing the Strategic Plan to apply the Law on Femicide and other types of violence against women

The study also defined the profile of a crime victim by determining variables based on age, gender, ethnicity, type of victim (direct or collateral), ties to the perpetrator, and institutional profile of the service provider as well as the existence of other social support networks. The study led to preliminary conclusions regarding the victim assistance services that are, to a great extent, being provided by governmental agencies (PNC through its victim assistance units located in precincts nationwide), the PM's Office of Assistance to Victims of Crime, the Coordinator for Free Legal Assistance to Female Victims and Families, the PDI, the Office of the Human Rights Ombudsman, and the National Prosecutor General in cases involving child victims and child abuse.

2.2.2 Coordination among Governmental Agencies and NGOs in Victim Services Increased

The field study described above that identified the providers of victim assistance services confirmed the fact that civil society organizations (CSOs) are providing basic services for legal assistance. The CSOs are primarily focused on offering guidance regarding rights and recommended courses of action that governmental agencies should be following. Some CSOs may represent or support a victim in a ground-breaking or high-impact case, but this demonstrates that only victims in a very limited number of cases are going to benefit from the array of legal and other support services.

Another preliminary conclusion from the study shows that the institutional response is characteristically made up of fragmented and dispersed assistance for victims of violent crime, which cannot be described as an integrated assistance model or as specialized attention paired with basic coordination.

2.2.3 Key Legislation to Reduce and Prevent Violence Implemented

Our previous quarterly report mentioned the National Commission for Continuity and Support to Strengthen the Justice Sector produced by the Sectorial Task Force on Justice and Security as a basis for developing their strategic plan. As direct follow up, the Project has been particularly interested in monitoring and ensuring compliance with the agreements and prioritization of activities. We were asked by the Social Organization Security Forum (known as FOSS in Spanish) to review the first report of the monitoring and oversight of the national agreement. The efforts made by the organizations that carried out the study are significant, especially in light of the fact that the data provided by the justice sector agencies continues to be quite limited, merely presenting a limited overview of what has been carried out to date in the justice sector, focusing merely on the progress made in increasing the number of courts to increase access to justice.

The Project's contribution through the Task Force was to provide an explanation addressing the various court models that are being developed for the judicial system (24-hour, high-impact courts presided over by various judges), specialized in femicide, among others). Through some of these models the Project addressed the access to justice strategy. In summary, task force analysis continues to be fragmented and work plans do not adequately reflect the various initiatives that are being carried out within the institutions. There is an increased risk of duplicating efforts or of ignoring successful efforts, best practices, and lessons learned.

The final presentation provided by the Technical Secretariat for the National Security Council highlighted the crosscutting themes that will take national priority, a number of which coincide with Project objectives and activities:

- Combating impunity: this approach included improvements to witness protection programs, as well as the development of special investigative methods, strengthening high-impact courts and improving security in penal institutions.
- Public Policy: approval of the National Security Policy, Government Criminal Policy, and Police Reform.
- An integrated approach to provide security for justice operators and human rights defenders, including strengthening the Analysis Unit for Attacks against Human Rights Defenders and the creation of the Institute for Victims and the Museum of Historical Remembrance.
- Legislative reforms that are still pending in order to guarantee the institutionalization of security and justice as framed by the National Agreement to Promote Security and Justice in Guatemala.

2.2.4 Complementary Legislation to Prevent Crime

In the context of Congressional approval of Decree No. 18-2010 that amends the Criminal Procedures Code pertaining to oral proceedings and victim participation in criminal prosecution, we provided technical assistance for the outreach campaign and for training programs to incorporate the reforms into the day-to-day operations of judges and justice operators in criminal courts. Our support targeted a focus group made up of judges and experts who work with court staff in implementing the new conditions by holding inter-agency and institutional workshops to address the conditions for oral proceedings and coordinate the changes faced by judges, prosecutors, and public defenders under the new oral system of proceedings.

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

Performance evaluation proposal for court-appointed public defenders

The Project finished drafting the standards and basic performance evaluation proposal for court-appointed public defenders (known as DPOs in Spanish) with the PDI. The proposal included follow-up based on the guidance provided by the PDI Acting General Director to focus a second phase on the National Coordination for Free Legal Assistance to Female Victims of Violence and their Families (known as ALG/IDPP in Spanish). ALG/IDPP provides the services of DPOs in compliance with the Law Against Femicide and other types of violence against women. We closely coordinated with Amalia Mazariegos, General Coordinator of the PDI's Free Legal Aid Unit, who provided key information and participated in the five working meetings held by the ITT (including key staff and departmental heads from ALG/IDPP). The Project team proposed that the performance evaluation standards be based on two key aspects: (i) legal assistance and (ii) integrated assistance based on dynamic coordination.

