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QUARTERLY REPORT – JULY - SEPTEMBER 2012

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ACRONYMS

AG	Attorney General
AJCs	Alternative justice centers
AJMs	Alternative justice mechanisms
AJCM	Alternative Justice Center Model
CEAMPAJ	Executive Commission for Updating and Modernizing the Administration of Justice (Puebla)
CEJA	Justice Studies Center of the Americas
CIDAC	Research Center for Development
CJO	Citizens' Justice Observatory
CJR	Criminal Justice Reform
CONAVIM	National Commission for the Prevention and Eradication of Violence against Women
CPC	Criminal Procedure Code
CSOs	Civil society organizations
CNPdYPC	National Center for Crime Prevention and Citizen Participation
FCPC	Federal Criminal Procedure Code
GoM	Government of Mexico
IMM	Inter-Institutional Management Model
IU	Investigative Unit
JASP	Justice and Security Program
MSI	Management Systems International
NAS	Narcotics Affairs Section
NCJS	New Criminal Justice System
OTN	Oral Trials Network (<i>Red de Juicios Orales, La Red</i>)
PD	Public Defender
PIM	Performance Improvement Methodology
PMP	Performance Monitoring Plan
PCU	Property Crimes Unit
PRI	Institutional Revolutionary Party
PROVICTIMA	The Office of the Social Prosecutor for Crime Victims
PTS	Pre-Trial Services
PTSM	Pre-Trial Services Model
RENACE	The RENACE Institute, a prominent CSO in the Oral Trials Network
RJN	Restorative Justice Network
RFTOP	Request for Task Order Proposals
SC	State Court
SCU	Sexual Crimes Unit
SEJAP	State System of Alternative Justice Centers
SETEC	Technical Secretariat of the Criminal Justice Implementation Commission
SIJUPE	Executive Commission for the Nuevo Leon Criminal Justice Reform
SOPs	Standard Operating Procedures
SSP	Secretary of Public Safety
TA	Technical Assistance
ToT	Train-the-Trainer
UMECA	Pre-Trial Services Unit for Juveniles (Morelos)
USAID	United States Agency for International Development
VAU	Victims' Assistance Unit
WJC	Women's justice center
WJCM	Women's Justice Center Model

JUSTICE AND SECURITY PROGRAM - FOURTH QUARTER REPORT, 2012

EXECUTIVE SUMMARY

Legislative Achievements (Objective I)

The first fundamental change that needs to take place for an effective Criminal Justice Reform (CJR) is legislation, as all actors in the system depend upon and perform within the legal framework established by federal and state laws.

Task 1.1 – Key state and federal legislation for Criminal Justice Reform submitted to state and federal legislative branches

This quarter the Justice and Security Program (JASP) met a major benchmark with the completion of a key tool for drafting future criminal procedure codes. This "How To Guide" for Drafting Criminal Procedure Codes (CPCs), will serve as an invaluable legislative compass for legislators and policy-makers in the reform of such laws, in particular for building the capacity of local authorities by the JASP when drafting CPCs in Baja California Sur and Campeche in 2013.

The JASP also concluded a set of recommendations for the Federal *Amparo*¹ Bill and an analysis of the reforms to the State CPC of Nuevo Leon.

Task 1.2 – State and federal legislation for Criminal Justice Reform in line with international human rights standards passed by legislative branches

The reforms to the Puebla State CPC, Execution of Sentences Law and Supreme Court Act (*ley orgánica*), as well as the Alternative Justice Law were all passed with JASP technical assistance (TA).

The Baja California Congress passed an amendment to Guidelines to the Sentences, Security and Judicial Measures Law (*el Reglamento de la Ley de Ejecución de Penas, Medidas de Seguridad y Medidas Judiciales*), drafted with JASP TA, which allowed for the opening of the Pre-Trial Services (PTS) Unit for Adults within the remit of the State Secretariat of Public Safety (SSP, acronym in Spanish).

The JASP concluded an analysis of the draft Federal Criminal Procedure Code (FCPC) formally submitted by the *Partido Verde* (Green Party) and supported by the *Partido Revolucionario Institucional* (PRI, Institutional Revolutionary Party, party of the president-elect to take office in December, 2012), determining the necessary adjustments for it to be in line with the 2008 CJR and international human rights standards.

¹ A constitutional action alleging the violation of rights committed by the government or the court.

Institutional Strengthening Achievements (Objective 2)

Task 2.1- Capacity of inter-institutional committees to coordinate implementation of CJR improved

This task aims to build the capacity of the bodies charged with coordinating the CJR implementation: the Federal and state Technical Secretariats of the Criminal Justice Implementation Commission (SETECs, acronym in Spanish).

This quarter the JASP made great progress in establishing an effective partnership with the Federal SETEC through the completion of joint tools and products to improve reform implementation. The JASP also built the capacity of state SETECs on project development and monitoring and strengthened the Inter-Institutional Management Model (IMM) in Nuevo Leon.

In collaboration with the Federal SETEC, the JASP this quarter: i) published in Spanish the General Report on the study that monitored reform implementation in five states (Chihuahua, the State of Mexico, Morelos, Oaxaca and Zacatecas); ii) concluded the analysis of the Citizen Perception Survey; iii) made significant improvements to the SETEC's Train-the-Trainer (ToT) and instructor certification programs through the incorporation of the JASP curricula for ToT, as well as its recommendations for the instructor certification course; and iv) conducted validation sessions with justice officials of the study to monitor reform implementation in Baja California and initiated a similar study in Durango.

The JASP built the capacity of the Zacatecas State SETEC to design reform implementation projects so they can obtain further funding from the Federal SETEC, and built the capacity of 84 state SETEC staff in Baja California, Chihuahua, Durango, Hidalgo, Morelos, Nuevo Leon, Oaxaca and Puebla to monitor and evaluate reform implementation projects.

The JASP had various achievements this quarter in implementing its IMM: i) the Nuevo Leon Executive Commission for the CJR (SIJUPE, acronym in Spanish) developed a questionnaire to assess compliance with the standards for carrying out judicial processes (investigations, hearings, etc.) according to the reform; and ii) the SIJUPE, State Court, and Public Defenders' (PD) and Attorney General's (AG) Offices agreed on standardizing the procedures for making arrests, carrying out preliminary hearings and enforcing the 32 new offenses to be incorporated under the New Criminal Justice System (NCJS) in 2013 (as the NCJS is implemented in Nuevo Leon by crime, rather than territory.)

Task 2.2- Capacity of justice system institutions to implement CJR strengthened

Performance Improvement Methodology and JASP Models: The JASP started in July 2012 the implementation of its Performance Improvement Methodologies (PIMs) for justice sector institutions, units or centers that are already operating within the NCJS. This involves state courts, AG offices, PD offices, PTS units, investigative units, victims' assistance units (VAUs), alternative justice centers (AJCs) and women's justice centers (WJCs). The PIMs apply solutions to overcome the obstacles that prevent institutions from adequately meeting performance targets in the NCJS.

The JASP also employs a set of models for the establishment of units that will operate within the NCJS, which include minimum parameters or standards regarding infrastructure, organizational structure, competency profiles, operational profiles and manuals, and performance indicators. Further details on the objectives and steps of these methodologies and models can be found in the

narrative section.

In Q4, great progress was made in building the capacity of courts in all target states on case management; implementing the PIM for AG Offices (PIM-AG) in Baja California, Chihuahua and Oaxaca; implementing the PIM for PD Offices (PIM-PD) in Baja California, Chihuahua, Morelos and Nuevo Leon; protecting the presumption of innocence and guaranteeing the effectiveness of precautionary measures through the establishment of PTS units for adults in Baja California and Morelos and continued assistance for the juveniles unit in Morelos; improving investigations through the strengthening of coordination between police investigators and prosecutors in Baja California, Hidalgo, Nuevo Leon, Oaxaca and Puebla; and building the capacity of victims' assistance and alternative and women's justice centers to improve the provision of services to users through the production of tools that can be applied in all target states.

State courts: The JASP strengthened the capacity of courts from all seven target states. Through capacity building sessions on its PIM for State Courts (PIM-SC), representatives of state courts learned methods for effective caseload management (e.g. the development of indicators and data tables) and shared best practices in court administration, data collection systems and case management. This important collaboration and communication led to the creation of a community of practice² amongst these institutions.

In Q4 in the courts of Baja California and Oaxaca, the JASP completed stage four (development of solutions) of the PIM-SC. The JASP worked jointly with the courts to identify gaps in performance (e.g. inconsistency in data collection) and proposed solutions for them, such as adding information to caseload tables on the duration of each case.

State AG offices: The JASP implemented stages three (define the causes of those gaps) and four of the PIM-AG in Baja California and Chihuahua, through the completion of analyses of the gaps between desired and actual performance and the proposal of solutions.

In Oaxaca the JASP concluded step five (implementing solutions) of the PIM-AG by recommending and participating in the opening of a screening unit in the AG Office of the Central region. The JASP also completed step five of the PIM-AG in the AG Office of the Itsmo region through the creation of a screening unit, as well as ensuring the operational efficiency of said unit through the identification of strengths and the development of protocols.

