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# SECURITY AND JUSTICE SECTOR REFORM PROJECT

QUARTERLY REPORT  
(APRIL 1 – JUNE 30, 2013)

July 22, 2013

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# **SECURITY AND JUSTICE SECTOR REFORM PROJECT**

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**QUARTERLY REPORT**  
**(April 1 – June 30, 2013)**

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**July 22, 2013**

## **DISCLAIMER**

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.

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# LIST OF ACRONYMS

AG	Attorney General
AGO	Attorney General's Office
CNRP	<i>Comisión Nacional de la Reforma Policial</i> (National Commission for Police Reform)
CO	Contracting Officer
COMPSTAT	Computer Statistics / Comparative Statistics
COP	Chief of Party
COR	Contracting Officer's Representative
CPC	Criminal Procedures Code
CRADIC	<i>Centro de Recopilación, Análisis y Difusión de Información Criminal de PNC</i>
CSJ	<i>Corte Suprema de Justicia</i>
CSOs	Civil Society Organizations
DEIC	Criminal Investigative Unit
DIMEI	<i>División de Métodos Especiales de Investigación</i> (Special Investigation Methods Division)
DIGESSP	<i>Dirección General de Servicios de Seguridad Privada</i> (General Directorate of Private Security Services)
EEJ	<i>Escuela de Estudios Judiciales</i> (School for Judiciary Studies)
FADS	Family and Friends against Crime and Kidnapping
FDCV	<i>Fiscalía de Delitos Contra la Vida</i>
FLAU	Free Legal Assistance Unit of the <i>Instituto de la Defensa Pública Penal</i>
GOG	Government of Guatemala
IDPP	<i>Instituto de la Defensa Pública Penal</i> (Public Defense Institute)
IEPADES	<i>Instituto de Enseñanza para el Desarrollo Sostenible</i>
INACIF	<i>Instituto Nacional de Ciencias Forenses de Guatemala</i>
INEES	<i>Instituto Nacional de Estudios Estratégicos en Seguridad</i>
LLR	Lower Level Result
MAI	<i>Modelo de Atención Integral a la Víctima</i>

MINFIN	<i>Ministerio de Finanzas Públicas</i> (Public Finance Ministry)
MINGOB	<i>Ministerio de Gobernación</i> (Ministry of Governance)
MP	<i>Ministerio Público</i> (Public Ministry)
NAS	Narcotic Affairs Section of the U.S. Embassy
NGO	Non-Governmental Organization
NSS	National Security System
OJ	<i>Organismo Judicial</i> (Judicial Branch)
PNC	<i>Policia Nacional Civil</i> (National Civilian Police)
RRF	Rapid Response Fund
SAI	<i>Sistema de Atención Integral</i> (Comprehensive Care System)
SECAP	<i>Sistema de Seguimiento y Capacitación en la Práctica Policial</i> (Tracking and Training System for Police Practice)
SIAF	<i>Sistema Integrado de Administración Financiera</i>
SICOIN	<i>Sistema de Contabilidad Integrado</i>
SISPE	<i>Sistema de Personal</i> (Computerized Personnel System)
SJSIs	Security and Justice Sector Institutions
SJSRP	Security and Justice Sector Reform Project
SICOMP	<i>Sistema Informático de Control de Casos del Ministerio Público</i>
Sub LLR	Sub Lower Level Result
SVET	Secretariat Against Sexual Violence, Exploitation and Human Trafficking
UCI	Institutional Training Unit
UDT	<i>Unidad de Decisión Temprana</i>
UL	<i>Unidad de Litigio del Ministerio Público</i>
UME	<i>Unidad de Métodos Especiales</i> (Special Methods Unit)
UN	United Nations
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

The Security and Justice Sector Reform Project (SJSRP or Project) devoted significant resources to provide institutional strengthening support to all counterpart Security and Justice Sector Institutions (SJSIs) during this reporting period. This was achieved through active consultation and coordination with key Government of Guatemala (GOG) counterparts and civil society partners that received project support through the Rapid Response Fund.

During this quarter, the SJSRP executed a series of critical activities oriented toward building the foundation for the establishment of an adequate career system for the National Civilian Police (PNC). For example, the SJSRP provided assistance in developing an implementation plan for the methodology of the Police Career Path reform initiative. The plan includes the creation of five working groups tasked with distinct responsibilities to advance the Police Career Path. The Project also has worked with the PNC to ensure that its Computer Personnel System (SISPE) contains appropriate entries to track its personnel's progress throughout their career path. These efforts represent major steps forward in the development of a solid and well-defined Police Career Path model.

In addition, the Project continued to carry out a preliminary study of the Pilot Station, Precinct 14, to determine the potential for integrating the recommendations made by the National Commission for Police Reform (CNRP) with regard to career path reform efforts. A review by the SJSRP determined that many of the officers within Precinct 14 lacked knowledge of specific reform efforts within the precinct and within the PNC as an institution. The study also revealed more systematic problems within the PNC regarding how it handles policies and procedures, and determined that the lack of sufficient commanding officers was a recurring issue throughout the precinct.

In an effort to strengthen the financial management systems for SJSIs, the SJSRP conducted a study to determine the viability of developing a common financial and purchasing model for all SJSIs. The study concluded that it was not feasible to develop a new basic financial model due to the parameters associated with the *Sistema Integrado de Administracion Financiera* (SIAF). Consequently, the study recommended the development of a guidance manual containing best practices to implement existing rules and regulations related to budget management, as well as strengthening SJSIs purchase-planning capability and maximizing the use of SIAF's reports module.

During this period, the Project made significant advances in the implementation of activities aimed at improving the management and administration of SJSIs. The SJSRP held several workshops with the *Organismo Judicial* (OJ), the Public Ministry (MP), the Public Defense Institute (IDPP) and the National Forensics Institute (INACIF) to raise awareness about ISO 9001 standards, as well as the benefits of implementing a quality management system. This effort also contributed to defining the processes that will be certified with SJSRP support. In this regard, the Project completed the development of Terms of Reference for the subcontracting of local firms that will assist with the certification of ISO 9001 processes. With regards to the General Directorate of Private Security Services (DIGESSP), the GOG has granted an extension for the certification of private security firms in Guatemala. However, the Project is working closely with the DIGESSP to ensure that all systems are developed and functioning in compliance with the law.

As part of the Project's activities oriented towards improving the efficiency and accountability of SJSIs, the SJSRP conducted an evaluation of the National Institute of Strategic Security Studies' (INEES) academic training and professionalization schedule. The Project determined that the SJSRP could support INEES by providing instructional material for select courses taught to National Security System (NSS) member agencies. The main purpose of this support would be to promote the study and investigation of security themes in the various NSS ministries and agencies. In the PNC, the Project focused its efforts on the Police Doctrine roll-out plan, including the development of an introductory module for the Police Doctrine training course. The SJSRP coordinated with the United Nations Women Peace and Security Office to strengthen the gender units within the PNC and other Ministry of Governance (MINGOB) agencies.

In the Judicial Branch, the SJSRP continued to strengthen the pilot Multi-Person Criminal First Instance Court Model. Given the Project's early success with the Court Model, the Supreme Court has expressed an interest in implementing this model at the national level. The SJSRP also provided technical assistance to the 24 Hour Femicide Court in Gerona, emphasizing the proper handling of hearings, which has resulted in better service to the users of the justice system. The results of Project monitoring activities at this court demonstrate the model's effectiveness in meeting the constitutional timeframes for hearing the accused, as well as quick rulings on MP petitions for cases and improved effectiveness by INACIF in the assessment of sex crimes.

In the Public Ministry, the Project provided technical assistance to the Early Decision Units, the Investigative Units and the Litigation Units to improve their investigation and prosecutorial skills. This activity included carrying out a brief diagnostic on the use of special investigative methods, particularly those associated with the Law against Organized Crime.

Preliminary results suggest that a lack of general confidence between the MP and the PNC has prevented the joint design, development and implementation of undercover operations and surveillance. Similarly, the Project has identified needs in criminal investigation efforts conducted by INACIF with regards to voice identification.

In the Public Defense Institute, the SJSRP supported the roll-out of a new Free Legal Assistance Unit (FLAU) for Victims of Femicide in Huehuetenango. The new FLAU broadens access to justice by providing free professional legal assistance. This is especially important given the comparatively high costs of legal services in areas with high rates of extreme poverty, such as Huehuetenango. In addition, the Project developed a training plan for FLAU public defenders to strengthen their capacity in preparing judicial accusations and demanding appropriate compensation based on international case law.

During the reporting period, USAID approved the Justice Sector Activities Fund Manual. The SJSRP made progress with the design of the implementation strategy for the sub-grant component. In this context, the SJSRP contacted several civil society organizations that have the potential to become natural strategic partners for the implementation of grant-funded activities. These include the Myrna Mack Foundation and the Institute of Education for Sustainable Development (IEPADES).

The SJSRP communications and social outreach component made progress working closely with SJSIs in the coordination of inter-institutional forums and bi-lateral discussions concerning security and justice issues. As a result of these activities, the Project has received several requests for technical assistance involving social communications concerning sexual violence and trafficking in persons, as well as requests to support dissemination activities for the multi-person courts. USAID approved the Project's Communication Strategy at the end of the reporting period, so major activities are planned for the next quarter.

Finally, the SJSRP began the implementation of new activities under the Rapid Response Fund, including the following: (1) implementation of the International Congress on Rule of Law and Democratic Justice with the support of the Universidad de San Carlos; and (2) political and strategic support for the implementation of Police Reform with the collaboration of the National Commission for Police Reform.

# RESUMEN EJECUTIVO

El Proyecto de Seguridad y Justicia (SJSRP, por sus siglas en inglés o Proyecto) dedicó recursos significativos durante el periodo de este reporte al fortalecimiento de las instituciones del sector justicia y seguridad (SJSIs por sus siglas en inglés). Esto se logró por medio de la consulta activa y coordinación con contrapartes claves del Gobierno de Guatemala y la participación de organizaciones de la sociedad civil que reciben apoyo del Proyecto por medio del Fondo de Respuesta Rápida.

Durante este trimestre, el SJSRP ejecutó una serie de actividades críticas que estuvieron orientadas a construir la base para el establecimiento de un adecuado régimen de carrera para la Policía Nacional Civil (PNC). Por ejemplo, el SJSRP brindó asistencia en el desarrollo de un plan de implementación para la metodología de reforma del Régimen de la Carrera Policial. El plan incluye la creación de cinco grupos de trabajo designados con responsabilidades distintivas que facilitan avanzar con el Régimen de la Carrera Policial. El Proyecto también ha trabajado con la PNC en garantizar que sus Sistema Informático de Personal (SISPE) contenga los criterios apropiados para darle seguimiento al progreso del personal a través del Régimen de la Carrera Policial. Estos esfuerzos representan grandes pasos hacia adelante in el desarrollo de un modelo del Régimen de la Carrera Policial sólido y bien definido.