The process consequently led to generating the following specific results for the ALG/IDPP National Coordination:

- 1. Validating and integrating a Performance Evaluation Model** into all aspects regarding DPOs. Prior to working with the ALG/IDPP, we held meetings with staff directly involved in public defense work focused on achieving an objective that the PDI's General Director requested, i.e., the attorneys assigned to criminal defense, as well as those providing legal assistance to crime victims, should be evaluated using the same standards while taking into account the intrinsic differences in their work. (The PDI has two different types of attorneys -- those who are permanently employees and others who are in private practice and provide services as necessary. One group provides criminal defense and the other works with crime victims.) The Project worked through the ITT to reach consensus and draft an evaluation model based on the following key points:
 - a. Performance evaluation objectives
 - b. Qualifications for a court-appointed public defender, at the onset, as well as in the future
 - c. Code of ethics (ethical-institutional duties and responsibilities)
 - d. Professional responsibility (general and specific roles)
 - e. Performance to be evaluated (standards, gaps, and benchmarks¹)

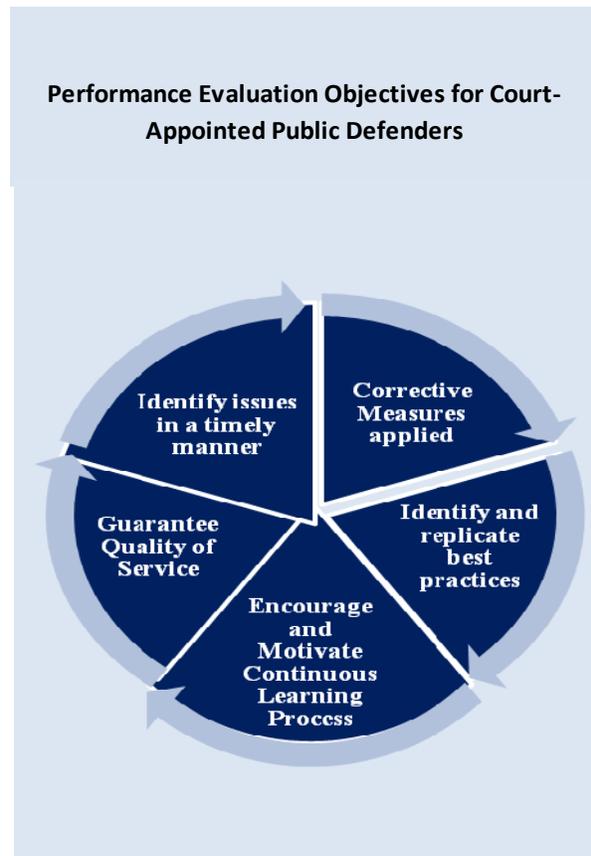
Each one of these aspects was addressed and adjusted in order that they apply to either the criminal defense DPOs or to those providing legal assistance to crime victims. The process required an initial first step to integrate both fields as they are currently being promoted side by side with very limited coordination between them.

¹We have assumed that only a small percentage of practicing attorneys is likely to serve as a public defender. Of these, a limited number have the required skills, and an even smaller number will fulfill the qualifications for public defense. There will be an inevitable number of deficiencies regarding both performance as well as quality of services provided.

2. Setting up a basic institutional model within the ALG/IDPP, based on existing data (provided by the General Coordinator), The Project presented technical input and coordinated the efforts through the ITT. We identified key components such as defining the mission, frame of reference, conceptual framework, provision of services, and the institutional cycle for services that, in turn, make up the foundation for future performance evaluations.

3. Boundaries, requirements (necessary conditions), standards, and gaps that need to be detected for each phase of the institutional cycle. These aspects required collective participation and consensus on projected performance and assumptions of each staff member’s expected contribution.

4. Qualifications of an ALG/IDPP Public Defender are based on the definitions within the criminal context and focus primarily on skill sets that should be present, combined with observed behavioral traits required to perform the duties.



Over the course of the next quarter, we will focus efforts on **institutional capacity building** and place increased emphasis on identifying and developing human resources that will be responsible for performance evaluation processes, designing and implementing the evaluation mechanisms and instruments, and helping to establish the conditions in the short term and the long term that will ensure effective operation of the performance evaluation model for public defenders.

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

We intensified and focused efforts during this reporting period to support the counterparts in their process of nomination, selection, and appointing of the new Attorney General, during a period of intense internal political activity in the PM and complex external conditions. This context did not contribute to a fertile environment for our Project to make progress in developing methodologies and improving efficient management and organization in the prosecutors’ offices, although we did assist with some activities in the PM’s Analysis Unit, Crimes Against Life Unit, and Victim Assistance Unit. For our counterparts, the appointment of a new Attorney General has been, and continues to be, a very difficult process that has led to a political crisis of significant magnitude. We expect that over the course of the next phase of the Project, we will be able to move forward with the activities that have been placed on hiatus until the appointment and installation of the new Attorney General.