The capacity of prosecutors of the Robbery and Homicide Units of the AG Office of Baja California was built by former US federal prosecutors hired by the JASP to improve prosecution, efficiency and performance in oral trials through a series of one-on-one sessions.

State PD offices: This quarter in the Baja California and Morelos PD offices, the JASP completed step four of the PIM-PD, which included the determination of specific quality standards to ensure the provision of effective defense services, and the development of tools to maintain these standards.

In Chihuahua and Nuevo Leon, the JASP reached step two (identify and assess gaps) of the PIM-PD through the completion of case management evaluations and the establishment of the categories of quality standards that will be implemented in the PD offices.

² A group of people who share a craft and/or a profession.

Pre-Trial Services units: Using its PTS Units Model (PTSM), two units for adults were opened in August 2012 in Baja California and Morelos with JASP TA. The units are the first of their kind in Latin America, representing a major achievement in reform implementation and in protecting the rights of the accused.

The JASP completed two evaluation reports of the PTS Unit for Juveniles in Morelos (UMECA, acronym in Spanish) – one on daily operations and one on case management, finding for the latter well balanced workloads for UMECA staff. The evaluation of daily operations found that flight risk evaluation interviews were being carried out effectively.

Police and prosecutor coordination: In Baja California the JASP is implementing its PIM for Investigative Units (PIM-IU) in two units. The JASP completed 26 guidelines to support implementation of its coordination protocols between prosecutors and police investigators in the Property Crimes Unit (PCU) of the AG Office, thus completing step four of the methodology. In the Sexual Crimes Unit (SCU), it developed performance indicators to measure the effectiveness of the protocols, completing step five.

In the AG Office of Juchitan, Oaxaca, the JASP concluded step four of the PIM-IU through the completion of 21 guidelines to support implementation of the coordination protocols.

In Hidalgo, Nuevo Leon and Puebla the JASP concluded step three of the PIM-IU through the completion of work plans for the development of the guidelines for the coordination protocols.

Victims' assistance centers: The JASP completed tools to be used in all target states for its PIM for Victims' Assistance Units (PIM-VAU), including competency profiles for victims' assistance staff and a Glossary of Victims' Rights Terminology.

In Chihuahua, the JASP developed performance indicators for the VAU of the AG Office and a work plan which sets targets for its implementation through step four.

In Nuevo Leon, the JASP concluded step four of the PIM-VAU through the completion of the final draft of the operational guidelines of the Family Justice Center (FJC) and competency profiles for staff.

In Oaxaca, the JASP completed step four of the PIM-VAU through flowcharts for case management, as well as objectives and a mission statement of the VAU in the AG Office.

Alternative justice centers: The JASP this quarter completed a competency profile for mediators of AJCs specialized in restorative justice, which can be applied in all target states.

In Chihuahua, the JASP continued implementation of step five of its PIM for Alternative Justice Centers (PIM-AJC) in the Chihuahua AJC, and of step 6 (monitor implementation of those solutions) in the AJCs of Baja California and Oaxaca.

In Puebla the JASP built the capacity of mediators towards the launch of an AJC in January 2013, in line with the AJC Model.

Women's justice centers: The JASP transferred the translated “How To” Guide for Creating WJCs developed by the National Family Justice Center Alliance of San Diego to the National Center for Crime Prevention and Citizen Participation (CNPdYPC, acronym in Spanish) of the Federal Ministry of Interior, as they coordinate policies related to victims' assistance.

The JASP implemented its PIM for Women's Justice Centers (PIM-WJC) in Ciudad Juarez and Chihuahua, Chihuahua, completing step four of the methodology through the development of tailor-made operational manuals for each center.

In the AG Office of Oaxaca the JASP continued implementation of its WJC Model (WJCM), towards the launch of a WJC in the state in December 2012. Advances included i) the completion of competency profiles for Center staff; ii) a review of the Center's training needs; and iii) the fine-tuning of a funding proposal for approximately US \$700,000 to the Federal SSP and the National Convention for the Prevention and Eradication of Violence against Women (CONAVIM, acronym in Spanish), which was ultimately granted.

Training materials for justice institutions: The JASP ensured the sustainability of its training efforts through the transfer to the State SETEC, AG Office, State Court and PD Office of Oaxaca of a set of 18 training videos for judges, prosecutors, public defenders, police investigators and mediators. The videos cover topics such as coordination between police and prosecutors, and litigation in oral trials.

Task 2.3- Capacity of justice system operators to implement CJR strengthened

In total, **672 justice sector officials** (181 women and 491 men) were trained in Q4. This included judges, prosecutors, public defenders, police investigators, mediators and victims' assistance staff. Importantly, only those individuals who attended at least 80% of their training courses were counted in these figures. Training subjects included directing and issuing rulings in hearings, litigation in initial and intermediate hearings, criminal investigations under the NCJS, alternative justice mechanisms (AJMs), victims' rights and assistance, and monitoring reform implementation projects, among others. During the period, 92% of justice officials obtained a higher grade on the post-training exam than on the pre-training exam, thereby exceeding the JASP's target of 70%.

The JASP conducted its training impact evaluation through electronic surveys to assess changes in behavior of a total of 205 justice officials, including prosecutors, public defenders, police investigators, mediators and victims' assistance staff, in Baja California, Chihuahua, Morelos, Nuevo Leon and Oaxaca. This represents 94% of all trainees who met the criteria for participation.³ Of those surveyed, 93.8% answered that they have applied the knowledge, skills and competencies gained, in all or most cases. To obtain more detailed qualitative information, focus groups were also conducted with each type of justice official, as well as beneficiaries of mediation and victims' assistance.

This quarter, 202 police investigators from Hidalgo, the Puebla SSP and the AG Office, and the Federal SSP, successfully completed two modules (Introduction to the Accusatory Criminal Justice System and Crime Scene Investigations) of the JASP's e-learning program on the NCJS for police investigators.

In Q4 the JASP completed a methodology to update training needs assessments of justice sector officials. Progress was made in Chihuahua, Nuevo Leon and Oaxaca in the development of plans to fill gaps in detected needs so justice officials can effectively carry out their roles under the NCJS.

³ The criteria consists of the following three points: i) the trainee has received at least 80 hours of training; ii) has had six months to apply the knowledge and skills acquired; and iii) is operating in a state that has been implementing the NCJS for at least six months.

Achievements in Working with Civil Society (Objective 3)

Task 3.1 - CSO capacity to inform public opinion and advocate to political decision-makers on behalf of CJR enhanced

As part of its strategy to empower civil society organizations (CSOs) to advocate for the CJR, the JASP developed and began implementing a work plan to promote the passage of a reformed FCPC with the *Red de Juicios Orales* (Oral Trials Network of CSOs, OTN), featuring engagement of government officials, the production of advocacy material and the hosting of informative forums on the NCJS for CSOs and the general public. Two such forums were held in Baja California and Morelos, with the participation of 350 and 320 justice officials, academics and CSO representatives, respectively.

Seven roundtable sessions were led by the JASP and the *Red de Todos los Derechos para Todos* (CSO Network of All Rights for All) with a total of nine participating CSOs,⁴ to discuss the FCPC Bill proposed by President Calderon and the draft FCPC developed by the *Partido Verde* (Green Party) and supported by the PRI.

The Citizens Justice Observatory (CJO) of Nuevo Leon, with JASP TA, produced two manuals for CSOs on understanding and monitoring the reform, developed a set of performance indicators to monitor reform implementation in the state, completed a report based on the application of those indicators, and through steady advocacy contributed to rolling back reforms to the State CPC proposed by the Governor's Office.

The Restorative Justice Network (RJN) of CSOs in Chihuahua, created with JASP TA, developed protocols to ensure effective functioning and the future adequate provision of alternative justice services.

Nineteen lawyers from human rights CSOs working in JASP target states learned litigation techniques, as well as international human rights standards and *habeas corpus* through an eight module certificate course conducted by the JASP, which ran from December 2011 to July 2012.

Task 3.2 - Journalists' knowledge and understanding of the CJR and their role within the justice system enhanced

The JASP published its manual on reporting under the NCJS for journalists, which provides an overview of the reform and the differences between the old, inquisitorial system as compared to the adversarial one, focusing in particular on human rights.

In Q4, 30 journalists who received JASP training on how to report while respecting the principles of the NCJS published 123 articles, of which 87 (71%) reflected the knowledge of the CJR acquired through JASP trainings.

⁴ *Centro de Colaboración Ciudadana* (Center for Citizen Collaboration), *Centro de Derechos Humanos Pro Juárez* (Pro Juárez Center for Human Rights), *Centro de Investigación y Docencia Económicas* (Center for Economic Research and Teaching), *Instituto de Justicia Procesal Penal* (Institute of Criminal Justice), *Instituto Tecnológico Autónomo de México* (Autonomous Technical Institute of Mexico), *Instituto Nacional de Ciencias Penales* (National Institute for Criminal Sciences), *Mexico SOS*, *Red de Todos los Derechos para Todos* (Network of All Rights for All)

Performance Monitoring Plan

By the close of FY 2012, 15 of the 17 indicators established in the approved Performance Monitoring Plan (PMP) have been met or exceeded. Indicator 8, on the number of justice sector institutions that have adopted training plans with Program assistance, is currently at 73% fulfillment (with eight of the target 11 institutions).