Además, el Proyecto continuó realizando un estudio preliminar del Proyecto Piloto en la Comisaría 14 para determinar la posibilidad de integrar las recomendaciones de la Comisión Nacional para la Reforma Policial sobre los esfuerzos de reforma a la carrera policial. Una revisión del SJSRP determinó que muchos de los oficiales dentro de la Comisaría 14 desconocen los esfuerzos específicos de la reforma tanto dentro de la misma como a nivel institucional de la PNC. El estudio reveló la existencia de mayores problemas sistemáticos dentro de la PNC sobre la manera en que se manejan las políticas y procedimientos, y determinó que la falta de suficientes oficiales de mando era un asunto recurrente dentro de la Comisaría.

En un esfuerzo por fortalecer el sistema de gestión financiera de las SJSIs, el SJSRP realizó un estudio para determinar la viabilidad de desarrollar un nuevo modelo básico financiero y de adquisiciones común para las SJSIs. El estudio concluyó que no era posible desarrollar un nuevo modelo financiero debido a los parámetros asociados con el Sistema Integrado de Administración Financiera (SIAF). Consecuentemente, el estudio recomendó desarrollar un manual guía que contenga buenas prácticas para la implementación de las normas existentes que estén asociadas con el manejo de presupuesto, al igual que fortalecer a las SJSIs en sus

capacidades para planificar compras y maximizar el uso del módulo de reportes que existe en el SIAF.

Durante este periodo el Proyecto logró avanzar significativamente en la implementación de actividades dirigidas a mejorar el manejo y la administración de las SJSIs. El SJSRP realizó varios talleres con el Organismo Judicial (OJ), el Ministerio Público (MP), el Instituto de Defensa Pública (IDPP) y el Instituto Nacional de Ciencias Forenses para sensibilizar a sus operadores sobre los estándares ISO 9001 y dar a conocer los beneficios asociados con la implementación de un sistema de gestión de calidad. Este esfuerzo también contribuyó a la definición de procesos que serán certificados con el apoyo del SJSRP. En este tema, el Proyecto completó el desarrollo de los términos de referencia para la subcontratación de empresas locales que brindarán apoyo en la certificación de proceso ISO 9001. En relación a la DIGESSP, el Gobierno de Guatemala ha extendido la fecha para que las firmas de seguridad privada obtengan su certificación. No obstante, el Proyecto está trabajando muy cercanamente con el DIGESSP para garantizar que todos los sistemas se desarrollen y funcionen en cumplimiento con la ley.

Como parte de las actividades del Proyecto orientadas a mejorar la eficiencia y fiscalización de las SJSIs, el SJSRP realizó una evaluación de los programas académicos de capacitación y profesionalización que realiza el Instituto Nacional de Estudios Estratégicos y Seguridad. El Proyecto determinó que el SJSRP puede brindar apoyo al INEES por medio de la elaboración de material instructivo para cursos selectivos que ejecuta para las agencias que forman parte del Sistema Nacional de Seguridad. En la PNC, el Proyecto enfocó sus esfuerzos en echar en marcha el Plan de la Doctrina Policial, incluyendo el desarrollo de un módulo introductorio para el curso de capacitación de la Doctrina Policial.

En apoyo al Organismo Judicial, el SJSRP continuó sus esfuerzos de fortalecer el Modelo de Juzgado de Paz Penal Pluripersonal. Considerando los éxitos que ha logrado el Proyecto con este Juzgado Modelo, la Corte Suprema ha expresado interés en implementar el modelo a nivel nacional. El SJSRP también brindó asistencia técnica al Juzgado de 24 Horas de Femicidio en Girona. Como parte de este apoyo, se enfatizó el manejo apropiado de audiencias, el cual ha resultado en un mejor servicio para los usuarios del sistema de justicia. Los resultados del Proyecto como parte del monitoreo de actividades en este Juzgado muestran la efectividad del modelo observándose el cumplimiento de los plazos para la realización de audiencias, dándose respuesta rápida a peticiones del MP en juicios y mejorando la efectividad del INACIF en la evaluación de delitos sexuales.

El Proyecto también ha brindado asistencia técnica a las Unidades de Decisión Temprana, las Unidades de Investigación y las Unidades de Litigación para mejorar las capacidades de investigación de las mismas. Esta actividad incluye la realización de un breve diagnóstico acerca del uso de métodos investigativos especiales, particularmente aquellos asociados con la

Ley de Crimen Organizado. Resultados preliminares de este estudio demuestran que existe una falta de confianza general entre el MP y la PNC que impide el diseño e implementación conjunta de operaciones encubiertas. Similarmente, el Proyecto ha identificado necesidades en los esfuerzos de investigación científica criminal que conduce el INACIF con relación a la identificación de voces.

El SJSRP ha colaborado con el Instituto de Defensa Pública en la expansión de una nueva Unidad de Asistencia Legal Gratuita a la Víctima de Violencia y sus Familiares (FLAU por sus siglas en inglés) para las víctimas de los delitos contemplados por la Ley contra el Femicidio y otras Formas de Violencia Contra la Mujer, en Huehuetenango. La nueva FLAU expande los servicios de acceso a la justicia al proveer asistencia legal profesional libre de costo. Este es un asunto de importancia al considerar los altos costos comparativos de servicios legales en lugares con altos índices de pobreza como Huehuetenango. Además, el Proyecto ha desarrollado un plan de capacitación para los defensores públicos de la FLAU de manera que estos puedan fortalecer sus capacidades en la preparación de acusaciones y demanden una compensación apropiada basada en jurisprudencia del derecho internacional.

Durante el periodo de este informe, USAID aprobó el Manual de Donaciones para el Fondo de Actividades del Sector Justicia. El SJSRP ha avanzado en el diseño de una estrategia de implementación para el componente de donaciones. En este sentido, el SJSRP ha contactado a varias organizaciones de la sociedad civil que cuentan con el potencial para convertirse en socios estratégicos para la implementación de actividades financiadas por medio de donaciones. Algunas de estas organizaciones incluyen a la Fundación Myrna Mack y el Instituto de Enseñanza para el Desarrollo Sostenible (IEPADES).

El componente de comunicaciones del SJSRP ha progresado trabajando de manera cercana con las SJSIs en la coordinación de foros inter-institucionales y conversatorios bilaterales para intercambiar ideas sobre temas de seguridad y justicia. Como resultado de estas actividades, el Proyecto ha recibido varias solicitudes de apoyo relacionadas con aspectos comunicacionales en temas de violencia sexual y trata de personas. Asimismo, se han recibido solicitudes para brindar apoyo en la divulgación de los juzgados pluripersonales. USAID aprobó la Estrategia de Comunicación del Proyecto al finalizar el periodo de este informe por lo que se han planificado actividades significativas para el próximo trimestre.

Finalmente, USAID inició la implementación de nuevas actividades bajo el auspicio del Fondo de Respuesta Rápida, entre las que se encuentran las siguientes: (1) implementación de un Congreso Internacional sobre Estado de Derecho y Justicia Democrática ejecutado por la Universidad de San Carlos; y (2) apoyo estratégico político para la implementación de la Reforma Policial con la colaboración de la Comisión Nacional de Reforma Policial.

# 1.0 PROGRAM PROGRESS AND HIGHLIGHTS

## **1.1 CONTRACTUAL REPORTS AND DELIVERABLES**

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During this reporting period, the Checchi team continued with the revision of contractual reports and deliverables in close coordination with the Security and Justice Sector Reform Project (SJSRP) Contracting Officer's Representative (COR).

The SJSRP is waiting to receive comments on and/or approval of the Gender Integration Plan; however, the following deliverables were approved during this quarter:

- ✓ Security and Justice Sector Activities Fund Manual (April 8, 2013);
- ✓ Monitoring and Evaluation Plan (May 3, 2013);
- ✓ Branding Implementation Plan and Marking Plan (June 19, 2013); and
- ✓ Communications and Outreach Strategy (June 28, 2013).

## **1.2 ACTIVITY REPORTING**

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During this quarter, the company executed a number of activities that touched upon several of the SJSRP's goals. Please note that some activities described under this section might be referenced under several Lower-Level Results (LLRs) and Sub Lower-Level Results (Sub LLRs) to illustrate the interrelation of activities and institutional efforts promoted by the SJSRP. For example, some of these initiatives include those undertaken by civil society organizations (CSOs); the implementation of security and justice reform; support for the implementation and enforcement of key legislation; and the promotion of civic responsibility.

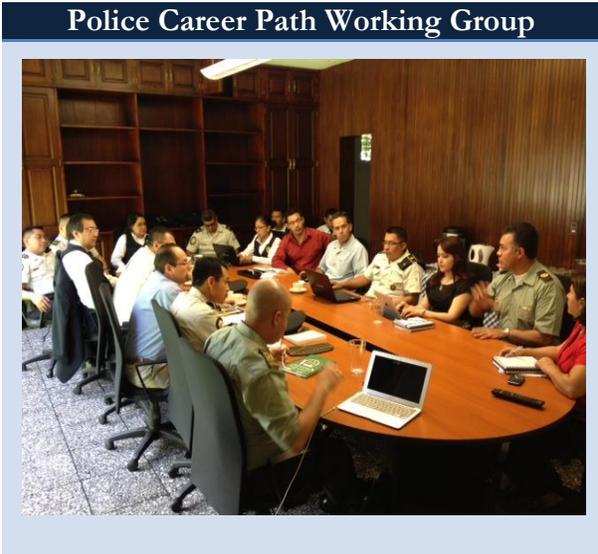
### **1.2.1 Lower Level Result 1: Greater state capacity to manage security and justice administration**

#### **Sub Lower-Level Result 1.1: Establish an Adequate Career System for the Police**

During this reporting period the National Civilian Police (PNC), National Commission for Police Reform (CNRP), Ministry of Governance (MINGOB), and the SJSRP held frequent

and routine technical meetings focused exclusively on charting the course for implementation of the methodology for the Police Career Path plan.

In order to more effectively distribute tasks and track progress, the SJSRP team designed an implementation plan and divided the Career Path technical team into five working groups. The implementation plan allowed for a more efficient group effort and ensured that all participating agencies were committed to the process. The SJSRP also suggested that a coordinator be assigned to each of the working groups. The PNC not only approved of this suggestion, they issued an official edict naming a coordinator to each of the five groups. Each group was given specific assignments to complete during their first week of meetings, and subsequently presented findings at later meetings.



For example, working group number four was tasked with presenting a summary of each of the Career Path reform projects which had been carried out by different departments within the PNC, as well as within MINGOB, all in different stages of development. Many of these projects had been languishing for several years without ever being officially submitted. The SJSRP team was able to ensure best practices were gleaned from previous Career Path Models and provide suggestions on how to capitalize on work already accomplished. Each of the five working groups provided a brief presentation regarding the findings of their

specific assignment. These were major steps forward in the development of a solid and well-defined Police Career Path model.