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

Assistance and support in implementing the Criminal Justice Policy Program for 2010 in the Penal Chamber of the Supreme Court of Justice

The Project participates in the Technical Working Group comprised of personnel from the technical units in the Judicial Branch (Information and Telecommunications Center, Court Supervision, International Relations, Planning Secretariat, Human Resources, International Donor Cooperation Unit, Design and Infrastructure, the Judiciary's National Documentation Center, and the School for Judicial Studies) as well as by technical staff from the various foreign donor agencies (AECID's Justice and Security Program, Guatemala Institute for Comparative Studies in Criminal Sciences, and LEGIS (Association for Legislative and Democratic Development). Our team has provided assistance and support during the reporting period with improving management and organization for oral proceedings, including: updating IT programs; adapting the Court Management System (known as SGT in Spanish) to comply with the information requirements that feed the decision-making process in institutional policy; training justice and management personnel development within the courts to ensure more effective management of the docket. We provided support in drafting the regulations for the appeals process, which were then vetted by the Magistrates of the penal chamber and approved by the full plenary of the Supreme Court. The first oral proceedings took place to hear appeals that were pending and remedy some of the time lags and backlogs in the process.

Strategic planning in the judicial sector²

The Project team concluded the second phase of the planning process for the Five Year Program Plan and we met most of the targets we had set forth in our previous quarterly report. These are described in greater detail, as follows:

1. We managed to balance the program goals from the previous five-year plan with the current ones and found the process to be very useful in defining the variables that link back to the conditions that are being requested by justice sector staff.
2. We supported and provided technical assistance at regional conferences among judges and administrative staff, encompassing five districts, two study tours, and 14 working meetings. We contributed to defining the methodology, facilitating the meetings, and processing data for all activities. It is worth mentioning that the study tours to various facilities significantly contributed to increased levels of capacity building, information sharing, and improving perceptions regarding the realities facing the judiciary.

² Due to the fact that the role played by the Project team throughout the strategic planning and program efforts was conducive to including participation of a number of the Judicial Branch technical and management units, we chose to include this section under this category.



Working groups develop the Five Year Plan in Mazatenango, April 2010

3. We strengthened the Secretariat for Institutional Planning and Development (known as SPYDI in Spanish). Project support has centered on capacity building. During the reporting period, we focused on the following issues:
 - a. Technical support in designing the basic institutional model.
 - b. Develop skill sets to be applied throughout the process in developing methodologies, debate, documentation, and systematization within the framework defined for the regional planning meetings.
 - c. Technical assistance in drafting the Five Year Program Plan aligned with the Framework Plan that is still under development.
 - d. Support in preparing presentations for high-level authorities and liaise with management and administrative staff.
 - e. Orientation and training based on the techniques and criteria involved in strategic planning, management, and communication.

Regional Meetings contributing to the Judicial Strategic Planning Process

1. Mazatenango, April 9 - drafting
2. Coban, April 15 - drafting
3. Zacapa, April 16 – drafting
4. Guatemala 1, April 21 – judicial staff drafting
5. Guatemala 2, April 23 – administrative staff drafting
6. Quetzaltenango 1, April 28 – judicial staff drafting
7. Quetzaltenango 2, April 29 – administrative staff drafting
8. Mazatenango, May 7 - review
9. Coban, May 13 - review
10. Zacapa, May 14 - review
11. Guatemala 1, May 20 – judicial staff review
12. Guatemala 2, May 21 – administrative staff review
13. Quetzaltenango 1, May 27 - judicial staff - review
14. Quetzaltenango 2, May 28 – administrative staff review

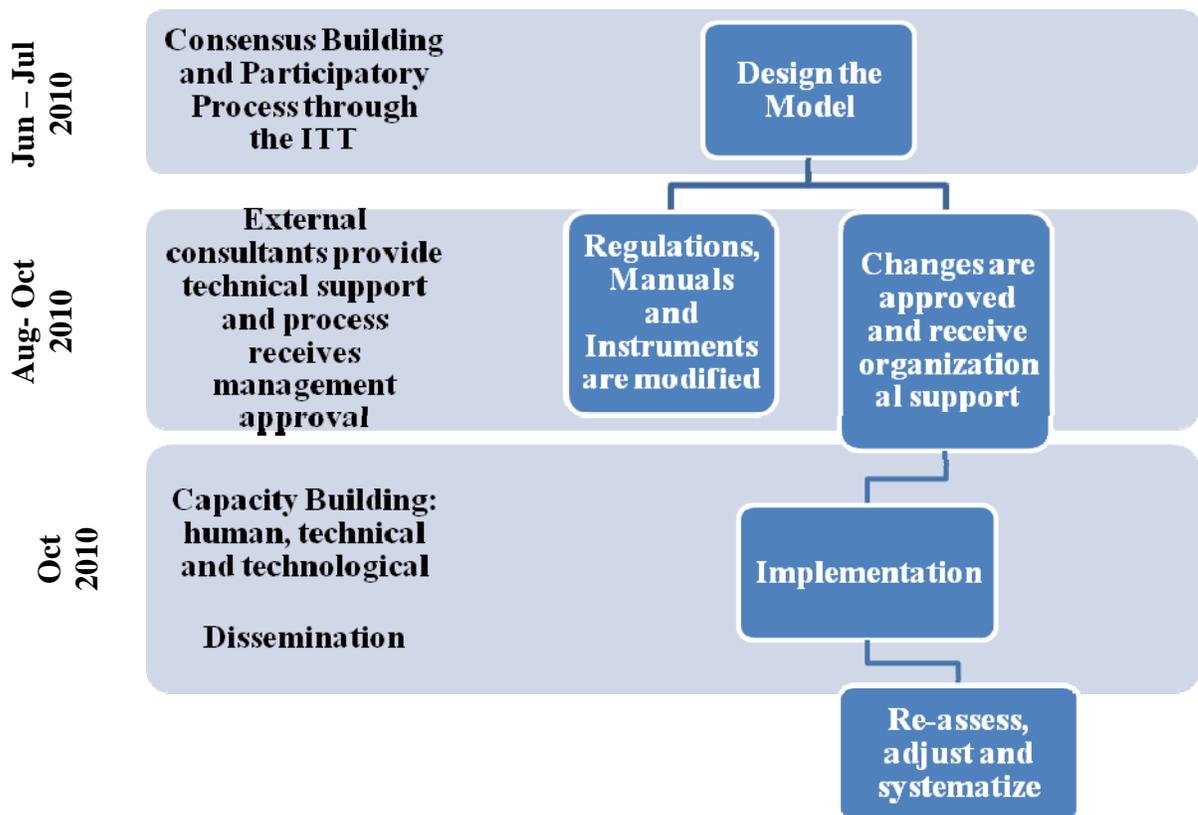
During the next quarter, Project support will focus on providing technical support for the presentation, approval (by authorities), and implementation of the Five Year Plan, as well as on developing some key training procedures to strength and build capacity within the SPYDI.