An additional indicator (Indicator 17) on the number of USG-assisted courts with improved case management systems was added at the request of the Mission during Q3 FY 2012. This indicator is currently at 75%, with three of the target four courts with improved case management systems.

PRESENTATION

This report for Q4 of fiscal year (FY) 2012 covers the period of July 1 to September 30, 2012. It presents the achievements of the JASP and is organized as follows: 1) the Executive Summary; 2) Results Achieved, and Challenges and Opportunities according to the JASP Results Framework; and 3) the Annexes, which include: the PMP; deliverables status; training data; a preliminary analysis of the training impact evaluation; three success stories; and articles published by JASP-trained journalists.

RESULTS ACHIEVED BY OBJECTIVE AND TASK

OBJECTIVE I: LEGISLATIVE FRAMEWORK FOR CJR IN LINE WITH INTERNATIONAL HUMAN RIGHTS STANDARDS ENACTED

The first fundamental change that needs to take place for an effective CJR is legislation, as all actors in the system depend upon and perform within the legal framework established by federal and state laws. As such, it is of utmost importance that the JASP, as part of its goal to support comprehensive reform implementation in Mexico, provides TA for the drafting of the appropriate legislative framework at the federal and state levels.

Task I.1 – Key state and federal legislation for Criminal Justice Reform submitted to state and federal legislative branches

Improved quality of criminal procedure codes for successful reform implementation

The JASP met a major benchmark: the completion of its "How To Guide" for Drafting CPCs, which will serve as an invaluable legislative compass for legislators and policy-makers in the drafting of such laws. The Guide is composed of eleven chapters on investigations, appeals, plea bargaining, preliminary evidence, statements of the accused, probable cause hearings, precautionary measures, arrest regulations, exclusionary rules of procedural acts, parties to the proceedings and evidence, and will be applied in particular in the delivering of JASP TA for drafting CPCs in Baja California Sur and Campeche in 2013.

Improved legislative framework in Oaxaca to promote reform implementation

The JASP made recommendations on the Alternative Justice Law drafted by the AG Office of Oaxaca before its submission to the State Congress in Q1 FY 2013, and also discussed with the AG Office the General Victims Law and its impact on related state legislation, ahead of JASP TA for drafting such a law Oaxaca.

Task I.2 – State and federal legislation for Criminal Justice Reform in line with international human rights standards passed by legislative branches

Legislation in Puebla passed with Program assistance

The reforms to the Puebla State CPC, Execution of Sentences Law and Supreme Court Act (*ley orgánica*), as well as the Alternative Justice Law were all passed with JASP TA.

Legislation for pre-trial services in Baja California passed, and advanced for victims

The Baja California Governor's Office published the Guidelines to the Sentences, Security and Judicial Measures Law (*el Reglamento de la Ley de Ejecución de Penas, Medidas de Seguridad y Medidas Judiciales*), for which the JASP provided extensive TA to the State SSP for their amendment. This allowed the JASP to contribute to the establishment and opening of the PTS Unit for Adults within the remit of the SSP. The JASP also determined with the AG Office strategies for

coordination in promoting victims' assistance, following the passing of the General Victims' Law in April 2012. Ahead of the initiation of JASP TA in October 2012, the AG Office began disseminating information prepared by the JASP on the General Victims Law to its staff, to ensure their basic understanding of the new legal framework.

Analysis completed of new draft federal criminal procedure code

The JASP concluded an analysis of the draft Federal CPC proposed by the *Partido Verde* (Green Party) and supported by the PRI, outlining the necessary adjustments for it to be in line with the 2008 CJR and international human rights standards.

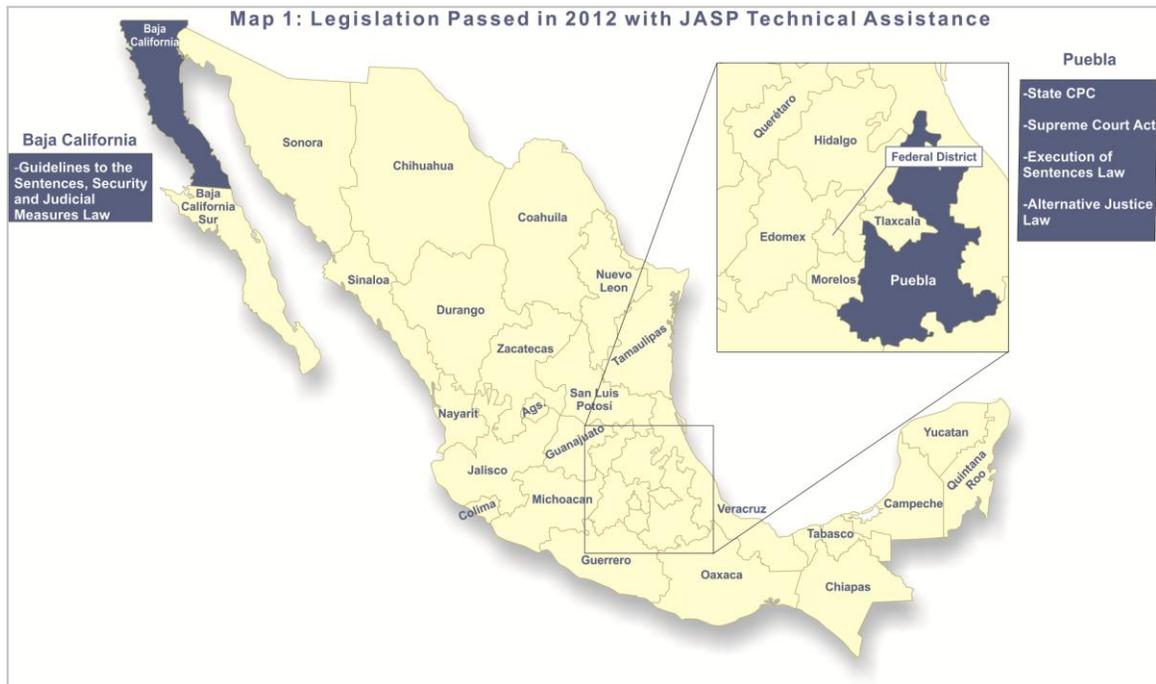
Set of recommendations produced for the Federal Amparo Bill

The JASP completed a set of recommendations to bring the *Amparo* Bill that is currently being discussed in the Federal Congress in line with the principles of the CJR, and produced a paper that explains the scope of the General Victims Law passed in April 2012,⁵ to ensure state legislation is drafted correspondingly.

Reform principles asserted in Nuevo Leon

In Nuevo Leon, the JASP completed an analysis of the reforms to the State CPC proposed by the Governor that go against the principles of the reform. This analysis was shared with the CJO, who used this resource for their advocacy with state decision-makers.

Map 1: Legislation Passed in Q4, 2012 with JASP Technical Assistance



⁵As the law was vetoed on July 1, 2012 by the President there is an ongoing dispute between the Executive and Congress over whether observations made to the law were constitutional, which is to be resolved by the Supreme Court.

CHALLENGES AND OPPORTUNITIES FOR OBJECTIVE I

Federal Criminal Procedure Code

Ensuring all stakeholders, especially those from civil society, have an adequate and unbiased understanding of the FCPC and its potential benefits, and thus gaining support for its passage, will be a challenge. This is a challenge as the FCPC Bill negotiations have been highly politicized, as witnessed during its previous debate in the legislature in April 2012 where it was not possible to build consensus for the passage of the Code. Given these circumstances, the initiation of a new congressional session in September 2012 is an opportunity as there will be more windows for discussion and as such a need to develop an updated advocacy strategy with civil society. An additional opportunity is the growing enthusiasm and pro-activeness demonstrated by civil society over the past months, in particular spearheaded by the OTN through its forums in Baja California and Morelos and the Fourth National Forum on Security and Justice.

Alternative Justice Law in Oaxaca

An additional challenge will be to gain consensus with the Oaxaca AG Office on the Alternative Justice Law currently being drafted, as the Office prefers to include screening units within this law, which according to established best practices usually do not fall within alternative justice legislation. Further, there is already a state law on mediation that covers additional issues such as commerce, so it will be a challenge to ensure that all provisions in the Alternative Justice Law regarding criminal matters take precedent over those in the mediation law. The JASP will continue to apply its “How To Guide” for Drafting Alternative Justice Laws throughout its corresponding TA in Oaxaca.