The PNC Sub-commissioner assigned to the Police Career Path Committee established guidelines for the working relationship expected from each of the entities involved in this process: CNRP, MINGOB, PNC units, and international donors. The Sub-commissioner also expressed gratitude for USAID’s support of this initiative. The group agreed that the developmental format initially proposed by the SJSRP be used as the guide to further develop the PNC Career Path Document. This is a positive step forward in conceptualizing the framework for the Career Path.

Coincidentally, the MINGOB, in an effort to re-design the PNC organic law, invited a member of the Career Path Joint Technical Group to participate in a meeting with the MINGOB working group. The MINGOB group also asked the Career team to present an

outline of the proposed Career Path to them. Additionally, the President of Guatemala has asked the Commissioner for Police Reform, Adela Torrebiarte, to make the development of a Police Career Law a top priority for this year. The Commissioner has made a political commitment with members of congress to get the law passed once it has been designed. This has placed additional pressure on the SJSRP technical team and the Police Career Path Committee to finalize a first draft.

### **Computerized Personnel System**

The SJSRP met with PNC and National Commission for Police Reform Human Resource component personnel to further discuss the updating of the Computerized Personnel System (SISPE) database in an effort to ensure that all PNC personnel are registered when the new Police Career Path guidelines take effect. Each person's personnel record must be updated in order to receive benefits under the new Career Path and effectively constitute his/her registry in the system.

The SJSRP had previously met with CNRP and PNC officials to discuss supporting the PNC's effort to update the SISPE database and ensure all personnel would be registered for the new Career Path. The SJSRP worked with the PNC to ensure the database contained appropriate entries to track its personnel's progress throughout their career path. The SJSRP believes the process for updating the SISPE will be critical to the registration of all personnel in the Career Path.

### **Pilot Station 14 Initiative**

The SJSRP continues to conduct the preliminary study of the Pilot Station, Precinct 14, to determine the potential for integration of recommendations made by the CNRP with regard to Career Path reform efforts. The SJSRP was able to secure work space for one of its international consultants within the Precinct's main office, allowing him to witness daily activities within the precinct and provide technical advice regarding implementation of recommendations made by the CNRP.

A review by the SJSRP determined that many of the officers within Precinct 14 lacked knowledge of specific reform efforts within the precinct and within the PNC as an institution. Although many officers were aware of equipment donations and the creation of a video surveillance and monitoring system within the boundaries of the precinct, few had a working knowledge of the system or its merits. Personnel also identified the reform with physical improvements to their facilities, such as paint and bathroom remodeling. Few, if any, were aware of the primary efforts of the reform to improve organization, operations, and administration of the PNC.

The diagnostic survey also revealed more systemic institutional problems within the PNC regarding how it handles policies and procedures. The lack of sufficient commanding officers was a recurring issue throughout the precinct, as well as a lack of equipment, particularly weapons and munitions. Much of the personnel had not received the appropriate familiarization with common rules and regulations, such as disciplinary procedures. It is anticipated that the deployment of the Police Doctrine Manual will prompt the institutionalization of significant policies and procedures currently lacking in daily PNC activities. The SJSRP has recently met with the CNRP Commissioner to stress the importance of indoctrinating PNC personnel in regulations. She has agreed to consider promoting the newly approved disciplinary regulations in a manner similar to the Police Doctrine.

In an effort to compare the Precinct 14 operational and administrative process with other PNC precincts, the SJSRP security team was invited to visit Precinct 41 in the city of Quetzaltenango and assess the coordination process between the PNC uniformed units and the Criminal Investigative Unit (DEIC) of the precinct. The DEIC unit in this precinct has undergone a number of drastic changes in the last two months, in part due to the investment of international donors. While three months ago the DEIC had only eight investigators assigned to Quetzaltenango and Totonicapán, as of the writing of this report the DEIC had 73 investigators assigned to their unit. This includes 11 officers who lead 7 squads, with 9 agents in each squad. The DEIC has divided their teams into three investigative areas: 1) homicides, 2) property crimes, and 3) sexual crimes. Additionally, they have created a surveillance team to work with each of the squads as needed. DEIC members said they report administratively to the Precinct 41 PNC Commissioner in Quetzaltenango, but have direct report responsibility to DEIC Headquarters in Guatemala City for all operational matters. Although they receive logistical support from the PNC Precinct in Quetzaltenango, they noted that they have little contact with the uniformed officers and have not established protocols for information sharing or coordinating investigative activities.

The assessment also determined that DEIC investigators have limited coordination with Public Ministry (MP) investigators and attorneys. The DEIC commander asked for a follow-up meeting to further discuss ways of improving coordination with both PNC and MP personnel. This meeting was held at the SJSRP offices on June 13. The SJSRP met with DEIC representatives to discuss ways to improve coordination and communication between the MP and the PNC Precinct officers. DEIC officers noted they were in the process of establishing operational and administrative guidelines for their group in Quetzaltenango. They expressed gratitude for the useful suggestions and guidance provided by the SJSRP and asked for continued support to improve their activities in Quetzaltenango.

## **Sub Lower-Level Result 1.2: Strengthen Financial Management Systems for Security and Justice Sector Institutions**

### **Strengthen financial management systems**

During this quarter, the SJSRP conducted a study to determine the viability of developing a financial model and a basic purchases model to be applied by security and justice sector institutions (SJSIs) in Guatemala. The following are the principal findings, conclusions, and recommendations of these interviews:

- It is not feasible to develop a new basic financial model applicable to SJSIs because a financial compliance system - *Sistema Integrado de Administración Financiera* (SIAF) – already exists. Other sub-systems, including the *Sistema de Contabilidad Integrado* (SICOIN) and Guatecompras, are derived from SIAF and include parameters for the routes and execution times of financial tasks that meet the requirements of the General Comptroller of Accounts (*Contraloría General de Cuentas*). Because of this, development of a new model is impossible. To improve SJSI financial management, the SJSRP must instead focus on internal processes that complement SIAF and related systems.
- It was concluded that the development of a guidance manual outlining best practices on budget management could serve as a guide for SJSIs on how to improve the quality and compliance of their budget execution.
- SIAF has a dynamic reports module that can generate reports with different variables, which can help guide institutional decision-making. It would be important for SJSIs to use this tool, as right now only a few people within these institutions know how use it.
- One of the great weaknesses in the use of public resources is the lack of planning for purchases. Because of this weakness, the experts agree that strengthening SJSIs purchase-planning capability is a great opportunity. Additionally, aspects related to quality of spending, results-based execution, and transparency should be addressed.
- SJSIs should receive training in the efficient management of reimbursable and non-reimbursable grant projects.
- It was recommended that a study be conducted for each institution regarding their internal purchase and budget management processes in order to obtain information about internal areas for improvement. Based on these findings, the SJSRP can design technical assistance activities to strengthen SJSI financial management.

### **Sub Lower-Level Result 1.3: Improve Management and Administration of SJSIs**

The SJSRP developed the Terms of Reference for Certification of ISO 9001:2008 Processes. Work was also done on the matrix for the Terms of Reference for Certification of ISO 17025 Processes and Accreditation of *Instituto Nacional de Ciencias Forenses de Guatemala* (INACIF) processes. The SJSRP expects to issue at least three subcontracts to local firms in order to assist with the development and certification of ISO processes at the SJSIs.

#### **Inter-institutional Procurement Model**

The Inter-institutional Procurement Model was addressed in conjunction with the financial model defined in the previous section (Sub-LLR 1.2). The SJSRP evaluation shows that the Guatecompras system is rigid and cannot be modified. It is recommended that an internal study be conducted at each institution to identify areas of improvement in the internal processes. Based on the results of this study, the SJSRP will define additional technical assistance activities.

#### **Improve management and administrative systems of the Ministry of Governance**

In June, the SJSRP met with Engineer Jorge Wellmann (Internal Auditor for Integrated Management System), who MINGOB assigned as the contact point for certification of processes. The SJSRP gave a presentation on the scope of work envisioned to strengthen the Ministry through certification of processes with the 9001:2008 standard. Engineer Wellmann said that they are currently working on improvements to the budget execution system, so he did not anticipate that SJSRP would get involved in said matter.

Mr. Wellmann also discussed certification of the General Directorate of Private Security (DIGESSP) and said that the Minister is concerned that the DIGESSP's operation not be a source of corruption.

#### **General Directorate of Private Security Services**

As a result of SJSRP's efforts to develop and improve the certification process in DIGESSP, a line of communication has been opened with the new Vice Minister of Public Security for Information Technology and Communication, Juan Carlos Argueta Medina. The purpose of this relationship is to define linkages between SJSRP activities and the policies outlined by the MINGOB technology office.

This collaborative approach is truly valuable as it is one of the most important means for tracking the certification process. There is a critical need to design an information system to streamline the registration and certification process. A number of meetings were held between

SJSRP technical advisors and advisors with the Vice Ministry of Technology to discuss project alignment with proposed activities and institutional policy.

During SJSRP technical meetings with the Vice Ministry, it was decided that the design of a DIGESSP database would encapsulate each of the seven components of Vice Ministry projects (specific software for the dependencies of the Ministry). The SJSRP will provide an expert that will be charged with developing this project in accordance with the work guidelines of the Vice Ministry. As a first step, the Chief of the Program Department, Gabriela Luna, worked with the SJSRP in the drafting of Terms of Reference. A calendar of activities to begin in July and August 2013 was also developed and confirmed.

The urgency of establishing an adequate database has taken a renewed effort due to the passing of the first deadline, May 3, 2013, for certifying all private security firms in Guatemala. While an extension has been granted for certification, the SJSRP technical team is working regularly with the DIGESSP to ensure that all systems are developed and functioning in order to begin the certification process and comply with the law.

Lastly, the SJSRP will standardize the following processes using best international practices: (1) the internal testing and validation process; (2) registration and authorization process for private security firms; (3) the inspection and supervision of firms; (4) and the issuance of licenses for firms.

**Improve management and administrative systems of the *Organismo Judicial***

In May the SJSRP held three workshops with the Secretary of Planning and Development to raise awareness about the activities related to the institution’s certification processes. At those meetings, representatives of the *Organismo Judicial* (OJ) asked the SJSRP to evaluate the ISO certification of the following processes: (1) goods and services acquisition, (2) selection and contracting for personnel, (3) inventories, and (4) transportation.



On June 11 an awareness-raising session was held for the high-ranking officers of the Supreme Court of Justice (CSJ) and the OJ concerning the simplification of processes under the ISO 9001:2008 standard. This session was held in the auditorium of the Institutional Training Unit

(UCI) and the School for Judiciary Studies (EEJ), with 34 officials in attendance. The program included the following:

- General information about the ISO organization and its creation, how it works, and ISO composition, functions, and regulations generated;
- Function of the ISO standards, what the ISO 9001:2008 standard is and what it is for;
- Worldwide statistics on certification, and analysis of Latin American judicial certifications;
- Map of OJ processes;
- Benefits of implementing a quality management system;
- Principal difficulties during implementation of ISO standard; and
- Route for obtaining certification and key aspects to be taken into consideration for the process of implementing ISO standards.