Annual Performance Evaluation Model for Justices of the Peace and First Instance Judges in the Judiciary

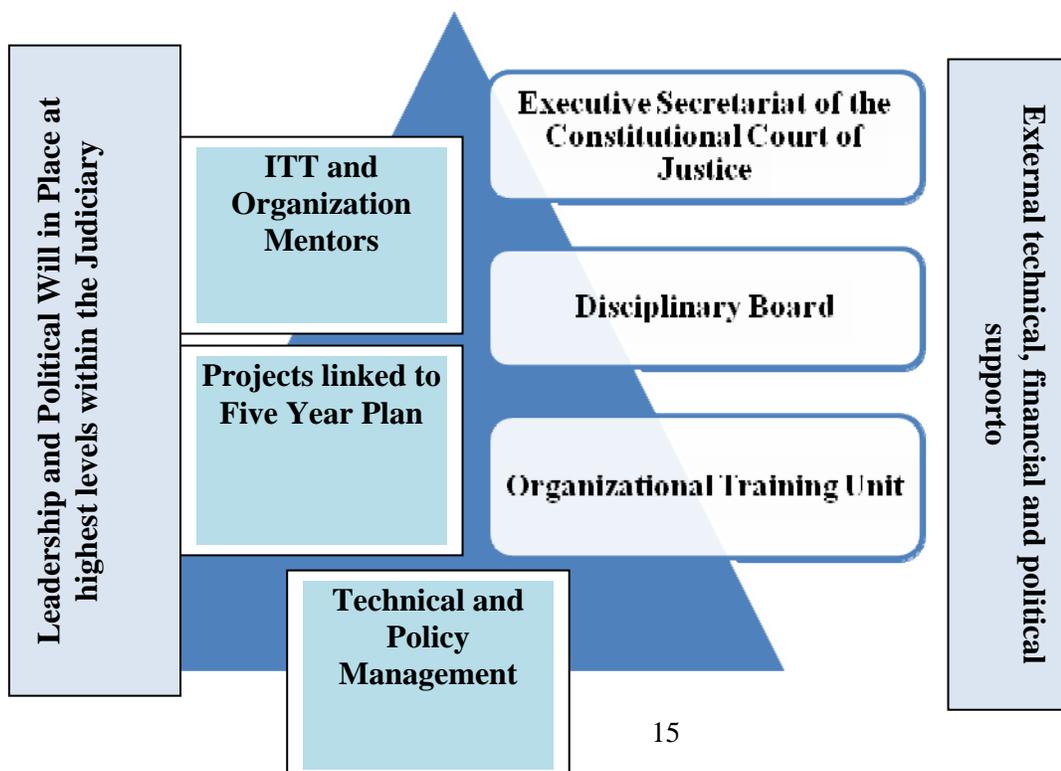
During the four regional meetings held on strategic planning, the opportunity arose to initiate dialogue with the Judicial Career Council (JCC), especially with the Magistrate on the JCC who represents the Supreme Court, Mr. Mynor Franco, as well as with Mr. Yuri Bucaro and his technical team. To date, we can cite the following accomplishments:

1. Agreement to launch technical cooperation process between the Project and the JCC in order to move forward in design and implementation of an annual evaluation model.³
2. We evaluated the initial proposal and methodology first developed by the technical staff in response to the challenges inherent in moving to an annual review process, involving 752 judges in a single year. We explored the projected requirements in terms of empowerment (including IT needs).
3. The Project developed a proposal within this context based on input produced during the strategic planning process. Building from the expectations and perspective of the Supreme Court, we submitted the proposal to the Executive Secretariat of the JCC, along with the conclusions that we have reached regarding performance evaluation:
4. Draft proposal to create performance evaluation model:

³ Performance evaluations for Justices of the Peace and First Instance Judges are currently carried out every four and five years, respectively, based on the contract period. The performance evaluation theoretically becomes the basis for contract renegotiation by the Supreme Court.