Victims’ Assistance laws

Challenges to drafting state victims’ assistance laws will be encountered in Baja California and Oaxaca, where justice officials still need further familiarization with the topic, and in Puebla, where the Congress is still unfamiliar with the issue. Promisingly, state justice officials in Nuevo Leon and Puebla are now very familiar with victims’ assistance matters and the process for drafting corresponding laws, and have demonstrated great political will for doing so. The JASP will employ its “How To Guide” for Drafting Victims’ Assistance Laws in its TA for drafting such laws in Nuevo Leon, Oaxaca and Puebla. The utilization of these tools will go hand-in-hand with their transfer to JASP counterparts. Furthermore, as no states in Mexico currently have victims’ assistance laws in line with international human rights standards, the completion of such drafts will mark a major milestone for the JASP and for Mexico in ensuring legal protection of victims.

OBJECTIVE TWO: JUSTICE INSTITUTIONS' AND KEY REFORM OPERATORS' ABILITY TO ASSIST IN IMPLEMENTING CJR STRENGTHENED

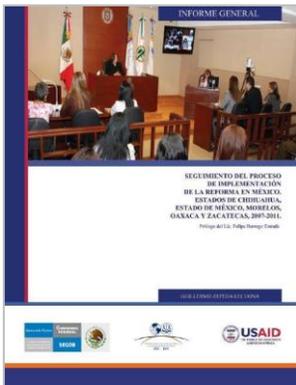
Task 2.1- Capacity of inter-institutional committees to coordinate implementation of CJR improved

This task aims to build the capacity of the bodies charged with coordinating the CJR implementation: the Federal and state SETECs. The concentration of the JASP's efforts regarding this task include providing training for SETEC staff, conducting studies and surveys on the federal and state levels to monitor reform implementation (the results of which can be used by the SETECs in their own implementation efforts) and performing an analysis of training needs in target states.

Justice system institutions strengthened, resulting in improved reform implementation and performance of the NCJS

The JASP's had various achievements this quarter in implementing the IMM. The objective of this model, to be implemented in collaboration with state SETECs, is to ensure adequate mechanisms for inter-institutional coordination among state SETECs, state courts, AG offices, PD offices and ministries of public safety, resulting in a consistent understanding of the criminal process (initial, intermediate and final stages) according to the state legal framework. Achievements included the completion by the SIJUPE of a questionnaire to assess compliance with the standards for carrying out judicial processes (investigations, hearings, etc.) according to the NCJS. The SIJUPE, State Court, and PD and AG Offices also established coordination strategies, such as standardizing the procedures for making arrests, carrying out preliminary hearings and enforcing the 32 new offenses to be incorporated under the NCJS in 2013 (as the NCJS is implemented in Nuevo Leon by crime, rather than territory.)

JASP and Federal SETEC combine forces to implement the Criminal Justice Reform in Mexico



In collaboration with the Federal SETEC, the JASP this quarter: i) published in Spanish the General Report on the study that monitored reform implementation in five states (Chihuahua, the State of Mexico, Morelos, Oaxaca and Zacatecas) and its executive summary, which features the principle achievements, best practices and areas of opportunity and improvement for reform implementation in the five states; ii) concluded the analysis of the Citizen Perception Survey, as the quantitative (surveys) and qualitative (focus groups) studies as well as a corresponding descriptive report were completed; iii) made significant improvements to the SETEC's ToT and instructor certification programs through the incorporation of the JASP curricula for ToT, as well as its recommendations for the instructor certification course, such as

including a mock class as part of the final exam; and iv) concluded the fieldwork of the second stage of the study to monitor reform implementation in Baja California, which was validated by justice officials from the state, and initiated the fieldwork for the study in Durango.

JASP-SETEC cooperation strengthened for high-quality and effective training of justice officials

The JASP built the capacity of the Zacatecas State SETEC to design reform implementation projects so they can obtain further funding from the Federal SETEC, and built the capacity of 84 state SETEC staff in Baja California, Durango, Chihuahua, Morelos, Nuevo Leon, Oaxaca and Puebla to monitor and evaluate reform implementation projects.

Task 2.2- Capacity of justice system institutions to implement CJR strengthened

Institutions Strengthened Via Performance Improvement Methodology

The JASP PIMs are applied to institutions, units or centers that are already operating within the NCJS, for state courts, attorney general offices, public defenders' offices, alternative justice centers, women's justice centers, PTS units, victims' assistance units and investigative units. The PIMs aim to apply solutions to overcome the obstacles that prevent institutions from adequately meeting performance targets in the NCJS. The JASP also employs a set of models for the establishment of units that will operate within the NCJS, which include minimum parameters or standards regarding infrastructure, organizational structure, competency profiles, operational profiles and manuals, and performance indicators.

The six steps of the PIMs are as follows:

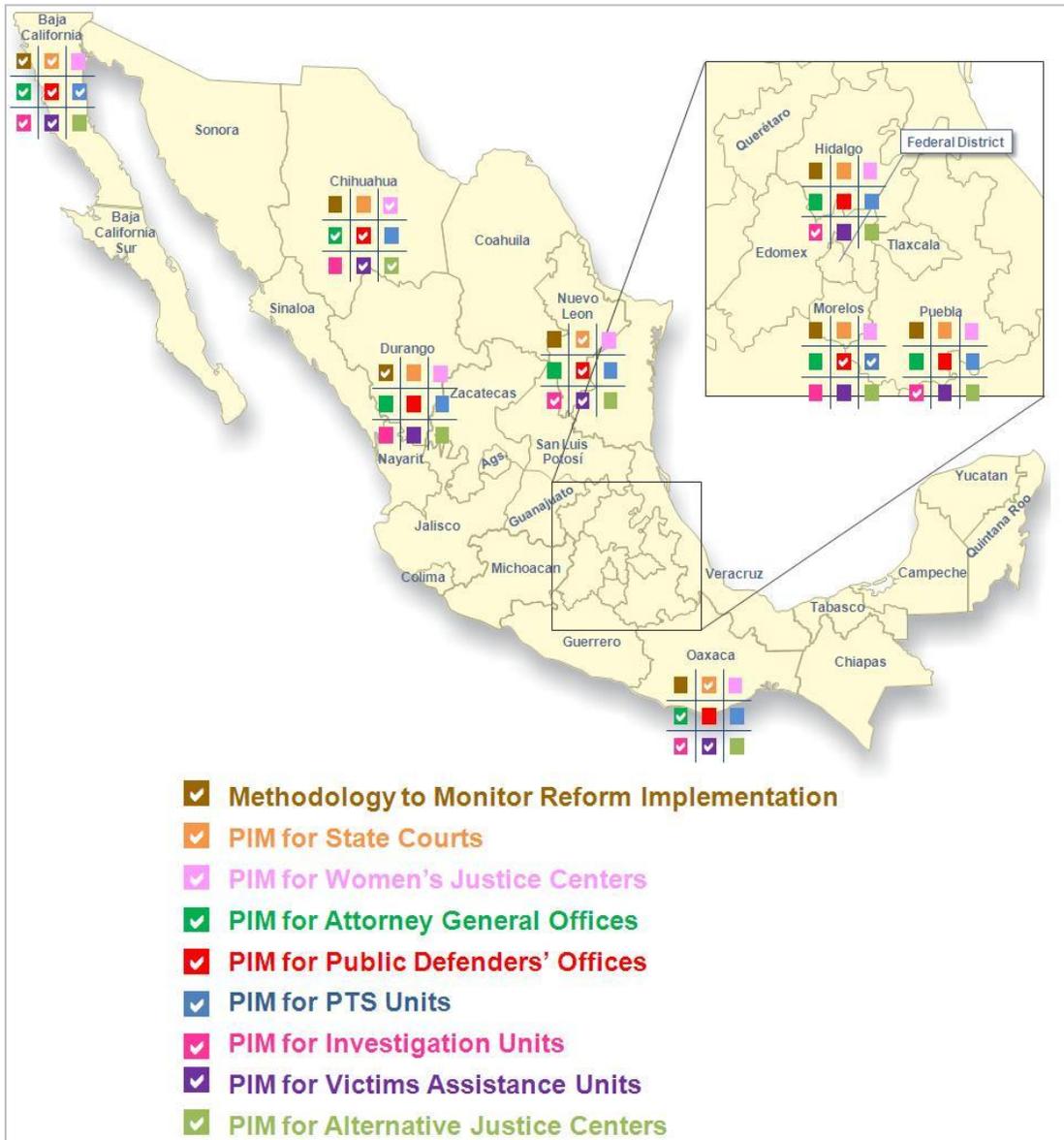
1. Determine performance indicators
2. Identify and assess gaps
3. Define the causes of those gaps
4. Develop solutions
5. Implement solutions
6. Monitor implementation of those solutions

Table 1: Performance Improvement Methodologies – Step Summary Table

State/ Institution	PIM-SC	PIM-AG	PIM- PD	PIM- VAU	PIM-WJC	PIM- AJC	PIM-IU	PIM- PTS
Baja California	Step 4	Step 4	Step 4	-	-	Step 6	PCU: Step 4 SCU: Step 5	-
Chihuahua	Step 1	Step 4	Step 2	Step 3	Ciudad Juarez: Step 4 Chihuahua: Step 4	Step 5	-	-
Hidalgo	Step 1	-	-	-	-	Step 5	Step 3	-
Morelos	Step 1	-	Step 4	-	-	-	-	Step 6
Nuevo Leon	Step 2	-	Step 2	Step 4	-	-	Step 3	-
Oaxaca	Coast: Step 2 Itsmo: Step 4 Mixteca: Step 1	Itsmo: Step 5 Central: Step 5	-	Step 4	-	Step 6	Step 4	-
Puebla	Step 1	-	-	-	-	-	Step 3	-

* Those states/institutions that do not have a step listed are not included in the work plan July-December 2012

Map 2: Implementation of Performance Improvement Methodologies by State



Capacity of courts in all target states built for case management



The JASP strengthened the capacity of state courts from all seven targets to implement technical solutions for improved caseload management to ensure that cases are resolved in accordance with due process and within an appropriate timeframe. Through capacity building sessions on its PIM-SC, during which representatives from the SCs of all target states participated, the JASP taught participants methods for effective caseload management (e.g. the development of indicators and data tables), while the representatives from across the seven states worked together to share best practices in court administration, data collection systems

and case management. This important collaboration and communication lead to the creation of communities of practice⁶ amongst these institutions.