Supplementary training events were held for OJ operating managers on June 12, 13, and 14, with approximately 150 officials participating.

### **Improve management and administrative systems of the Public Ministry**

In May, the SJSRP met with the Public Ministry to define how to begin implementing ISO standard 9001:2008 in budget execution and purchases. The MP international cooperation coordinator said that the Attorney General (AG) issued Document 068-2013, which authorizes the establishment of the Quality Management System Advisory Unit (*Unidad de Asesoría del Sistema de Gestión de Calidad*) and establishes its composition as well as the duties and responsibilities of each of its members. The unit will consist of a Quality Management Advisor, a Quality Management Professional, and an Executive Secretary.

#### **ISO 9001:2008 - Awareness-raising Session for IDPP Officials**



## **Improve management and administrative systems of the Public Defense Institute**

In April, the SJSRP worked with the Public Defense Institute (IDPP) to define the Purchases, Treasury, and Personnel Selection and Recruitment processes to be certified with the ISO 9001:2008 standard. The SJSRP requested supporting documentation to establish a map of preliminary processes, which was received on May 20.

Also, on May 22, an awareness-raising session was held for IDPP personnel with respect to the Quality Management Systems under the ISO 9001:2008 standard. This was attended by 15 key IDPP officials. The session discussed many of the same points presented to CSJ and OJ officials, although the topics were targeted to the IDPP processes.

On June 7 and 17, the SJSRP sponsored two 8-hour training sessions on the “Interpretation of the ISO 9001:2008 Standard.” Sixteen people participated in these sessions. Pre- and post-evaluations were performed to gauge the results of these trainings. The results showed that the participants’ knowledge of the matters addressed increased by an average of 8.1%. The personnel showed slight improvement in the post-evaluations, but they need to study the standard again and more workshops on interpretation need to be held to improve their learning.

## **Improve management and administrative systems of the National Forensics Institute**

### **ISO 9001:2008 – Awareness-raising Session for INACIF Officials**



In April the SJSRP held meetings with INACIF personnel from International Cooperation and Human Resources to define the processes to be certified under the ISO 9001:2008 standard and accredited under the ISO 17025:2005 standard. INACIF requested ISO 9001:2008 certification for purchase and payment processes, and ISO 17025:2005 accreditation for ballistics, toxicology, forensic genetics, and serological associated with genetics.

On May 29, 30, and 31 and on June 4, awareness-raising sessions were held for the ISO 9001:2008 and 17025:2005 standards at the INACIF. Said training sessions were attended by 130 officials who work in the areas of ballistic, toxicological, forensic genetics, purchases, payments, and human resources processes, among others.

The program addressed the same topics as the aforementioned ISO trainings, as well as particular areas of interest for INACIF, including:

- Benefits of implementing a quality management system;
- The 17025:2005 standard;
- Concept of accreditation, and the difference between accreditation and certification; and
- The accreditation process, accrediting entities and their role, and reasons for obtaining accreditation.

For these four training sessions, pre-and post-training evaluations were conducted for the 130 participants. That instrument indicated a 41.4% increase in knowledge.

### **1.2.2 Lower Level Result 2: Greater state capacity to provide security and justice for citizens**

#### **Sub Lower-Level Result 2.1: Improve Performance, Efficiency and Accountability of SJSIs**

##### ***a) National Security Council/ National Security System***

#### **National Institute of Strategic Security Studies (INEES)**

During this reporting period, the SJSRP conducted an evaluation of the National Institute of Strategic Security Studies' (INEES) academic training and professionalization schedule. The Project determined that the SJSRP could support INEES by providing printed instructional material for select courses taught to National Security System (NSS) member agencies. This material would consist of a compendium of laws and regulations comprised of key national security legislation. This instructional material would be used as a complement to certain specialized courses offered to personnel from NSS agencies.

The main purpose of this support would be to promote the study and investigation of security themes in the various NSS ministries and agencies. It is anticipated that this effort would empower course recipients to share knowledge gained through these courses with others.

Currently the SJSRP team is reviewing the content of the publication and its relationship to each of the courses in which it will be used. The SJSRP anticipates the aforementioned instructional publication will be a useful and necessary tool for improving INEES's

instructional capacity as well as providing an opportunity for the Institute to further publicize national security policy to its members, clients and the public in general.

### ***b) National Civilian Police***

#### **Police Doctrine Roll-out**

The Police Doctrine working group, composed of representatives from the CNRP, Narcotic Affairs Section of the U.S. Embassy (NAS), PNC and SJSRP, met with Reform Commissioner Adela Torrebiarte to review the status of the proposed Police Doctrine Roll-out plan. As background, in March 2013 the SJSRP team along with the NAS, CNRP, and PNC had formulated a roll-out plan that involved the development of a module to be presented to all uniformed police officers in conjunction with the delivery of the police doctrine manual. The module would be delivered by mid-level ranking PNC officers acting as facilitators. Specific dates were set for delivery of each activity within the roll-out process. Implementation of the plan began in early April.

The roll-out of the Police Doctrine Manual faced a few set-backs early in the process. Delays in writing the Commissioner's letter of delivery to accompany the doctrine, as well as some citation concerns within the doctrine itself, postponed the originally planned publication dates. However, the SJSRP and counterparts worked to address all concerns raised by Commissioner Torrebiarte and other participants. Although the activities delayed the publication of the manual, in the long run it will ensure that the Police Doctrine Manual has undergone the scrutiny necessary before being distributed to the PNC.

During this reporting period members of the PNC Academy and the *Sistema de Seguimiento y Capacitación en la Práctica Policial* (SECAP) met at SJSRP offices to begin work on the introductory module for the Police Doctrine training course.

The PNC academy has established a unique format for course development which they presented to SJSRP advisors and then used as the framework to build the module. SJSRP personnel, along with representatives from the PNC academy and SECAP, worked jointly on the development of a framework for the introductory module. With much of the outline work completed, the SJSRP team began developing lesson plans for the module and prepared an outline for an instructor development course for the facilitators.

## **Gender Integration**

Pursuant to their mandate to improve the stature and treatment of female officers within the PNC, the SJSRP met with the United Nations (UN) Women area coordinator for Women, Peace and Security. The SJSRP briefed the UN Women coordinator on SJSRP efforts with the PNC, as well as plans to strengthen the role of women in the PNC.

Since 2003, UN Women has carried out four surveys and assessments of the status of women in the PNC. The SJSRP reviewed the first assessment, published in 2003, and requested access to the subsequent assessments from 2006, 2009 and 2012. It was noted that only the 2003 assessment was published due to the sensitive information contained in subsequent works. The UN Women coordinator explained that due to some of the comments made by female officers, as well as UN Women's own assessment of the situation of women in the PNC, the information contained in the later analyses might have a negative impact on PNC women if published.

The SJSRP has determined that the current climate is right for strengthening and developing gender units within the PNC and the other MINGOB agencies. The SJSRP proposal to work to further develop and strengthen the stature and treatment of women in the PNC was welcomed by these institutions.

Based on the support the SJSRP is currently providing, it was agreed that SJSRP and UN Women work together in the following areas:

- Arrange discussion groups with PNC authorities to review, discuss and compare the previous years' UN Women assessments, focusing on developing solutions to current problems.
- Strengthen the capacity of female police officers – provide empowerment, leadership and other trainings to female agents, with an emphasis on Resolution 1325 of the UN Security Council, which refers to the role of women in maintaining peace and order.
- Generate conditions for the possible creation of a female PNC Officers Association.
- Strengthen Office of Professional Responsibility/Internal Affairs protocols to better address and investigate claims of sexual harassment and other gender related complaints within the PNC.

The SJSRP team will coordinate with UN Women to further the shared agenda of strengthening the stature and treatment of women in the PNC.

### *c) Judicial Branch*

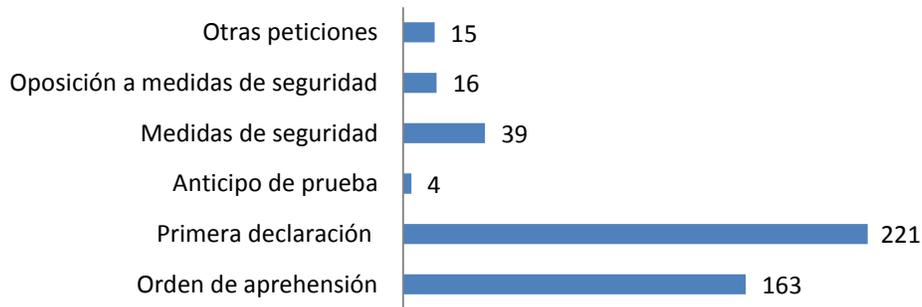
#### **Design/strengthen pilot Multi-person Criminal First Instance Court Model, including adaptations for Femicide First Instance Courts, including Trafficking in Persons Courts**

At the request of the President of the Criminal Division of the CSJ, SJSRP personnel made exploratory visits to the Twelfth Court of First Instance for Criminal Matters, Narcotics Activity, and Crimes Against the Environment of the Municipality and Department of Guatemala, as well as to the First Instance Court for Criminal Matters and Crimes against the Environment of the Department of Zacapa. During these visits the SJSRP assessed the possibility of providing technical assistance to court staff in implementing and consolidating a multi-person criminal first instance court model. As a result, the Criminal Division has indicated its interest in having the SJSRP provide technical support for the implementation of the Multi-person Criminal First Instance Court Model at the national level, where viable.

#### **Technical Assistance provided to the 24 Hour Femicide Court Based in the Municipality of Guatemala**

During this quarter, the SJSRP monitored the results achieved by the 24-hour Criminal Court of First Instance for Femicide and other Forms of Violence against Women and Sexual Violence, Exploitation, and Human Trafficking. The SJSRP found the following results: the MP, through the Prosecutor's Office for Women of Guatemala City, requested 163 arrest warrants; 221 hearings have been held to hear the first statement of persons accused of crimes which fall under the jurisdiction of this court; 4 hearings have been held for pre-trial testimony; 39 security measures have been granted in favor of victims; 16 hearings have been held for opposition to security measures; and 15 hearings have been held for other petitions in favor of victims. In this respect, 458 hearings have been held by the court for the Prosecutor's Office of Guatemala City alone.

## 24-hour Court First Instance Femicide Gerona Hearings held for Prosecutor's Office Guatemala City<sup>1</sup>



These results demonstrate the court's effectiveness in meeting the constitutional timeframes for hearing the accused, as well as quickly ruling on MP petitions for cases. The SJSRP has provided technical assistance for the proper handling of hearings, which has resulted in better service to the user of the justice system. The increased effectiveness of the Court has also had an impact on INACIF. INACIF experts' involvement in assessing sex crimes in this judicial district has grown from a total of 1028 expert assessments in 2012, to 950 in the first quarter of 2013.

### **Train justice of the peace judges in hearing and trial techniques (2011 Criminal Procedures Code Reforms)**

The Criminal Division of the CSJ asked for the SJSRP support in contracting two international consultants to assist in strengthening judges' capacities for handling hearings and improving oral procedure techniques at hearings. SJSRP support would include the identification of specific training needs to meet these goals, and the subsequent development and implementation of the appropriate training program.