- The Project team developed a technical proposal describing the basic work structure required to move the effort forward and to ensure the participation of the following key units in the judiciary who play an important role in performance evaluation:



6. Performance evaluation is necessary to achieve any positive change in human resources management. It requires going beyond the mere technical application of methods and instruments in order to focus on the Framework Plan. One aspect of the vision put forth by the Supreme Court clearly describes the institutional expectations as follows:

“Staff members of the Judiciary fulfill their roles based on the premises of institutional identity, discipline, ethics, capabilities, and vocation for public service that fall within a career system and institutional culture that recognizes good performance.”

In response to these expectations, the Project has described the need to redesign performance evaluations by starting with well-defined concepts, purpose, and functionality (methods and instruments). To encompass institutional mentorship that encourages and advances the above-quoted components included in the institutional vision, we have to redefine the role played by the evaluator as well as by the employee being evaluated. We identified as key factors during the planning process:

1. The role played by judges and judicial decisions as symbols of justice faces a crisis of legitimacy and credibility among the general public who perceive judicial decisions as partial toward those who are able to “exert the most pressure.”
2. Judicial independence and impartiality are being systematically compromised by both internal and external forces and stakeholders.
3. There is public pressure to incarcerate or condemn defendants in excess of the correct application of the law.
4. Some of the current initiatives in place to strengthen the judicial branch are financially unsustainable.
5. Human resources may be vulnerable to influences such as peddling or nepotism that rewards poor performance, encourages corruption, and leads to the provision of public services significantly below minimum quality and efficiency standards.
6. Some personnel are working below their capabilities or are even the object of sanctions because they fail to demonstrate qualities and capabilities conducive to effecting institutional change.
7. Progress in human resource issues is being constrained by legal and institutional maneuvering that diminishes feasibility and credibility in advancing professional careers.

The requirement centers on the need for a performance evaluation system that links structural processes to institutional cultures and careers in order to increase the potential of making a significant impact and enduring contributions.

Institutional Integrity Model – Study Tour to the Dominican Republic

Program

During the reporting period, the Project sponsored a one-week, third country study tour to the Dominican Republic for 8 participants, including two Project staff members, to study the Dominican justice sector’s institutional integrity system (SII in Spanish). Almost everything planned on the study tour program was accomplished in a timely manner and there was even enough time to include an unscheduled activity for the group to observe a portion of an IIS awareness workshop for district judges in La Vega. The delegation was welcomed by high-level authorities and personnel.

Throughout the meetings and discussions, the participants showed commitment to the issues. USAID/Dominican Republic, the USAID-funded *Proyecto de Justicia* in the Dominican Republic, and Contractor’s home office provided valuable support, both technically and logistically.

We found valuable time for networking between the official meetings. In addition to exchanging information regarding technical and institutional issues that arose in the course of the tour, we were also able to bring up some of the current issues that the justice sector is facing in Guatemala. The highest ranking member of our delegation was Supreme Court Magistrate Cesar Barrientos, and, somewhat spontaneously, he ended up playing a major role throughout the presentations as well as during the opening and closing sessions. USAID COTR Oscar Chavarría generally played the role of introducing the delegation’s members to the hosts and describing the study tour objectives at each meeting.

Dominican Republic Study Tour Agenda	
1.	Introduction
2.	Discussion on interagency technical coordination
3.	Meeting with representatives from SerMas
4.	Courtesy call on Mr. Radhamés Jiménez, Magistrate, Attorney General
5.	Courtesy call on Mr. Jorge Subero Isa, Chief Justice of Supreme Court
6.	Meeting on the judicial career
7.	Meeting with Institutionalism and Justice Foundation
8.	Visit to the National Judicial School
9.	Guatemala team meeting
10.	Visit to court in Santiago
11.	Visit to court in La Vega
12.	Guatemala team closeout session: analysis and recap

Key Conclusions

Although the SII *per se* is in its initial stages (it has only been in place for about six months), the conditions that enable its implementation have been in place for a longer period. These conditions are rooted in decisions and activities going back more than ten years to the beginning of judicial reforms in the Dominican Republic. Therefore, the strategy or action plan on which the SII is based (including four pillars -- code of ethics, institutional culture, sanctions, and financial/management aspects) should be considered as only the most recent manifestation of progressive efforts to affect cultural changes in the justice sector. These efforts are part of a broader reform process in the entire government based on the most recent version of the Political Constitution.

The institutional reform processes implemented in the Dominican Republic justice system are similar to those that have been undertaken in Guatemala, such as the current Criminal Procedures Code (1996). However the systems differ markedly in two aspects: a) political management, and b) the implicit human management. Although further discussion was not possible, the significant differences were very apparent in comparison to the experience in Guatemala.