In Q4 in the state courts of Baja California and Oaxaca the JASP completed stage four of the PIM-SC. The JASP worked jointly with the state courts to identify gaps in performance (e.g. inconsistency in data collection) and proposed solutions for them, such as adding information to the caseload tables on the duration of each case.

Performance in the NCJS of state AG offices in Baja California, Chihuahua and Oaxaca improved

The JASP implemented stages three and four of the PIM-AG in the AG offices of Baja California and Chihuahua, through the completion of analyses of the gaps between desired and actual performance and the proposal of solutions. In Baja California gaps included poor communication between police investigators and prosecutors, and the JASP recommended conducting monthly coordination sessions with representatives of different units to share best practices. Meanwhile in Chihuahua, gaps identified included a low case resolution rate per investigation unit due to a lack of organization within the AG office and proposed solutions entailed the development of criteria and indicators to set up and measure performance targets.

In Oaxaca the JASP concluded step five of the PIM-AG by recommending and participating in the opening of a screening unit in the AG Office of the Central region. The JASP also concluded step five of the PIM-AG in the AG Office of the Istmo region through the opening of a screening unit, the identification of strengths (a strong commitment to implement the reform demonstrated by staff) and weaknesses (the need for a more efficient case management system) and the development of protocols to ensure the effective operation of the new unit. A similar unit is planned to open in the Mixteca region in Q1 2013 with JASP assistance.

Former federal US prosecutors hired by the JASP built the capacity prosecutors of the Robbery and Homicide Units of the AG Office of Baja California to improve prosecution, efficiency and performance in oral trials through a series of one-on-one sessions. Participants reviewed past case files and developed investigation plans for more efficient organization and communication, among other activities.

Performance in the NCJS of state PD offices in Baja California, Chihuahua, Morelos and Nuevo Leon improved

This quarter in the Baja California and Morelos PD offices, the JASP completed step four of the PIM-PD, which included the determination of specific quality standards to ensure the provision of effective and pro-active defense services such as confidentiality in these PD offices, and the development of ways to maintain these standards such as competency profiles and procedures for managing juveniles cases.

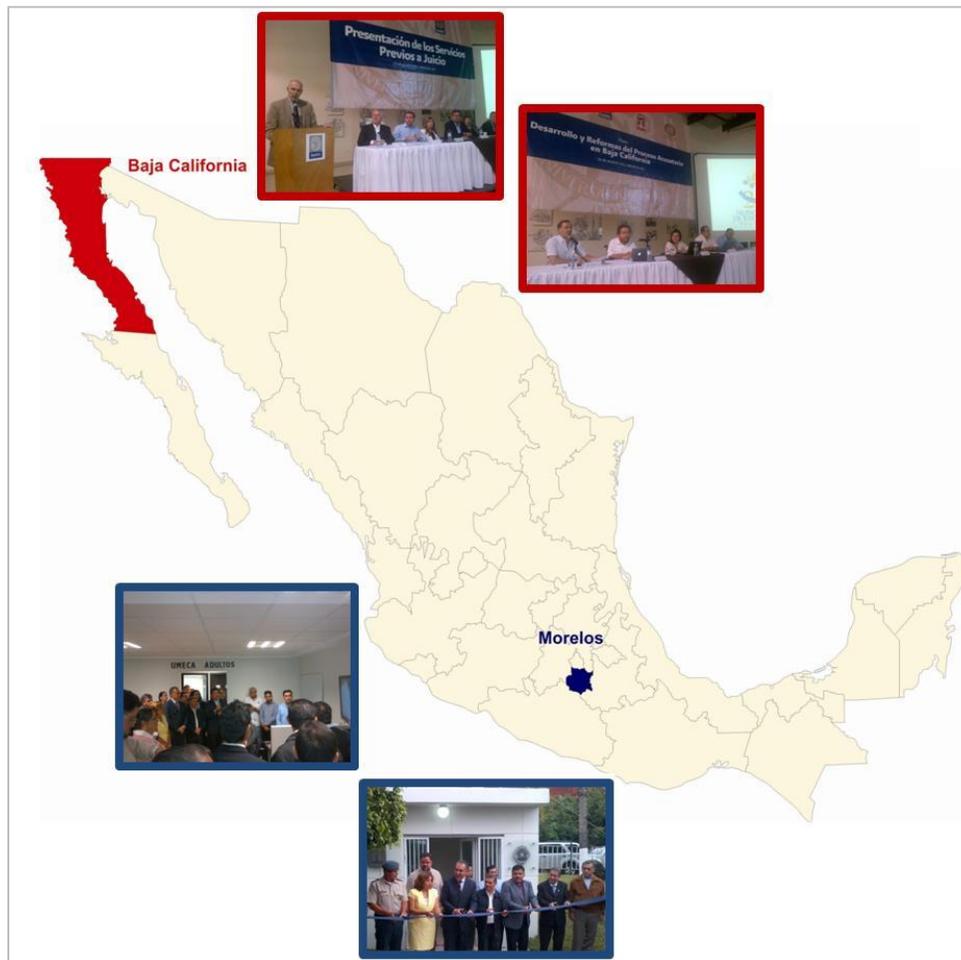
In Chihuahua and Nuevo Leon, the JASP completed step two of the PIM-PD through the completion of case management evaluations, with findings including well developed administrative standards and a strong political will to implement the reform in both states. They also established the categories of quality standards, which will be implemented in the PD offices.

⁶ A group of people who share a craft and/or a profession.

Presumption of innocence protected through establishment of Pre-Trial Services units for adults in Baja California and Morelos and continued assistance for unit for juveniles in Morelos

Using the JASP's PTSM, two such units for adults were launched in August in Baja California and Morelos with JASP TA. This model entails the establishment of the procedures, performance indicators, operational tools, and the organizational and physical infrastructure needed for the creation and functioning of a PTS unit. The units are the first of their kind in Latin America, representing a major achievement in reform implementation and in protecting the rights of the accused and guaranteeing the effectiveness of precautionary measures.⁷

Map 3: Pre-Trial Services Units Opened in Q4, 2012



For the unit in Baja California, the JASP finalized the flight risk evaluation format, and built the capacity of justice officials and future unit staff through workshops on PTS and mock PTS cases, respectively. A JASP analysis of statistics from the unit's first weeks of operation showed that out

⁷ Some examples of precautionary measures include: the obligation to periodically report to a supervisor; prohibition of leaving a determined location; prohibition of interacting with a determined individual or individuals; the obligation to undergo therapy; the obligation to abstain from drugs and/or alcohol; and the obligation to be subject to electronic surveillance.

of 100 cases referred to the unit by the AG Office, 50 were brought before a judge, out of which 28 adults received precautionary measures other than pre-trial detention such as the need to periodically report to a supervisor and to be subject to electronic surveillance.

For the establishment of the unit for adults in Morelos, the JASP built the capacity of the SSP in recruitment and budgeting techniques, completed an operational manual and protocols for inter-institutional coordination, and developed a work plan for the remainder of 2012.

The JASP completed two evaluation reports of the UMECA – one on daily operations and one on case management, finding for the latter a well prepared and high quality public defense, and a balanced workload for justice officials, amongst other observations. The evaluation of daily operations found that flight risk evaluation interviews were being carried out effectively, that case files were complete and organized, and that the unit had good coordination with the AG Office.

Coordination between investigative police and prosecutors strengthened, resulting in a more efficient investigation process

In Baja California the JASP concluded step four of the PIM-IU in the PCU of the State AG Office through the completion of 26⁸ guidelines to support implementation of the JASP protocols for coordination between prosecutors and investigative police (“coordination protocols”). The JASP and AG Office fine-tuned these guidelines by, for example, establishing criteria for when to contact forensic experts, standardizing the formats used to make arrests, and clarifying the relation between the guidelines and specific crimes. The JASP developed performance indicators to



measure the effectiveness of the protocols in the SCU, thereby completing step five of the PIM-IU. In the AG Office of Juchitan, Oaxaca, the JASP concluded step four of the PIM-IU through the completion of 21⁹ guidelines to support implementation of the coordination protocols. The JASP and AG Office also fine-tuned these guidelines by standardizing the terminology used throughout the guidelines and the format in which they are presented, and by including a glossary on the terms used throughout.