### **Merger of the Sixth Criminal Peace Court with the First Multi-person Criminal Peace Court**

During a meeting with SJSRP personnel, representatives from the Criminal Division requested the Project's support and guidance in providing technical assistance for developing an agreement through which the CSJ would bring in a third court - the Sixth Criminal Peace

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<sup>1</sup> Developed by the SJSRP, with data taken from daily reports of the MP's Prosecutor's Office for Women. These data reflect the review of coercive measure and not the number of security measures.

Court - to the First Multi-person Criminal Peace Court. In May, the SJSRP team drafted an initial agreement document and submitted it to the Office of the President of the Criminal Division of the CSJ, where it was analyzed and the process approved. Both the Directorate of Institutional Planning and Development and the Legal Advisory Office of the OJ issued favorable opinions on the merger of the courts. With the approval of this merger, the First Multi-person Criminal Peace Court can increase its capacity to address cases because of increased coverage in the territorial competency, decreasing judicial delay.

### **Model for the Multi-person Chamber of Peace and Criminal Affairs**

During the reporting period, the SJSRP held several meetings with the judge of the Multi-person Chamber of Peace and Criminal Affairs to discuss the logistical difficulties the Court faces in locating victims who are minors, particularly in cases involving judicial delay in excess of one year. Moreover, it was found that in cases of denial of economic assistance, it is very unlikely that the cases will come to trial and, consequently, it is very unlikely that the attackers will be sentenced, given that the parties reach prior agreements, including reconciliations, which are generally violated by the perpetrator of the crime. In these cases, means of verification have been implemented by the Court to determine compliance with the agreements reached and thus significantly reduce the impunity that prevails in those cases.

Also discussed in these meetings was how to coordinate work between the MP and the OJ regarding activities related to the protection of minors. The MP agreed to establish an internal office for receipt of certifications and thus expedite the processes in favor of minors who are victims of violence, crimes against women, and other crimes addressed by the metropolitan prosecutor's office.

On April 12, a meeting was held with personnel from the First Multi-person Criminal Peace Court and the OJ Center for Information and Telecommunications (*Centro de Información y Telecomunicaciones del Organismo Judicial*), the Directorship II (*Vocalía*) of the CSJ, and consultants from the SJSRP. These counterparts requested SJSRP support in acquiring computer equipment to facilitate writing judgments and thus decrease the amount of time that users of the justice system wait to obtain a copy of the final decision in court cases. Based on that request, the SJSRP purchased 13 computers, a CD duplicator tower, and a high-capacity scanner.

### **Assess and make recommendations to re-activate and improve common calendaring system (protocols, etc.)**

The CSJ President of the Criminal Division and the MP Secretary for Criminal Policy requested SJSRP support in implementing an electronic communication system between the

OJ and the MP. This system would allow the MP and OJ to generate and share electronic communications through a web site. Users of the system would be able to send communications, requests, and notifications without the need to deliver a physical medium, and they would be assured of secure sending and receipt of the information.

The pilot plan for the electronic communications system will be implemented at the Multi-person Criminal Peace Court of Guatemala City and the prosecutors' offices that litigate there. This will be under the direct control of the Criminal Division of the CSJ and the Attorney General's Office.

### **Strengthen inter-institutional dialogue and coordination regarding the application of the Law against Organized Crime**

The Criminal Division of the CSJ asked the SJSRP for technical support to encourage high-level discussions regarding criminal legislation. The goal of these discussions would be to facilitate the practical application of court decisions, as well as improve their quality. The objective of this activity is to develop a forum for group discussion and analysis of key legislation in the Guatemalan justice system and its application. Assistance would be provided by the Criminal Judges of First Instance; Magistrates of the Criminal Appeals Division; Judges and Magistrates of the Criminal Courts, Tribunals, and Appeals Divisions with jurisdiction in "High Risk" Proceedings; and judges with jurisdiction in specialized femicide justice. The anticipated result is that the active participation of the various judges and magistrates will lead to, 1) practical recommendations for implementation of the laws currently under discussion; 2) simplification of implementation of the procedures contained therein; and 3) improvement in the quality of judicial decisions.

### **Strengthen the application of priority laws in the justice and security sectors**

During this quarter, the Project supported inter-institutional coordination meetings between the Attorney General's Office (AGO) and INACIF in order to develop a genetic database system that will help to find and establish biological relatives of children and adolescents who have disappeared or been kidnapped, as well as of the relatives who want to find them. Such a system would comply with the Law on Alba Keneth Alert System, Decree 28-2010.

### **The Integrated Justice Center (*Centro Integrado de Justicia*)**

At the request of the Criminal Division of the CSJ, the SJSRP participated in an exploratory visit regarding the conditions of the Multi-person Criminal Court of First Instance of Zacapa, Department of Zacapa. Zacapa was the proposed location for a coordination meeting with the

CSJ, through the President of the Criminal Division and the Municipal Council, to obtain land for the construction of a judicial complex.

The SJSRP suggested, and the CSJ agreed, that the President of the Criminal Division should appear at the coordination meeting with the Municipal Council. As a result of this meeting, the CSJ was able to obtain more than four thousand square meters of land for the construction of an Integrated Justice Center, as well as permission to continue using the facilities currently occupied by the Multi-person Criminal Court of First Instance.

#### ***d) Public Ministry***

#### **Training for the Early Decision Units (*Unidades de Decisión Temprana*), the Investigative Units (*Unidades de Investigación*), and the Litigation Units (*Unidades de Litigación*) of the MP**

The MP Secretary of Criminal Policy asked the SJSRP to provide technical assistance to the prosecutorial officials in the Early Decision Units (UDTs), Investigative Units, and Litigation Units of the Prosecutors' Offices for Crimes against Life, Organized Crime, and Money Laundering; Prosecutor's Office for Women and Minor Victims; Prosecutor's Office for Sexual Exploitation and Human Trafficking of Guatemala City; the Municipal Prosecutors' Offices of Mixco, Villa Nueva; and the departmental Prosecutor's Office of Sacatepéquez.

#### **Carry out brief diagnostic including statistics about the use of special methods and the training provided regarding such methods**

During a meeting with the Presiding Magistrate of the CSJ Criminal Division, Dr. Cesar Barrientos Pellecer, the OJ shared its perspective on the use of special investigative methods and requested Dr. Barrientos' permission to interview judges. Subsequently, the CSJ Criminal Division and the MP Secretary of Criminal Policy requested support from the SJSRP in evaluating the Special Investigation Methods and providing recommendations for improving the use of investigation methods referred to in the Law against Organized Crime.

The SJSRP held meetings with MP, OJ and PNC officials to discuss the Law against Organized Crime. During these meetings, the prosecutors mentioned the legal authority to tap telephone lines, use undercover agents, and survey deliveries as special methods for addressing organized crime. There is currently an evaluation of the use of Special Investigation Methods provided for in the Law against Organized Crime that has established the need to train the officials who perform this work.

When the MP's Special Methods Unit (UME) was created, it was conceived as an investigatory unit and not a technical support unit. However, the UME in its current form has no comprehensive investigation techniques, but rather handles cases fragmentally and often creates redundancies with the work of the prosecutor and the Analysis Unit.

A lack of general confidence between the MP and the PNC has prevented the joint design, development, and execution of an implementation plan for undercover operations, surveillance or controlled surrenders, despite the presence of good regulations. The MP has gone as far as selecting the personnel necessary to make up the group of special operations agents, but they have not obtained positive results because not all of the reliability and confidentiality tests have been passed. Similar problems have occurred at the PNC. The training provided to UME personnel has been on communications monitoring; as a result, they have insisted on receiving training in analysis.

#### ***e) National Institute for Forensic Sciences***

During a June meeting with the Narcotics Affairs Section (NAS), the SJSRP presented a diagnostic report developed at the MP, OJ, and PNC on the use of Special Investigation Methods. This study highlighted the fragility of criminal investigations that deal with voice identification of accused individuals recorded during wiretaps. Consequently, NAS agreed to train INACIF experts on comparing voices picked up on wiretaps. INACIF requested that additional telephone lines be made available for implementing the investigation method and tapping fixed lines.

#### ***f) Public Defense Institute***

### **Support the roll-out of three new Free Legal Assistance Units, in coordination with USAID and the IDPP**

During this quarter, the SJSRP acquired equipment and furniture for the new headquarters in Huehuetenango of the Free Legal Assistance Unit (FLAU) for Victims of Femicide and other Forms of Violence against Women of the IDPP. The acquisition included computers, a UPS, printers, multifunctional fax machines, a photocopier, desks, file cabinets, bookcases, benches, and other items, in the amount of \$ 6,973.16.

This new FLAU broadens access to justice by providing free professional legal assistance. This is especially important given the comparatively high costs of legal services in areas with high rates of extreme poverty, such as Huehuetenango. The IDPP estimates an average of 70 users per month, totaling approximately 840 direct beneficiaries each year.

The new FLAU also responds to Objective 3 of the SJSRP's Gender Integration Plan, which strives to strengthen State justice services and citizen security entities to help and support victims of crimes of femicide, violence against women, and human trafficking, with a focus on facilitating access, reducing insecurity and vulnerability, and increasing women's prominence as persons holding legal rights in obtaining justice.

### **Public Defense Training**

The SJSRP developed a plan to train 158 FLAU public defenders in order to strengthen their capacities in establishing legal grounds for judicial accusations and demanding appropriate compensation based on the cumulative knowledge of international case law on the matter before the entities that administer justice for Femicide and Other Forms of Violence against Women. The training will be coordinated with the Public Defender Training and Orientation Unit (UNIFOCADEP) of the IDPP, and will be carried out in three regions (Central: Guatemala City; Northeast: Zacapa; and West: Quetzaltenango) to provide assistance to the FLAU public defenders in 12 departments of Guatemala.

### ***g) Instancia Coordinadora for the Modernization of the Justice Sector***

The institutional strengthening activities, including technical assistance, training, and provision of equipment, for the reactivation of electronic communication systems and scheduling are reported under the sub-section concerning the OJ. Similarly, SJSRP implementation activities regarding the revision of the Multi-person Criminal Peace Court model in the light of the 2011 reforms of the Criminal Procedures Code (CPC) is reported under the sub-section discussing the OJ.

### **1.2.3 Lower Level Result 3: Greater civil society oversight of public and private security and justice services**

#### **Sub Lower-Level Result 3.1: Strengthen Civil Society Advocacy and Oversight for Increased Accountability and Transparency**

On April 8, 2013, the SJSRP Security and Justice Sector Activities Fund Manual was approved by the Contracting Officer (CO). The manual establishes policies and procedures to regulate the Security and Justice Sector Activities Fund.

The SJSRP made progress with the design of the implementation strategy for the sub-grant component. Its general objective will be to support civil society organizations (CSOs) in exercising more oversight of public and private security services and justice services (LLR 3).