The human element in the Dominican Republic was at the center of policy decisions, i.e. enabling the judicial branch to start with a “clean slate” in selecting and hiring judges. To a certain extent, the crisis facing the system at the time was one of legitimacy in which the judges were “merchants” (an expression overheard by certain authorities). The political context enabled a movement that exerted enough pressure to enable changes in structures and personnel and led to a number of current authorities, such as Magistrate Subero (lifetime appointment as Chief Justice of the Supreme Court), to take office. From that moment, ethical concerns have been a cross-cutting theme that has remained sustainable due to the stability and permanence of the Supreme Court magistrates.

The development in the judicial sector set the stage for other agencies to also address human resources concerns, as well as cultural and ethical aspects in public sector employment. The Public Defender’s Office, which was established five years ago, has made the most progress in terms of the SII and all its implications. The Prosecutor’s Office is facing a transition phase based on the current constitutional reforms. The National Civilian Police has a more complicated context and is lagging behind in terms of ethics.

Based on the experience in the Dominican Republic, we conclude that three basic conditions, among

others, are required in order to move forward in adapting a successful SII model to the Guatemalan justice sector institutions:

- **Opportunity:** the process should be initiated and consolidated during periods and processes of institutional transformation. In the case of Guatemala, this could be interpreted to be the period during which the organizational leadership is changing.
- **Political Leadership:** consistency (for a long enough period) and coherence (leading by example). Given the international pressure being exerted on Guatemala and other current events, we expect to see continued participation and involvement from justice sector authorities..
- **Coordination:** an integral, structured, and sustained investment by a number of stakeholders (agencies and units) along with resources and institutional and sectorial efforts. In Guatemala, this aspect calls for a considerable investment of talent (skills) in political, human, and institutional administration that would align itself with the previous two conditions.

SII Implementation Projections

The process of rolling out SII in the judicial system should go hand in hand with implementing the Five Year Plan and take advantage of the dissemination activities that will be put in place for qualified personnel (judges and magistrates). At both the PM and the PDI, the process should await the arrival of new authorities and should lead to a process similar to the one taking place in the Judiciary that will build on the momentum and generate further progress.

- a. The study tour participants agreed that introducing the SII should involve not only political leaders, but should also be addressed from the perspective of the ITTs in the areas in which they are currently working (top down and bottom up). Given the marked cultural and political differences between Guatemala and the Dominican Republic, special emphasis should be placed on strategic design and methodologies (to be determined).
- b. In general, we foresee three steps or implementation stages:
 - **Integrating SII into the strategic policy planning (framework)** for the Judiciary, as well as for the MP and the IDPP: create a unified approach and teamwork at the very highest levels.
 - **Scheduled roll out:** the process design, resource management, team building and implementation of the first stage (drafting preliminary considerations, dissemination, raise awareness, involvement, etc.).
 - **Institutionalization:** involvement and capacity building in key institutional aspects or units, especially those pertaining to human resources, career paths, performance evaluation, and training (these are precisely the ones that were addressed in the Dominican Republic).

During the reporting period, we had a follow-up meeting among the members of the study tour delegation in order to reach conclusions and consensus on the above, as well as on other aspects pertaining to SII in Guatemala.

2.3.4 Network of Positive Leadership for Institutional Change Organized and Strengthened

A number of advances made during the reporting period are indirectly linked to this project component. Specifically, the stage has been set to generate positive leadership among legal professionals in the justice sector through communication among high-level authorities in each of the three key agencies of the justice sector, establishment and operation of the ITTs, strategic planning efforts, and progress in institutional and staff member performance evaluation.

Generating positive leadership among groups of legal professionals requires that the processes listed above be solidly established both programmatically and institutionally within the organizations. In this sense, we have made significant progress. The Project team strives to ensure that the momentum is sustained and strengthened, especially as the new leadership at the PM and the PDI are expected to take office soon. We expect that this will be taking place during the Project's next reporting period.

Moving the positive leadership forward requires participation from organizations such as the Guatemalan Bar Association (*Colegio de Abogados y Notarios de Guatemala*), law schools, and professional trade associations, particularly those that involve public service in the justice sector (judges, prosecutors, and defenders). These organizations have been directly involved in the nomination and selection of magistrates to the Supreme Court and to the Courts of Appeals. They continue to participate in nominating candidates for the PDI Director General and PM Attorney General positions. Nonetheless, the context surrounding these processes and the recurring crises are not at all conducive at the present time to encouraging positive leadership within these professional associations.

2.4 SPECIAL ACTIVITY 1: SUPPORT HIGH IMPACT COURTS

High Risk Courts

As one of the elements required to implement the Immediate Action Plan developed by the Technical Working Group (members of which include specialists from the donor community –AECID and UNDP—along with representatives from the Judiciary, the Technical Secretariat of the National Security Council, the Vice Minister for Justice Sector Support in the Ministry of the Interior, and the Political Advisor at the International Commission against Impunity in Guatemala—CICIG), the Project provided material support for six months and leased a building to temporarily house the courtrooms while the 15th floor of the Judicial Court Building (*Torre de Tribunales*) in Guatemala City is being remodeled.