In Hidalgo, Nuevo Leon and Puebla the JASP concluded step three of the methodology through the drafting of work plans for the development of the guidelines for the coordination protocols, which include the identification of the procedures to be addressed by these guidelines.

⁸ The 26 guidelines refer to: presenting evidence and testimony during oral trials, investigations of individuals, the use of vehicles for investigations, avoiding re-victimization, search and arrest warrants, photographic documentation of crime scenes, the use of mobile phones by police, criminal analysis, the collection and documentation of evidence, investigations of extortion via telephone, investigations of damages to property of others in traffic accidents, abuse of authority by police, investigations of fraud, handling cases with deaf people, conducting raids, investigations into arson, robbery of public property by government officials, weapon abuse, embezzlement (appropriation of public property by government officials), investigations of forged documents, dispossession, breach of trust, investigations of looting, analyzing modus operandi, the chain of custody initial crime scene response.

⁹ The 21 guidelines refer to: the prosecution of crimes, the conducting of criminal investigations under the NCJS, criminal analysis, internal police coordination, initial crime scene response, security measures for the AG Office itself, the completion of police reports, the conducting of police interviews, the collection of forensic evidence, the handling of cases involving deaths, investigations into sexual abuse and domestic violence, homicides and robbery, arrests and transportation of defendants, victims’ assistance, police supervision, the use of force and fire arms and identification of suspects.

Institutional capacity of victims’ assistance centers strengthened, resulting in a better provision of services for victims

The JASP made a number of advances in the implementation of its PIM-VAU, and completed competency profiles for victims’ assistance staff and a Glossary on Victims’ Rights Terminology.

In Chihuahua, the JASP completed step four of the PIM-VAU through the development of indicators, such as the number victims referred to the various areas of assistance (including medical, psychological or legal) per month, and a work plan which sets targets for its implementation up to step four and includes the updating of the unit’s operational manual and training for staff.

In Nuevo Leon the JASP reached step four of the PIM-VAU through the completion of the final draft of the operational guidelines of the FJC, which includes flowcharts for case management and legal and psychological assistance as well as competency profiles for staff.

In Oaxaca the JASP completed step four of the PIM-VAU through flowcharts for case management in VAUs, as well as objectives and a mission statement of the VAU in the AG Office.

Institutional capacity of alternative justice centers strengthened, resulting in a better provision of services

In Q4 the JASP strengthened the capacity of 26 AJCs and supported the creation of three (all in Baja California) through JASP TA and trainings. Further, it provided capacity building via the AJCM for the establishment of a center in Puebla. This model establishes the parameters and standards for the key components of an AJC, such as its physical infrastructure, organizational structure, SOPs, performance indicators and competency profiles. On average, in the states where the JASP has provided assistance, there was an increase of 101% in the number of cases resolved through AJMs this quarter, as compared to the baseline established at the start of the project.

Table 2: PIM – AJC Implementation from July – September 2012

State	Step of PIM	# Centers	Technical Assistance	Training Provided
Baja California	6	12	<ul style="list-style-type: none"> Monitoring of alternative justice system 	<ul style="list-style-type: none"> Train-the-Trainer course for mediators Training on restorative justice for facilitators Workshop on alternative justice
Chihuahua	5	1	<ul style="list-style-type: none"> Development of work incentive plan Development and implementation of performance indicators 	<ul style="list-style-type: none"> General training program for mediators Training on results based management
Hidalgo	5	3		<ul style="list-style-type: none"> Train-the-Trainer course for mediators
Oaxaca	6	10	<ul style="list-style-type: none"> Drafting of state alternative justice law Anniversary Ceremony for AJC 	<ul style="list-style-type: none"> Train-the-Trainer course for mediators Training on restorative justice for facilitators
Total Number of Centers		26		



The JASP this quarter completed a competency profile for mediators of AJCs specialized in restorative justice, which can be applied in all target states.

It also continued implementation of step five of its PIM-AJC in the Chihuahua AJC, which entails developing solutions to resolve gaps in performance. The JASP built the capacity of the AJC through recommendations for the assessment of the level of satisfaction with the work environment and workload, amongst other elements, in order to identify areas in need of improvement. In the AJCs of Baja California and Oaxaca, the JASP completed step six of the methodology through monitoring the implementation of solutions.

Capacity building was provided to mediators from Baja California, Hidalgo and Oaxaca on how to teach their peers to conduct courses on mediation under the NCJS, and to the Puebla AG Office for the opening of an AJC in the state in January 2013, in line with the JASP AJCM. This model establishes the parameters or standards for the key components of an AJC, such as physical infrastructure, organizational structure, SOPs, performance indicators and competency profiles.

Institutional capacity of women's justice centers strengthened, resulting in sustainable protection of victims' rights as outlined by the 2008 constitutional reform

The JASP transferred the translated "How To" Guide for Creating Women's Justice Centers developed by the National Family Justice Center Alliance of San Diego to the CNPDyPC of the Federal Ministry of Interior, as they coordinate policies related to victims' assistance, for final fine-tuning. This manual aims to ensure access to justice for women and victims, a central element of the NCJS.

In Chihuahua, Chihuahua, the JASP reached step four of the PIM-WJC with the Center through the completion of the Center's operational manual. In Ciudad Juarez, Chihuahua, the JASP, as part of implementing step four of the PIM-WJC, identified the development of an operation manual as a central need for the WJC and is customizing that of the Chihuahua center to the Ciudad Juarez center.

In the AG Office of Oaxaca the JASP continued implementation of its WJCM, towards the launch of a WJC in the state in December 2012. The objective of this model is to ensure comprehensive, timely and efficient access to justice and assistance for female victims of crime. It establishes the organizational structures necessary for WJCs, the procedures and principles for investigations, prosecutions and providing assistance, and the necessary physical infrastructure. The advances included i) the completion of competency profiles for Center staff; ii) a review of the Center's training needs; and iii) the fine-tuning of a training funding proposal for MXN 9 million (approximately US \$700,000) for presentation to the Federal SSP and CONAVIM which was ultimately granted.



Training materials for sustainable implementation by justice institutions produced

The JASP transferred a set of 18 training videos for judges, prosecutors, public defenders, police investigators and mediators to the State SETEC, AG Office, State Court and PD Office of Oaxaca, further ensuring the sustainability of the JASPs' training efforts for justice officials. The videos cover

topics such as coordination between police and prosecutors, and litigation in oral trials. The JASP also completed the script for its new training video on conducting arrests *in flagrante* which it is developing in collaboration with the Federal SSP. The video consists of three chapters addressing the use of force, the referral of the defendant to the AG Office and the chain of custody. The transfer of these videos to justice institution counterparts will be critical for ensuring their sustainable implementation of the CJR.

Task 2.3- Capacity of justice system operators to implement CJR strengthened

Capacity built of justice sector officials

In total, **677 justice sector officials** (182 women and 495 men) were trained in Q4. This included judges, prosecutors, public defenders, police investigators, mediators and victims' assistance staff. Importantly, only those individuals who attended at least 80% of their training courses were counted in these figures. Training subjects included directing and issuing rulings in hearings, litigation in initial and intermediate hearings, criminal investigations under the NCJS, AJMs, victims' rights and assistance, and monitoring reform implementation projects, among others.

During the period, 603 justice officials, that is, 92%, obtained a higher grade on the post-training test than on the pre-training test, thereby exceeding the JASP's target of 70% for the justice sector trainees who demonstrate increased knowledge. For further information on justice sector official training data please consult Annex III.

Effectiveness of training programs measured through behavior change



The JASP conducted its training impact evaluation through electronic surveys that assessed changes in behavior of a total of 205 justice officials including prosecutors (7) public defenders (49), police investigators (19), mediators (45) and victims' assistance staff (85) in Baja California, Chihuahua, Morelos, Nuevo Leon and Oaxaca. This represents 94% of all trainees that met the criteria for participation.¹⁰ Of those surveyed 93.8% answered that they have applied the knowledge, skills and competencies gained, in all or most

cases. For some of the preliminary findings please consult Annex V.

To obtain more detailed qualitative information, focus groups were also conducted with each type of justice official, as well as beneficiaries of mediation and victims' assistance and the preliminary findings will be available in November 2012.

¹⁰ The criteria consists of the following three points: i) the trainee has received at least 80 hours of training; ii) has had six months to apply the knowledge and skills acquired; and iii) is operating in a state that has been implementing the NCJS for at least six months.

Box 1: Success Story Abstract

"Under the old system, the victim's initial testimony would have decided the case," she said. "Under this system, it is the evidence and testimony presented in open court that count the most and the training and skills that you have. We had that on our side and Anton is a free man."

- Patricia Moreno, a public defender from Baja California who received JASP training. Read more about her experience in a success story in Annex 6.