During this reporting period, the SJSRP contacted several CSOs that have the potential to become natural strategic partners for the implementation of grant-funded activities. It is important to mention that many of these organizations have been former USAID partners. These include the Myrna Mack Foundation and the Institute of Education for Sustainable Development (IEPADES). The Myrna Mack Foundation has shown interest in monitoring the management of cases in the Prosecutor's Office for Women, the Prosecutor's Office for Crimes against Life, and the MP Case Management Information System (SICOMP) in the Department of Guatemala. Based on IEPADES' experience, the SJSRP anticipates working jointly to strengthen the social auditing capacities of neighborhood committees and/or associations with respect to the contracting and oversight of private security services.

# 2.0 CROSS-CUTTING COMPONENTS / ACTIVITIES

## 2.1 COMMUNICATIONS AND SOCIAL OUTREACH

During this reporting period, dialogue continued with SJSI authorities from CSJ, MP, IDPP, MINGOB and INACIF in relation to Project activities. For example, SJSI authorities have worked with the SJSRP in the coordination of inter-institutional forums and bi-lateral exchanges with public institutions, as well as CSOs that focus on security and justice issues, and other donor organizations in Guatemala. These meetings allow for the exchange of information and analysis, and help frame joint actions to achieve the objectives of the SJSRP Work Plan.

In that context, fluid communication channels have been established with SJSI authorities, directors of social organizations, and international field offices – including the United Nations. The dialogue established with the AG/Chief of the MP, Claudia Paz y Paz, and her Private Secretary and Secretary for Policy Affairs, Arturo Aguilar, deserves special mention. This relationship has allowed for support of various requests regarding social communication and public opinion actions, in particular the *Modelo de Atención Integral* (MAI) for women who are victims of violence, trafficking, and sexual violence.

In the case of the CSJ, meetings have been held with its President, Gabriel Medrano Valenzuela, the President of the Civil Division, Magistrate Gabriel Gómez, and Magistrate César Barrientos, President of the Criminal Division, to support actions for dissemination of matters relevant to justice, especially those dealing with multi-person courts, “High Risk” courts, Gesell Divisions, and specialized justice for women and other vulnerable groups, such as children and adolescents. Two meetings were held with the MINGOB to share information relating to the work plan of the Interior Ministry and its publication and socialization strategies.

On June 28, approval was received from USAID for the Project’s Communication Strategy. As a result, the SJSRP began planning for the immediate implementation of key activities such as the evaluation of SJSI communication units, improving inter-institutional coordination in communication efforts, as well as improving local work space and alliances in the six

departments. These activities will permit the SJSRP to provide technical assistance more directly focused on the institutional needs and requirements.

**2.2 SECURITY AND JUSTICE SECTOR ACTIVITIES FUND**

The SJSRP received CO approval of its Security and Justice Sector Activities Fund Manual on April 8, 2013. Upon receiving this approval, the Project began preparing institutional conditions for receiving proposals from CSOs (reported under LLR3).

No sub-grants were awarded during this reporting period.

**2.3 RAPID RESPONSE FUND**

The SJSRP Rapid Response Fund (RRF) mechanism is designed as a flexible tool to provide technical assistance, training, and commodities in response to unanticipated opportunities and/or crises, which impact SJSRP implementation throughout the life of the project. The RRF provides targeted in-kind technical and financial support.

To date the following requests/activities have been approved and are being implemented:

<b>Requestor:</b>	<b>Family and Friends against Crime and Kidnapping (FADS)</b>	<b>Amount:</b>	<b>\$79,936</b>
<b>Name of Project:</b>	Support of legislation related to the Pact for Security, Justice and Peace. Stage III: Promotion of legislative debate about the criminal phenomenon of cell phone theft and the use of these devices in crimes with a high social impact.		
<b>Objective:</b>	Promote legislative debate, and citizen participation regarding mobile phone theft (criminal phenomena) to advocate in favor of law initiative 4507 to be executed by FADS. Specifically, the project will work toward: 1.Promoting the parliamentary debate of initiative 4507. Initiative 4507 seeks the development and implementation of a mobile phone registry for the prevention and fight against the theft phenomena. The registry would serve as a tool that aids the investigation of crimes, in which mobile phones are used to		

	<p>coordinate gang members, gunmen, and members of criminal organizations in general.</p> <p>2. Encouraging citizen participation, debate and input.</p> <p>3. Providing studies, research and analysis about the criminal phenomenon of cell phone theft and associated crimes.</p>
Status:	Approved by Evaluation Committee on February 27, 2013. Implementation began on April 23, 2013.
Report:	<ul style="list-style-type: none"> <li>• The Awareness raising campaign was designed and disseminated in national newspapers and <i>Revista Crónica</i>. (See Annex B).</li> <li>• The Group United against Mobile Cellphones Theft (<i>Grupo Unidos contra el Robo de Celulares</i>) and the Reactive Extortion and impulsive parliamentary debate (<i>Extorsión reactivado e impulsando debate parlamentario</i>).</li> <li>• Committee for Reform of the Justice Sector and Communications Committee of the Congress of the Republic (<i>Comisión de Reformas al Sector Justicia y Comisión de Comunicaciones</i>) discuss Initiative 4507 and address the matter with authorities and involved sectors.</li> <li>• Cell phone companies agree to register cell phones and offer an awareness-raising campaign concerning the purchase of stolen telephones.</li> </ul>

<b>Requestor</b>	<b>Civil Chamber of the Supreme Court of Justice</b>	<b>Amount:</b>	<b>US\$86,914.00</b>
Name of Project:	Modernization of Civil, Commercial and Administrative Justice		
Objective:	<p>Contribute to the development of a New Civil Procedures Code for Guatemala, focused on strengthening civil justice according to current challenges and demands in the social, cultural and economic sphere, in line with the Juridical State, Democracy and the comprehensive development of the country. Specifically, the project contemplates the development of a proposal for a new Civil Procedures Code, especially in reference to the substitution of formal and written civil justice by the implementation of a civil justice system focused on attending to demands for civil rights protection. These modifications will allow the populace to have universal, immediate and reliable access to justice services. In addition, it is expected that the new proposal for a Civil Procedures Code implies transformation to optimize institutional resources through the use of information and communications technology.</p>		
Status:	Approved by Evaluation Committee on March 26, 2013.		
Report:	<ul style="list-style-type: none"> <li>• The Guatemalan Committee of Jurists (<i>Comisión Guatemalteca de Juristas</i>) analyzed, adopted positions, and validated the proposals</li> </ul>		

for developing content of the new Civil Procedures Code. The Committee meets three times a week.

- Advisory visit of Dr. Juan Luis Gómez Colomer, June 17-28. During this visit an ongoing session was held with the Guatemalan Committee of Jurists.
- Development of procedure and standardized instrument for compiling, processing, and analyzing the information produced at the sessions.
- Record of the meetings of the Guatemalan Committee of Jurists held May 15 – June 14.
- Progress in mapping economic, political, social, academic, and trade union sectors, which will facilitate the socialization and awareness-raising activities intended to generate unification of criteria and positions around the new proposal for the civil procedure system.
- The SJSRP initiated the audio systems acquisition process.

<b>Requestor</b>	<b>San Carlos University, Guatemala (USAC) and the Criminal Chamber of the Supreme Court of Justice</b>	<b>Amount:</b>	<b>US\$ 21,282.49</b>
<b>Name of Project:</b>	International Congress on Rule of Law and Democratic Justice		
<b>Objective:</b>	Promote the continuing education of professionals, justice sector personnel, and law students taking classes in Criminal Law and Criminal Procedures, by holding an International Congress allowing them, in short order and in an intensive manner, to obtain new knowledge and skills in criminal matters, to be applied in their profession.		
<b>Status:</b>	Approved by Evaluation Committee on April 1, 2013.		
<b>Report</b>	<ul style="list-style-type: none"> <li>• The International Congress on the Rule of Law and Democratic Justice (was held on May 13 and 14 in Guatemala City and on May 16 and 17 in Cobán and Quetzaltenango.</li> <li>• 1077 legal professionals participated.</li> <li>• 1,617 law students participated.</li> <li>• 313 public officials/justice administrators participated.</li> <li>• Participants have up-to-date information about the application of the adversarial system, tools used in criminal law, and their effect on the building of a state under the rule of law.</li> </ul>		

<b>Requestor</b>	<b><i>laCuerda</i></b>	<b>Amount:</b>	<b>US\$ 54,638</b>
Name of Project:	Communicating Feminist Perspectives on Justice		
Objective:	Socialization through information and analysis related to the issues of violence against women, sexual exploitation and human trafficking, which encourages a culture of legal complaints when such crimes are committed. <i>laCuerda</i> will develop and publish four editions on specialized justice, sexual exploitation and human trafficking matters expected to reach at least 42,000 people with information related to specialized justice, human trafficking and sexual exploitation, allowing readers to understand the problem and roles played by justice institutions in dealing with these crimes. In addition, it is hoped to inspire justice personnel in their task of servicing cases related to violence against women, human trafficking and sexual exploitation.		
Status:	Approved by Evaluation Committee on April 17, 2013.		
Report:	<p><i>laCuerda</i> has developed the following activities/products:  Issues 164 and 165 of the newspaper <i>laCuerda</i>, printing 22,500 copies, which were delivered to 310 distribution centers and 8 justice system entities. The electronic version was distributed on the <i>laCuerda</i> web site and Facebook page.</p> <p>There was also a print run of 20,812 copies of a newspaper insert on Specialized Justice, which was published and distributed through the newspaper <i>El Periódico</i> to disseminate information and analysis relating to violence against women, sexual exploitation, and human trafficking, to help promote the culture of reporting these crimes. (See Annex C).</p>		

<b>Requestor</b>	<b>National Commission for Police Reform</b>	<b>Amount:</b>	<b>TBD</b>
Name of Project:	“Political-Strategic Support for the implementation of Police Reform”		
Objective:	The project provides technical assistance to the National Commission for Police Reform on political and strategic aspects, so as to create the conditions needed for executing the Commission’s strategic plan.		
Status:	Approved by the Evaluation Committee on May 30, 2013.		
Report:	Development of activities will be reported in next Quarterly Report.		

## **2.4 GENDER INTEGRATION**

The Plan for Gender Integration presented on November 30, 2012 by the SJSRP is under review by USAID. SJSRP activities regarding gender integration via the FLAUS and the IDPP are reported under Section 1.2.2, Part F.

### **Specialized Justice Training**

To strengthen the legal basis of legal decisions in cases of Femicide and Other Forms of Violence against Women, as well as cases of Sexual Violence, Exploitation, and Human Trafficking, a training program has been prepared on crime theory. The training is intended for 37 judges of the courts specializing in these crimes. For this purpose, the SJSRP is coordinating with the EEJ and the Control, Follow-up and Evaluation Unit of Specialized Justice of the OJ.