The Technical Working Group has permanently scheduled monthly meetings to provide follow-up for the remodeling process and security installations required on the 15th Floor. In addition, the group will continue working with the ITTs in designing the conceptual and operational management model. In regard to the former, the UNDP representative on the Working Group reported that the preliminary design is in place for the remodeling and estimates that the first high-risk courtroom will be operational in August 2010. Regarding the latter, the Project provided support for the conceptual design of the high-risk courts by organizing a workshop for six professionals from the Penal Chamber and three officials from the PM's Technical Coordination Secretariat. The participants analyzed the admissibility criteria for classifying a case as high risk, based on the analysis developed by the Technical Working Group.

The working group agreed with agency authorities regarding the key procedures and management at this stage:

- a) basic issues: there is a need to improve the definition of risk (risk analysis should be on a case-by-case basis and the key lies in ensuring that the conditions are in place to move the process forward in light of the exceptional jurisdictional elements);
- b) observing prosecution requirements: a void in last known address information for individuals being prosecuted hampers the notification process; the prison system should confirm the precise location where the subject is being held; the PM should have up-to-date information to track the process at any given point. Consensus was reached regarding the form that the PM will use to request information. Debate continues regarding the analysis of the risk assessment criteria.

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

Implementing the Criminal Prosecution Plan at the Public Ministry

We began raising awareness and training prosecutors with the help of a consultant from the Wildlife Conservation Society (WCS). The focus of the training was on prosecution of organized crime in cases involving environmental and cultural heritage violations. The activity sought to enable prosecutors to comprehend the legal implications and the agency requirements for protecting conservation areas in the Maya Biosphere which is still 80 percent intact. Presentations covered the use of data gathered through SIG mapping to detect environmental crimes, including deforestation taking place in protected areas, forest fires, and *narcogananadería* (cattle trade linked to drug trafficking and money laundering). The PM currently lacks the necessary capabilities. The activity managed to raise awareness and generate guidance on analyzing this criminal situation in the region.

The Coordinator of the Academic Board of the Guatemalan Bar Association along with the PM’s Secretary for Criminal Policy conducted a working session for twenty prosecutors and assistant prosecutors in the region. The session generated debate surrounding the application of the law against organized crime. The issue sparked a great deal of interest in light of the differences of opinion between the First Instance Court judges and the prosecutors. The session attempted to clarify concepts and provide guidance to the prosecutors so that they could build strong cases in support of criminal prosecution when bringing the charges before a judge.

In coordination with the regional office in Petén, the National Council for Protected Areas (CONAP), and the district office of the National Forestry Institute (INAB), the Project organized a training workshop on May 25-26, 2010 entitled “Transportation and Handling of Forestry Products: an approach to criminal prosecution of environmental forestry violations.” We designed the workshop for justices of the peace and first instance judges in Petén. The first session was led by CONAP and INAB specialists who provided the theoretical background for the general guidelines currently in effect for forestry and wildlife management, as well as control procedures for industry and transportation. The second session focused on practical aspects and included specialized instruction on how to estimate the cubic measure of lumber, either logs or sawed planks. The justices of the peace need these details because they are the first line of authority capable of impeding illegal activities when catching perpetrators in the act. First instance judges often request the justices of the peace to determine the legal status of seized forestry products. If they have not been properly trained, they are unable to do so and environmental crimes remain in impunity.

Petén Environmental Justice Working Group
 21 judges
 3 assistant prosecutors
 3 DICRI investigators
 3 CONAP technicians
 3 INAB specialists
 4 Environmental Justice Forum staff

At the beginning of the session, a number of questions were asked in order to ascertain the level of knowledge among the participants:

1. Are you aware of the various types of authorization available to exploit forestry resources? (98% responded no.)
2. Do you know how to estimate the cubic measurement of lumber? (100% responded no.)
3. Are you familiar with the documents required for transportation into and within protected areas? (80% responded no.)

Upon concluding the workshop, the same questions were asked and 95 percent of the participants were able to answer correctly.



Using the facilities of a local lumber yard, technical experts showed justice operators how to estimate cubic measurements for lumber. San Benito, Petén. May 26, 2010

During the reporting period, the Project provided support in the form of instructors' stipends for a ten-week certification course in Petén entitled *Certification in Criminal Theory applied to the Penal Process*. The course was attended by 62 attorneys representing all of the justice institutions, as well as a number of lawyers in private practice. Each one of the ten sessions included practical training exercises as well as orientation sessions which encouraged debate and consensus building to apply the theory to actual cases that factored in the current reality in Petén.

The certification course sparked a great deal of interest within the legal community in Petén because local attorneys are eager to take advantage of professional development opportunities, often scarce or non-existent in this remote and forgotten area in Guatemala.

An environmental specialist was hired to begin the technical assessment to develop a criminal prosecution handbook for forestry crimes. This activity falls under the Project's support for interagency coordination within the broader "*Environmental Justice Forum*" that brings together CSOs and public agencies. The handbook will be completed by the end of July 2010 and will be prepared using a participatory process for its design and approval.