Capacity of PROVICTIMA staff to provide high-quality victims' assistance built

The Iberoamericana University and the JASP are ensuring the provision of high quality victims' assistance through an eleven module certificate course for 50 staff from the Office of the Social Prosecutor for Crime Victims (PROVICTIMA, acronym in Spanish), which runs from August 12 until October 27, 2012. The course, entitled "Victims of Crime in the New Criminal Justice System," addresses topics such as changes under the new system, victims' rights and international best practices in providing support. As of September 30, seven of the eleven modules had been carried out, in which the following topics were addressed: victims under the NCJS; victimology; restorative justice; social rehabilitation; reconstructing the social fabric; preventing burn out syndrome; assisting victims of kidnapping; and providing psychological assistance.

Sustainable implementation of trainings for investigative police using e-learning course developed by the JASP

This quarter 202 police investigators completed the JASP's e-learning program on the NCJS for police investigators. The police, from Hidalgo (7), the Puebla SSP (14) and the AG Office (34), and the Federal SSP (147), successfully completed the course's two modules "Introduction to the Accusatory Criminal Justice System" and "Crime Scene Investigations."

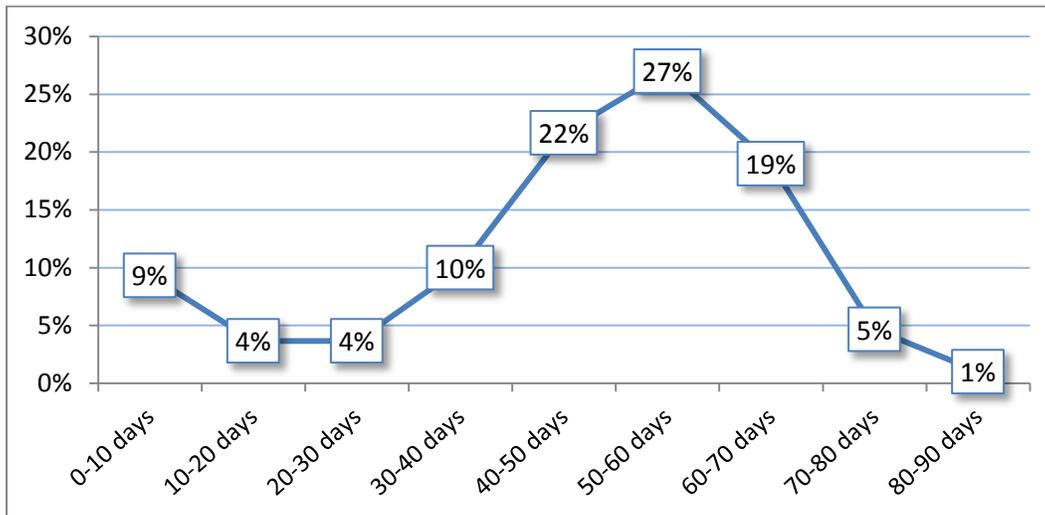
Training needs assessment for justice officials in Chihuahua, Oaxaca and Nuevo Leon to be updated

In Q4 the JASP completed a methodology for updating its training needs assessments for justice sector officials. Progress was made in Chihuahua, Nuevo Leon, and Oaxaca, in the development of plans to fill gaps in detected needs so justice officials can effectively carry out their roles under the NCJS. The assessment consists of three stages: analysis of training courses taken and pre- and post-training tests; the completion of self-evaluation forms; and the development of specialized training programs.

SSP capacity to protect human rights and improve reform implementation built

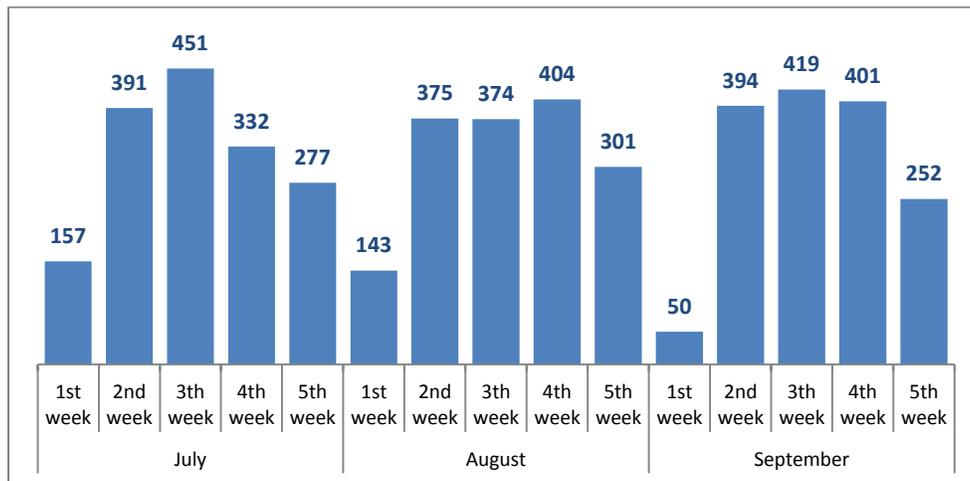
The Latin American Institute of Educational Communication (*Instituto Latinoamericano de la Comunicación Educativa*) continued this quarter to conduct the online Master's Certificate Program in Human Rights and Security for 300 police officers (160 women and 140 men) of the Federal SSP, which is building the capacity of the participants in the promotion of and respect for human rights. Throughout the quarter, module three, "Police in the Accusatorial System," was carried out. The full program consists of four modules in total, to be completed by March 2013. The police officers are divided into 20 groups, each of which has a specific tutor assigned to it to provide feedback on coursework, answer questions and facilitate productive discussions in forums. Graduates of this program are expected to apply their learning to the design, implementation and evaluation of public policies related to public safety and human rights.

Graph 1: Percentage of students by number of days they logged on to the website



On average during Q4, the 300 students logged on to the website 46.5 of the 89 days between July 1 and September 27, 2012. This implies that they reviewed at least 4 days per week the website content and participated in the forums and discussions. In addition, 52% of the students logged on to the website more than 50 days during this period.

Graph 2: Number of weekly interventions by students in the forum



CHALLENGES AND OPPORTUNITIES FOR OBJECTIVE 2

Changes in management at federal and state levels

Establishing and maintaining a strong and productive working relationship with the Federal SETEC has always been a significant challenge for the JASP, and will be again following a large turnover in SETEC staff due to the change in administration at the federal level on December 1, 2012 as a result of the July 1, 2012 presidential election.

This also applies to the e-learning course, as if the transfer to the Federal SSP of the platform is not completed during Q1 FY 2013, this would imply having to restart negotiations with the new staff of the Federal SSP.

The change in administration will also affect implementation of the PIM-PTS in Morelos, both for the adult and juvenile units, and it will be critical to engage with the new UMECA directors and government leaders to maintain momentum for PTS in the state.

The JASP welcomes changes as an opportunity to gain new alliances for promoting the CJR at the federal and state levels.

Asymmetries in state SETECs and state justice sector institutions

It continues to be a challenge to build the capacity of state SETECs, as there are different institutional models in each state, with varying degrees of budgetary autonomy, human resources, political will, and so on. Further, many state SETEC staff carry out their SETEC responsibilities while also maintaining their jobs as justices, judges, prosecutors, and so on, which limits their time and ability to lead the implementation in their state.

A constant challenge is the different levels of implementation and capacity in state justice sector institutions. The PD Offices are often the farthest behind, which is contrary to the core of the reform and its principles, namely that of the equality of arms. Further, the institutions are often more in competition than in cooperation, and the roles of the various justice officials are still not clearly defined, which poses real challenges in implementing an inter-institutional management model. With the exception of Baja California, states have not allocated funds for implementation of the NCJS, leaving them at the whim of federal funding for critical resources for implementation.

Challenges by area of work

In implementing the PTSM in Puebla, a key challenge will be the geography of the Tecuitlan region, where the reform will first enter into place in the state in January, 2013, as staff of the future PTS Unit will need to carry out their responsibilities in a vast territory with poor road coverage. In Baja California, it is promising that the administration will not change this year, and thus allows for more time for consolidating the new system for PTS. The recent establishment of a legal framework for PTS in Puebla is indeed a welcome development and opportunity.

Regarding victims' assistance, a key challenge remains, namely the implementation of a uniform, consistent approach, as the size and capacity of centers across the country varies tremendously. Further, challenges are still faced on generalizations on what is a victim, which often exclude adults and men in particular. Specifically, challenges in the Ciudad Juarez center include the lack of a system of indicators to monitor performance. Promisingly, more political will towards victims'

assistance has been demonstrated and in recent months its profile has been increasing significantly on the national scale.

It is problematic that there are many offices and many models for VAUs and WJCs in the country, where this could be much more efficient and effective if streamlined and centralized, with the two bodies becoming one. The possibility of the withdrawal of federal funds for WJCs, due to changes of leadership at the national level, will be a clear challenge, as many centers heavily depend on such funding. In Chihuahua in particular, the lack of support from the State AG also presents a considerable challenge. For the upcoming center in Oaxaca, it is troublesome that the new staff will be redirected from other government institutions, but naturally these institutions will hold on to their best staff and redirect the weaker members to the new center. However, the success of the PIM-WJC has been highly beneficial for JASP efforts, as justice officials are convinced of its effectiveness and benefits.