## **2.5 SUMMARY OF TRAINING ACTIVITIES**

The SJSRP developed the awareness-raising and training activities for SJSIs with respect to ISO Standards and Certifications (reported under Sub-LLR 1.3). A total of 343 public officials were trained during this reporting period. Participant training data related to these events are presented in Annex A.

# 3.0 SHORT-TERM TECHNICAL ASSISTANCE EFFORTS

## 3.1 SHORT-TERM TECHNICAL ASSISTANCE CONSULTANCIES

The SJSRP mobilized the below consultants to assist with development of deliverables and project implementation.

### COOPERATING COUNTRY NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
<b>Carmen Aida Ibarra</b> (RRF) <b>Frida Velásquez</b> (RRF) <b>Klara Campos</b> (RRF) <b>Mario Montufar</b> (RRF)	Promoting legislative debate and citizen participation regarding mobile phone theft (criminal phenomena) to advocate in favor of law initiative 4507 to be executed by <i>Asociación de Amigos y Familiares contra la Delincuencia y el Secuestro</i> (Friends and Family Association Against Crime and Kidnapping)	March – June, 2013
<b>Ana María Cofiño</b> (RRF) <b>Andrea Carrillo</b> (RRF) <b>María Dolores Marroquín</b> (RRF) <b>Paula Del Cid</b> (RRF)	Publish four editions of <i>laCuerda</i> , with central pages dedicated to different themes related to the application of the law, sexual violence, femicide and human trafficking, with the goal of informing women about the appropriate legal processes and where they can report these crimes.	May – June, 2013
<b>Blanca Dardón</b> (RRF)	Activities related to the reform of the Civil Procedure Code in support of the Civil Chamber of the Supreme Court.	May – June, 2013
<b>José Francisco De Mata Vela</b> (RRF)	Support Universidad de San Carlos and the Criminal Chamber of the Supreme Court of Justice efforts in the implementation of continuing education programs with the objective of advancing the application of the new Criminal Procedure Code (1994), and therefore strengthening justice administration in	May – June, 2013

Guatemala.

### THIRD COUNTRY NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
Sonia Navarro Solano	Provide technical assistance to strengthen the Justice of the Peace Model Court, in light of the 2011 Criminal Procedure Code Reforms.	April 14 - 19 April 28 – May 03 May 12 - 17
Eduardo José Cuadra Ferrey	Create a proposal for the study and development of human resources materials from the perspective of the daily operations of police staff.	April 29 – May 03 May 13 - 17
Francisco Javier Bautista Lara	Develop and formulate material focused on using best practices in human resources, training and professionalism within the CNRP.	April 15 – 19 April 22 – 26 May 13 – 17 May 20 – 24 June 17 – 21 June 24 – 28
Ana Montes Calderón	Conduct a brief analysis that includes the collection of statistics on the use of special methods as established by the Law against Organized Crime, Decree 21-2006 as amended (undercover agents, controlled delivery, and wiretapping, effective collaborator) in by 2012, as well as a brief assessment of the existence of training on these methods.	April 21 – 27 May 19 – 25 June 2 - 8

### UNITED STATES NATIONAL CONSULTANTS

Consultant/Specialist	Description of Consultancy	Dates
Romeo Benjamin Barahona Meléndez	Provide technical assistance for the study and formulation of a proposal regarding draft rules for the police career in relation to the Regulation of the Police Profession.	April 7 – 20 May 5 – 8 May 27 – 30 June 10 - 13 June 17 – 20

## 3.2 HOME OFFICE SUPPORT

Checchi staff provided support in the development of key contractual deliverables of the SJSRP as described below.

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## HOME OFFICE SUPPORT

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Consultant/Specialist	Description of Consultancy	Dates
Javier Agosto	Provide technical support and conduct a supervisory visit to the SJSRP.	April 14 – 19 June 17 - 22
Catherine Rochon	Provide support and training in the implementation of administrative procedures for the SJSRP staff.	April 21 - 27

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# 4.0 MONITORING AND EVALUATION ACTIVITIES

USAID approved the Monitoring and Evaluation Plan on May 3, 2013. COR approval specifies that proposed targets for Indicator 3 (Percent of National Civilian Police officers enrolled in improved Human Resource and benefit system) are pending CO approval given that a Contract Modification is required.

To date, the SJSRP has placed special emphasis on developing the Terms of Reference for subcontracting an organization that will be responsible for conducting a Perception and Satisfaction Study of FLAU users and their family member, as well as the Comprehensive Victim Care Model of the Public Prosecutor (in the MP). As a result of this study, the SJSRP expects to have direct information from users of IDPP and MP victim assistance services. This will make it possible to establish levels of satisfaction with said services, which will be a tool for reporting indicator #08 of the Annual Monitoring and Evaluation Report. In addition, the information in the final report will be a valuable tool for designing technical assistance projects for strengthening the referenced services. The SJSRP will be validating these Terms of Reference with the IDPP and the MP in order to ensure that these institutions agree to assist with the implementation of the study.

**Indicator # 8: Increase of Citizen satisfaction with service delivery by FLAUs and Specialized Justice in Femicide and Other Forms of Violence Against Women (disagg. by institution: IDPP / OJ)**

Performance Indicators	Baseline Value		Y1 FY13 (Oct 2012 - Sept 2013)		Y2 FY14 (Oct 2013- Sept 2014)		Y3 FY15 (Oct 2014 - Ago 2015)		Source	Frequency of Data Collection		Definition and Comments
	Baseline	Target	Actual	Target	Actual	Target	Actual	Responsible				
8. Increase of Citizen satisfaction w/ service delivery by FLAUs and Specialized Justice in Femicide and Other Forms of Violence Against Women (disagg. by institution: IDPP / OJ)	8.a FLAU (IDPP) Baseline will be elaborated in August 2013	0%		5% over BL			10% over BL	The source is users of FLAU and Specialized Justice. Data will be collected through a random sample at specific procedural time frames throughout the case (i.e. post hearing, case closure, etc.) possibly by a sub-awardee CSO, and/or local firm. The sample will be constituted of at least 15% of total number of users in a particular time frame.	Annually	"Satisfaction" refers to the perceptions of users complaining of violence against themselves or other women victims, regarding the quality and effectiveness of services provided to them by the FLAUs and Specialized Justice in Femicide and Other Forms of Violence Against Women. The bottom line on performance is user satisfaction with specific services targeted and supported by the Project. A questionnaire designed specifically for FLAU and Specialized Justice in Femicide and Other Forms of Violence Against Women users will measure satisfaction on a 0-10 scale, as well as with some open-ended questions to explore the reasons for each rating and recommendations. The objective values assigned by survey users will be totaled and divided by the total number of users surveyed, and will form the basis of the % of improvement in satisfaction from year to year. Responses to open-ended questions will provide feedback and point to possible improvements. Data will be disaggregated by sex, age and ethnicity, and office. This indicator provides feedback and recommendations from users and will be reviewed with respect to the services provided by FLAUs and Specialized Justice in Femicide and Other Forms of Violence Against Women for accountability.		
	8.b Specialized Femicide Courts and 24 Hour Courts Baseline will be elaborated August 2013	0%		5% over BL			10% over BL		Technical Staff Team and M&E Specialist	<p><b>COMMENTS:</b></p> <p>This indicator provides feedback and recommendations from users and will be reviewed with respect to the services provided by FLAUs and Specialized Justice for accountability. While the information will be collected throughout the year, it will be consolidated and analyzed once a year. The SJSRP will design a methodology jointly with IDPP authorities for the measurement of this indicator. Specialized Femicide Court refers to the one installed in Guatemala City, Diagonal 6. The 24 Hour Court refers to the one installed in Guatemala City, Gerona. Currently, the FLAU are located in 10 cities in 8 departments: Guatemala (Guatemala City, Mixco and Villa Nueva), Escuintla (Escuintla), Alta Verapaz (Coban), Baja Verapaz (Salama), Jutiapa (Jutiapa), Chiquimula (Chiquimula), Quetzaltenango (Quetzaltenango) and Petén (Santa Elena). Selected specialized courts are located in Guatemala City. Methodology for baseline will be developed and carried out during the months of July and August 2013. Targets were established based on contract requirements.</p>		

The SJSRP will report the results of the established indicators in the Monitoring and Evaluation Report to be submitted at the end of the fiscal year.

# 5.0 SPECIAL REPORTING

## 5.1 “KEY ISSUES” REPORTING

Key Legislation	SJSRP Activities
<p><b><u>Criminal Procedures Code, amended by Decree 7-2011 of the Congress of the Republic.</u></b></p> <p>“Article 465 3rd Procedures for misdemeanors. The procedure for misdemeanors is a special procedure applied to the judgment of crimes sanctioned in the Criminal Code with a maximum sentence of five years in prison. For this procedure justices of the peace are sufficient /.../”</p>	<p>To give continuity to the processes initiated this year for consolidation of the Multi-person Criminal Peace Courts, the Criminal Division of the CSJ tasked the SJSRP with drawing up the Agreement by means of which a fifth judge would join the First Multi-person Criminal Peace Court. This was drawn up in coordination with the Coordinating Body for the Modernization of the Justice Sector (<i>Instancia Coordinadora de Modernización del Sector Justicia</i>), the Office of Institutional Planning and Development (<i>Dirección de Planificación y Desarrollo Institucional</i>), and the Legal Advisory Office of the OJ (<i>Asesoría Jurídica del Organismo Judicial</i>), and will increase capacity to address cases by expanding coverage in the territorial jurisdiction, decreasing judicial delay.</p> <p>The Criminal Division has also requested technical assistance for expansion of the model of multi-person criminal peace court in Villa Nueva in order to strengthen the operation of the 24-hour courts there. The Criminal Division has found a site that is suitable for this judicial entity.</p>
<p><b><u>Law against Femicide and other Forms of Violence against Women</u></b> Article 19, with respect to providing public defenders for the victims of these crimes and/or their family members.</p>	<p>The SJSRP supported the operation of a new IDPP office in Huehuetenango, and this provides an opportunity for increasing free professional assistance, especially in departments with high rates of extreme poverty such as Huehuetenango. The IDPP estimates an average of 70 users per month, for approximately 840 direct beneficiaries each year.</p>

**The Law against Organized Crime, Decree 21-2006**

“Article 21. Undercover operations. Undercover operations are those conducted by undercover agents to obtain information or evidence that makes it possible to prosecute the individuals who are part of organized criminal groups and to break them up, by designing effective strategies under the strict control of the MP. In the phase of investigating organized criminal groups or criminal organizations specifically carried out by undercover agents with proper authorization and supervision and under the responsibility of the MP, the following activities are prohibited and excluded from the undercover operations:

1. Provocation of crimes.
2. Operations that are not within the sphere of the actions and plans of the investigation phase.

For such activities to be permitted, in any event, the proper authorization and supervision of the MP is required.”