Certification Sessions in Petén during May 2010

- Introduction and taking statements
- Case preparatory stage
- Case theory
- Intermediate stage and alternative resolution
- Debate
- Legal recourses.
- Practical exercises
- Law against Femicide and domestic violence
- Environmental violations and criminal prosecution of cultural heritage violations
- Actions and constitutional principles applied to criminal prosecution
- Reforms to the Criminal Procedures Code

Within the same Environmental Justice Forum cooperation mechanism, we analyzed a number of cases that represent the issues facing conservation and protection of the Maya Biosphere protected areas. These cases will serve as the basis for legal precedent that can then provide guidelines for public agencies working to develop cases for criminal prosecution. For example, a case is being built around seizing assets of livestock illegally grazing on protected areas within the Maya Biosphere.

2.6 SPECIAL ACTIVITY 3: MILLENNIUM CHALLENGE INDICATORS PROMOTED

We are in the process of identifying stakeholders and awaiting official decision.

3. SUB-GRANT PROGRAM

Contractor's small grants management plan has been approved by USAID and incorporated into the option period modification #2 of the task order during the final week of this reporting period.

4. GENDER ISSUES

As a result of the Project team's work with the NAS Program Consultant, Samuel Rivera, we organized coordination meetings with AECID and two Supreme Court justices (Magistrate Telma Aldana and Magistrate Luis Pineda) to define approaches for installing and operating the three First Instance Courts that have been set up to hear cases under the Law against Femicide and other types of violence against women.

During these coordination meetings, AECID offered technical assistance nationwide to provide at least minimum conditions required to set up the courts. They also offered technical assistance to share the experience gained in Spain as well as procurement of equipment. NAS, on the other hand, will contribute by organizing the first training session for judges regarding the entire spectrum of victim assistance, starting with the first contact with the PNC, followed by the PM and the judges. The Project will provide specific support for a follow-up evaluation following the NAS training to ascertain the degree of success of the capacity building and skills development.

5. SUPPORT TO THE NATIONAL CIVILIAN POLICE

We initiated coordination meetings with the Commission for Police Reform. The Project has been asked to provide training and methodology support for job descriptions, selection criteria, and curriculum development for basic training. Other interested donors have joined in these meetings to support the Police Academy in additional areas. We are currently in the process of seeking approval of a training consultancy to be carried out by a well-known Guatemalan expert.

6. INDICATORS

The Subcontractor charged with monitoring and evaluation activities is currently in the process of completing a report on the status of the indicators and quarterly evaluation of justice sector and Project performance that will be submitted to USAID at the end of July 2010.

7. ADMINISTRATIVE AND PERSONNEL MATTERS

During the reporting period, USAID approved Contractor's proposed Key Personnel candidate for the Deputy Chief of Party position. She began work in the Project during May 2010, complementing the rest of the team's strengths and competencies.

At the end of the reporting period, USAID granted a modification to the task order, approving the 24-month option period to run seamlessly without interruption of the Project and granting budget realignments.

8. FINANCIAL QUARTERLY REPORT

USAID/Guatemala Project Against Violence and Impunity							
Task Order #DFD-I-08-04-00173-00							
Quarterly Financial Report #4							
April - June 2010							
PROJECT LINE ITEM	(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	\$3,695,582	\$402,045	\$304,990	\$0	\$707,035	\$2,988,547	
OTHER DIRECT COSTS	\$1,736,220	\$220,287	\$110,295	\$0	\$330,582	\$1,405,638	
INDIRECT COSTS	\$204,264	\$22,996	\$12,937	\$0	\$35,933	\$168,331	
SUB-GRANTS UNDER CONTRACTS	\$350,000	\$0	\$0	\$0		\$350,000	
TOTAL COSTS	\$5,986,066	\$645,328	\$428,222	\$0	\$1,073,550	\$4,912,516	

9. ANNEXES

1. Management and Control of Prosecutor's Offices
2. General Instructions for applying benefits due to collaborating in organized crime cases
3. Benefits for Efficient Collaboration in Prosecution of Organized Crime Cases
4. Basic Model of Performance Evaluation Model for PDI Public Defenders
5. Presentation for validation of profiles and performance standards for *pro bono* Public Defenders
6. Basic Design of Institutional Model for Legal Assistance Service to Crime Victims
7. Performance Standards for PDI Attorneys for Crime Victims
8. Five-Year Plan Summary (2011-2015) for the Supreme Court
9. Regional Meeting presentation of the Five-Year Plan to Judges, Magistrates and Administrative Directors
10. Presentation of Results of the Five-Year Plan to Judges, Magistrates and Administrative Directors
11. Guidance for participatory and regional rollout of the Five-Year 2011-2015 Plan for the Judicial Branch to Judges, Magistrates and Administrative Directors
12. New Design of *Secretaría de Planificación y Desarrollo Institucional* of the Judicial Branch
13. Presentation and guidance of new design of *Secretaría de Planificación y Desarrollo Institucional* of the Judicial Branch
14. Presentation of the Strategic Plan about Annual Performance Evaluation with First Instance Judges and Justices of the Peace
15. Dominican Republic Institutional Integrity Model Study Tour Agenda
16. Executive Summary of Results of the Study Tour to Dominican Republic
17. Draft of Guatemalan Design for Implementation of Institutional Integrity System
18. Letter of Approval from the Supreme Court regarding the 24-hour First Instance and Criminal Trial Court Models