With regards to alternative justice mechanisms, the challenge has been and will continue to be the establishment of screening units, the standardization of steps for carrying out mediation processes, as well as systems for mediators' self-evaluation. The JASP continues building capacity through training and TA for the improved provision of alternative justice services.

The increase from 20 to 30 days for the vetting process has presented challenges for carrying out trainings, as they now become more difficult to schedule. Similarly, counterpart institutions often express enthusiasm for receiving training, but do not follow up with cooperation in providing the information needed for vetting nor for carrying out the training needs assessments or training impact evaluations.

A lack of experts in Mexico with both experience and training credentials in court administration has been a challenge for the development of a curriculum on the topic. On the other hand, the possibility to not only provide input to the Federal SETEC on the design of an examination to receive certification, but to provide input as well on the curricula and even give the courses themselves marks a large opportunity for JASP training initiatives. Additionally, the JASP has been approached by the State Courts of Baja California, Hidalgo and Puebla, who have requested trainings for justices, who represent jointly with the judges the most difficult target population to approach and bring into the JASP.

The completion of an intensive program for training police investigators in all target states, as well as the conclusion of the PIM-IU in Baja California and Oaxaca will do a great deal for strengthening the JASP name. With a strong reputation and proven record of success in work with police investigators, the JASP will undoubtedly benefit from the opening of further doors and the establishment of new alliances.

OBJECTIVE THREE: CIVIL SOCIETY ORGANIZATIONS AND JOURNALISTS EMPOWERED TO FOSTER CJR

Task 3.1 - CSO capacity to inform public opinion and advocate to political decision-makers on behalf of CJR enhanced

Civil society is better informed on human rights and due process guaranteed by a FCPC

As part of its strategy to empower CSOs to advocate for the CJR, in Q4 the JASP and the *Red de Juicios Orales* (Oral Trials Network of CSOs, OTN) developed and began implementing a work plan to promote the passage of a reformed FCPC, featuring engagement of government officials, the production of advocacy material and the hosting of informative forums on the NCJS for CSOs and the general public. Two such forums were held in Baja California and Morelos, with the participation of 350 and 320 justice officials, academics and CSO representatives, respectively.

Seven roundtable sessions were carried by the JASP and the *Red de Todos los Derechos para Todos* (CSO Network of All Rights for All) with a total of nine participating CSOs,¹¹ to discuss the FCPC Bill proposed by President Calderon and the draft FCPC developed the *Partido Verde* (Green Party) and supported by the PRI.

CSOs better prepared for reform monitoring

The CJO of Nuevo Leon, with JASP TA, produced two manuals for CSOs on understanding and monitoring the reform, developed a set of performance indicators to monitor reform implementation in the state, completed a report based on the application of those indicators, and through steady advocacy contributed to the rolling back of reforms to the State CPC proposed by the Governor's Office.

The RJN of CSOs in Chihuahua, created with JASP TA, developed protocols to ensure effective functioning and the future adequate provision of alternative justice services.

Training on international human rights standards and habeas corpus

Nineteen lawyers from human rights CSOs in JASP target states learned litigation techniques, as well as about international human rights standards and *habeas corpus* through an eight module certificate course conducted by the JASP which ran from December 2011 to July 2012. For further information on non justice sector officials trained please see Annex IV.

Program Twitter account, @JustoDerecho, captures audience on the Criminal Justice Reform

The JASP twitter account steadily grew to 1,150 followers, sending out 550 tweets this quarter on critical reform issues such as NCJS trainings, human rights and victims.

¹¹ *Centro de Colaboración Ciudadana* (Center for Citizen Collaboration), *Centro de Derechos Humanos Pro Juárez* (Pro Juarez Center for Human Rights), *Centro de Investigación y Docencia Económicas* (Center for Economic Research and Teaching), *Instituto de Justicia Procesal Penal* (Institute of Criminal Justice), *Instituto Tecnológico Autónomo de México* (Autonomous Technical Institute of Mexico), *Instituto Nacional de Ciencias Penales* (National Institute for Criminal Sciences), *Mexico SOS*, *Red de Todos los Derechos para Todos* (Network of All Rights for All)

Task 3.2 - Journalists' knowledge and understanding of the CJR and their role within the justice system enhanced

Capacity of journalists to report on the NCJS improved

The JASP published its manual on reporting under the NCJS for journalists, which provides an overview of the reform and the differences between the old, inquisitorial system as compared to the adversarial one, focusing in particular on human rights.

In Q4, 30 journalists who received JASP training on how to report while respecting the principles of the NCJS published 123 articles, of which 87 (71%) reflected knowledge of the CJR acquired through JASP trainings. Furthermore, 20 civil society leaders gained the skills to create blogs to raise awareness on the NCJS in a two-day training conducted by the JASP. For three examples of these articles please see Annex VII.

CHALLENGES AND OPPORTUNITIES FOR OBJECTIVE 3

Engaging CSOs in PTS

The JASP has been working with 15 CSOs¹² in Morelos towards the establishment of a CSO network to support the supervisory work of the units for juveniles and adults. The major challenge has been formalizing the agreement with the CSOs to support the unit for adults, but fortunately the JASP can draw on its experiences with the UMECA, which indeed has an established accord for supervisory work with seven CSOs. The JASP also plans to evaluate the impact of CSO work with the UMECA, which will serve as an opportunity to point out further needs to ensure that the CSOs are properly carrying out their duties in supervising defendants and identify best practices for future agreements between CSOs and the unit for adults.

In Baja California the JASP will create a network of CSOs to support the supervisory work of the new unit for adults, which comes with challenges as many CSOs do not fully understand PTS and in particular that those under precautionary measures are not criminals.

CSOs Monitoring Reform Implementation

In Nuevo Leon, the CJO will strive to provide high-quality monitoring reports on implementation in the state, which will be a challenge as this requires adequate and effective communication with the SIJUPE and state justice institutions. Apart from these obstacles the CJO considers the entry of a new session of congress as great opportunity, as the new members have been receptive to the Observatory's monitoring work thus far carried out, and will be strong allies for the passage of new

¹² *Caminando Unidos* (Walking Together), *Central México de Servicios Generales de Alcohólicos Anónimos Jojutla y Cuautla* (Central Mexican General Service of Alcoholics Anonymous, Jojutla and Cuautla Offices), *Comedor de la Edad de Oro* (Dining Room of the Golden Age), *Comunidad en Ayuda de la Comunidad* (Community Helping the Community), *Ejército de Salvación* (Salvation Army), *Fundación Siempre Puente de Ixta*, (Always a Bridge Foundation), *Fundación Yo soy como Tú* (I am Like You Foundation), *Grupo Otilio Montaña Alcohólicos Anónimos* (Otilio Montaña Group of Alcoholics Anonymous), *Instituto Estatal de Educación para Adultos* (State Institution of Education for Adults), *Liberando para Vivir* (Liberating to Live), *Manos Enlazadas* (Hands Held), *Pinar del Bosque* (Pine Forest), *Reintegra, Reto a la Juventud* (Challenge to the Youth)

legislation, reforms to existing laws and preventing the counter reform initiatives currently tabled in the state.

CSOs Engaged in Restorative Justice

Economic limitations will be the greatest challenge for the work of the RJN in Chihuahua, as its member groups are all CSOs. For example, being able to establish themselves officially as an organization ahead of a notary is an enormous burden on the group. Nevertheless, the unyielding dedication of the members of the group is no disadvantage, as demonstrated in their going as far as taking out personal loans to finance the costs of legal establishment of the group. The legal establishment of the RJN in Chihuahua paves a path of sustainability for the organization, and will allow them to become an invaluable ally of the State AJC. They will be able to carry out restorative justice cases, greatly contributing to a reduction in the caseload as the AJC is currently unable to manage on its own, and also raising awareness on alternative justice mechanisms in their communities so heavily affected by conflict and violence.

Ensuring that Journalists and Editors Abide CJR Principles

As in past quarters, the lack of understanding amongst editors and supervisors of the NCJS has become an obstacle to the publishing of articles produced by JASP trained journalists that respect the principles of the NCJS. This will change in Q1 2013 as the upcoming trainings for journalists from the *Reforma*, *Milenio* and *Universal* newspapers will include participation of editors and supervisors, which will be important for ensuring not only journalists' but decision-makers' understanding of the principles of the reform. Furthermore, the recently published JASP manual for journalists will also be an important tool and opportunity for engaging with these decision-makers.

CSOs Engagement in Justice Reform Information Campaign

The JASP's "*Esto es la justicia*" (This is Justice) campaign implemented through the Research Center for Development (CIDAC, acronym in Spanish) to promote the reform and its principles amongst the general public has seen great success, yet a challenge has been ensuring its pick up outside of Mexico City and more so in the seven target states. International exposure for the CIDAC's efforts will be made possible through a grant received from Google to further promote the campaign and its visibility in google searches.

ANNEXES

This section had been omitted to remove financial and/or sensitive information.