“Article 35. Surveillance of deliveries. Surveillance of delivery refers to the investigation method which permits the transport and transit of illegal or suspicious shipments as well as shipments of drugs or narcotics and other prohibited substances, materials, or objects, or of illegal commerce, which enter, travel in, or leave the country, under strict surveillance or monitoring by authorities envisaged in this Law. This method shall be used to discover the transit routes, mode of entry into and departure from the country, the distribution and marketing system, the obtaining of evidence, the identification and prosecution of the organizers, transporters, buyers, protectors, and other participants in the illegal activities.”

“Article 48. Interceptions. When it is necessary to prevent, interrupt, or investigate the commission of crimes addressed in articles 2, 3, 4, 5, 6, 7, 8, 9, 10 and 11 of this law, oral, written, telephonic, radiotelephonic, computer, and similar communications that use the electromagnetic spectrum, and any other communications that may exist in the future, may be tapped, recorded and reproduced, with judicial authorization.”

**Law Against Sexual Violence, Exploitation, and Trafficking (Ley Contra la Violencia Sexual, Explotación y Trata de Personas) Decree 9-2009**

To develop an appropriate support strategy for the MP for implementation of the Special Investigation Methods envisaged in the Law against Organized Crime, Decree 21-2006 of the Congress of the Republic, two workshops were held with judges and prosecutors and work meetings were held with the Special Methods Unit, Analysis Unit, Secretariat of Criminal Policy, and Specialized Agencies for Crimes against Life, Organized Crime, Money Laundering, Narcotics Activity, and Human Trafficking, as well as interviews with the Director of the Specialties School (*Escuela de Especialidades*) of the National Civilian Police Academy and the Assistant Director of the Special Methods Unit of the PNC; the purpose of these activities was to improve inter-institutional coordination and make the application of special methods, such as telephone taps, undercover agents, and surveillance of deliveries viable as a strategic line of work for addressing organized crime.

The Office of the Secretary on Sexual Violence, Exploitation, and Human Trafficking (SVET) has asked the SJSRP Project for technical support in developing a diagnosis that will identify the mechanism for improvement

<p>“Article 5. Authorities of the Office of the Secretary. The Office of the Secretary on Sexual Violence, Exploitation, and Human Trafficking has the following authorities:</p> <ul style="list-style-type: none"> <li>a. To be an advisory body and recommend that the various State offices or entities take actions in the fight against sexual violence, exploitation, and human trafficking.</li> <li>b. To recommend approval of standards and procedures to the various State entities within its sphere of competence.</li> <li>c. To monitor and study the effects of the standards, programs, and enclosing within its sphere of competence and recommend that they be redirected.</li> <li>d. To design and implement measures, plans, programs, and initiatives for information and awareness raising that are effective, strategic, ongoing, and systematic at the national and local levels, taking into consideration gender, cultural and ethnic diversity, and the vulnerability factors of each region of the country, the age, culture, and language of the target audience for the information and the community in which it is provided.</li> <li>e. To transfer the approved plans, programs, projects and initiatives to the National Commission on Childhood and Adolescence (<i>Comisión Nacional de la Niñez y Adolescencia</i>).</li> <li>f. To encourage studies aimed at discovering, measuring, and evaluating the factors that facilitate sexual violence, exploitation, human trafficking, among them, immigration policies and procedures.</li> <li>g. To encourage the signing and implementation of bilateral or multilateral agreements for international protection.</li> <li>h. To promote the creation and operation of the records necessary to update information on human trafficking.</li> <li>i. To report actions that constitute crimes or offense[s] it learns of as a consequence of performing its functions.</li> <li>j. To promote, where applicable, training, refresher training, and specialization processes related to prevention, protection, assistance, and penalties in connection with the provisions of this Law.</li> <li>k. To coordinate activities and projects with the State entities and offices which can cooperate with the Secretary as requested.</li> </ul>	<p>of administrative processes and subsequent drawing up of a proposal for strengthening the SVET’s performance.</p> <p>With the hiring of a consultant to perform this activity, technical assistance will be provided to the SVET in developing a proposal for improvement of administrative processes for service and repatriation.</p>
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## 5.2 ADMINISTRATIVE ISSUES

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The SJSRP carried out the recruitment process to fill all administrative and other staff positions. During this reporting period, the following positions were approved:

<b>SJSRP Local Support Staff</b>		
<b>Name</b>	<b>Position</b>	<b>CO Approval</b>
Melbin Esperanza	Driver	April 18, 2013
Handy Barco	Program Assistant	May 28, 2013

**TRAINING CHARTS**

# USG – SUPPORTED TRAINING OF GOVERNMENT OFFICIALS<sup>2</sup>

NAME OF TRAINING PROGRAM: Quality Management Systems under the ISO 9001:2008 Standard.						
Field of Study		ISO 9001:2008 Standards, Quality Management Systems, Process Reengineering, Benefits and difficulties in the implementation of a quality management system, and the route to certification.				
Relationship to Contract Objectives	DO	Greater Security and Justice for Citizens				
	IR 1	Improved effectiveness and efficiency of SJSIs				
	LLR 1	<b>Greater state capacity to manage security and justice administration</b>				
	Sub LLR 1.3	Improve management and administration of SJSIs				
Offered by		SJSRP, consultant Karla Ortiz				
Directed to		Public Officials – Instituto de la Defensa Publico Penal (IDPP)				
Start Dates:		May 22, 2013	End Dates:	May 22, 2013	Total No. of training hrs.	3.5
Total No. of Participants	No. of Female Participants		No. of Male Participants		Total	
	8 (53%)		7 (47%)		15	
Estimated Cost		US\$27.20	Estimated Cost per person		US\$1.81	

<sup>1</sup> People must be from government. Training refers to all training or educational events whether short-term or long-term, in country or abroad.

**NAME OF TRAINING PROGRAM: Quality Management Systems under the ISO 9001:2008 Standard**

<b>Field of Study</b>		ISO 9001:2008 Standards: Quality Management Systems, Process Reengineering, Benefits and difficulties in the implementation of a quality management system, and the route to certification.			
<b>Relationship to Contract Objectives</b>	<b>DO</b>	Greater Security and Justice for Citizens			
	<b>IR 1</b>	Improved effectiveness and efficiency of SJSIs			
	<b>LLR 1</b>	<b>Greater state capacity to manage security and justice administration</b>			
	<b>Sub LLR 1.3</b>	Improve management and administration of SJSIs			
<b>Offered by</b>		SJSRP, consultant Karla Ortiz			
<b>Directed to</b>		Public Officials – <i>Instituto de la Defensa Público Penal</i> (IDPP)			
<b>Start Dates:</b>		June 7, 2013	<b>End Dates:</b>	June 17, 2013	<b>Total No. of training hrs.</b> 16
<b>Total No. of Participants</b>	<b>No. of Female Participants</b>		<b>No. of Male Participants</b>		<b>Total</b>
	8 (57%)		6 (43%)		14
<b>Estimated Cost</b>		US\$748.09	<b>Estimated Cost per person</b>		US\$53.43

**NAME OF TRAINING PROGRAM: Quality Management Systems under the ISO 9001:2008 Standard**

<b>Field of Study</b>		ISO 9001:2008 Standards: Quality Management Systems, Process Reengineering, Benefits and difficulties in the implementation of a quality management system, and the route to certification.			
<b>Relationship to Contract Objectives</b>	<b>DO</b>	Greater Security and Justice for Citizens			
	<b>IR 1</b>	Improved effectiveness and efficiency of SJSIs			
	<b>LLR 1</b>	<b>Greater state capacity to manage security and justice administration</b>			
	<b>Sub LLR 1.3</b>	Improve management and administration of SJSIs			
<b>Offered by</b>		SJSRP, consultant Karla Ortiz			
<b>Directed to</b>		Public Officials – OJ			
<b>Start Dates:</b>		June 11, 2013	<b>End Dates:</b>	June 11, 2013	<b>Total No. of training hrs.</b> 3.5
<b>Total No. of Participants</b>	<b>No. of Female Participants</b>		<b>No. of Male Participants</b>		<b>Total</b>
	11 (32.4%)		23 (67.6%)		34
<b>Estimated Cost</b>		US\$310.45	<b>Estimated Cost per person</b>		US\$9.13

**NAME OF TRAINING PROGRAM: Quality Management Systems under the ISO 9001:2008 Standard**

<b>Field of Study</b>		ISO 9001:2008 Standards: Quality Management Systems, Process Reengineering, Benefits and difficulties in the implementation of a quality management system, and the route to certification.			
<b>Relationship to Contract Objectives</b>	<b>DO</b>	Greater Security and Justice for Citizens			
	<b>IR 1</b>	Improved effectiveness and efficiency of SJSIs			
	<b>LLR 1</b>	<b>Greater state capacity to manage security and justice administration</b>			
	<b>Sub LLR 1.3</b>	Improve management and administration of SJSIs			
<b>Offered by</b>		SJSRP, consultant Karla Ortiz			
<b>Directed to</b>		Public Officials – OJ			
<b>Start Dates:</b>		June 12, 2013	<b>End Dates:</b>	June 14, 2013	<b>Total No. of training hrs.</b> 3.5
<b>Total No. of Participants</b>	<b>No. of Female Participants</b>		<b>No. of Male Participants</b>		<b>Total</b>
	70 (46.7%)		80 (53.3%)		150
<b>Estimated Cost</b>		US\$902.07	<b>Estimated Cost per person</b>		US\$6.01

**NAME OF TRAINING PROGRAM: Quality Management Systems under the ISO 9001:2008 Standard**

		ISO 9001:2008 Standards: Quality Management Systems, Process Reengineering, Benefits and difficulties in the implementation of a quality management system, and the route to certification.			
<b>Relationship to Contract Objectives</b>	<b>DO</b>	Greater Security and Justice for Citizens			
	<b>IR 1</b>	Improved effectiveness and efficiency of SJSIs			
	<b>LLR 1</b>	<b>Greater state capacity to manage security and justice administration</b>			
	<b>Sub LLR 1.3</b>	Improve management and administration of SJSIs			
<b>Offered by</b>		SJSRP, consultant Karla Ortiz			
<b>Directed to</b>		Public Officials – Instituto Nacional de Ciencias Forenses (INACIF)			
<b>Start Dates:</b>		May 29, 2013	<b>End Dates:</b>	June 6, 2013	<b>Total No. of training hrs.</b> 3.5
<b>Total No. of Participants</b>	<b>No. of Female Participants</b>		<b>No. of Male Participants</b>		<b>Total</b>
	70 (49.27%)		66 (50.8%)		130
<b>Estimated Cost</b>		US\$TBD		<b>Estimated Cost per person</b>	US\$TBD

**Annex B**

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**FAMILY AND FRIENDS AGAINST CRIME AND KIDNAPPING  
AWARENESS RAISING CAMPAIGN**

**Annex C**

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***laCuerda* Newspaper Insert on Specialized Justice for  
Crimes against Women**

**U.S. Agency for International Development**  
Guatemala  
Km 6.5 Final Boulevard Los Proceres  
Santa Catarina Pinula  
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Tel: (+502) 2422-4000; Fax: (+502) 2422-4585  
<http://www.usaid.gov/gt>