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JUSTICE SECTOR STRENGTHENING PROJECT

ANNUAL REPORT (MARCH 4 – SEPTEMBER 30, 2013)

OCTOBER 18, 2013

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JUSTICE SECTOR STRENGTHENING PROJECT

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(March 4 – September 30, 2013)

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OCTOBER 18, 2013

DISCLAIMER

The author's 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
AMS	<i>Asociación de Mujeres Salvadoreñas</i>
ANSP	<i>Academia Nacional de Seguridad Pública</i>
AU	Analysis Unit
CAUs	<i>Centros de Atención al Usuario</i>
CP	Community Policing
CPC	Criminal Procedure Code
CPM	Community Policing Model
CPSEAPs	Crime Prevention/Security Enforcement Action Plans
CSO	Civil Society Organizations
DVIs	Domestic Violence Initiatives
ESEN	<i>Escuela Superior de Economía y Negocios</i>
FOSALUD	<i>Fondo Solidario para la Salud</i>
FUNIPRI	<i>Fundación la Niñez Primero</i>
FY	Fiscal Year
GOES	Government of El Salvador
ICTM	Intensive Case Theory Methodology
IDHUCA	<i>Instituto de Derechos Humanos de la Universidad Centroamericana</i>
IEL	Illicit Enrichment Law
IJSSES	Improving the Justice System in El Salvador
IML	<i>Instituto de Medicina Legal</i>
INL	International Narcotics and Law Enforcement Affairs

ISNA	<i>Instituto Salvadoreño de Protección Integral de la Niñez y la Adolescencia</i>
IU	Integrity Unit
JIU	Judicial Integrity Unit
JITs	Joint AGO/NCP Investigative Teams
JO	Judicial Observatory
JP	Justice of the Peace
JSSP	Justice Sector Strengthening Project
JTS	Judicial Training School
MC	Mediation Center
MINSAL	<i>Ministerio de Salud</i>
MIP	Joint Manual of Investigative Procedures
MJE	Manual of Judicial Evaluation
NCP	National Civil Police
NCrP	National Crime Policy
NGO	Non-governmental Organization
NJC	National Judicial Council
OAPI	Office of Access to Public Information
ODPs	<i>Oficina de Distribución de Procesos</i>
ORMUSA	<i>Organización de Mujeres Salvadoreñas por la Paz</i>
PDO	Public Defender's Office
PIU	Professional Investigations Unit
PGR	<i>Procuraduría General de la República</i>
PMP	Performance Monitoring Plan
PU	Planning Unit
RCCs	Rape Crisis Centers
RRUs	Rapid Response Units

SAF	Administrative and Finance Sub-Directorate
SC	Supreme Court
SAF	<i>Sub-dirección de Administración y Finanzas</i>
SENDAS	<i>Asociación Déjame Ayudarte/Sendas para la Mujer</i>
SIGAP	Sistema de Información y Gestión automatizada del Proceso Penal
SIGJU	<i>Sistema de Gestión Judicial</i>
SPCRI	<i>Secretaría de Planificación, Cooperación y Relaciones Internacionales</i>
TWG	Transparency Working Group
UNIMUJERs	Specialized Institutional Units for Attention to Women in Situations of Violence
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
USG	United States Government
UTE	<i>Unidad Técnica Ejecutiva</i>

EXECUTIVE SUMMARY

On March 4, 2013, the United States Agency for International Development (USAID) awarded the Justice Sector Strengthening Project (JSSP) in El Salvador to Checchi and Company Consulting, Inc. The first few weeks of the project were devoted to securing office space, hiring permanent staff, detailed planning meetings with justice sector counterparts, and preparation of the JSSP Work Plan and Performance Monitoring Plan (PMP). On May 29, 2013, the Work Plan was formally approved by USAID. The PMP draft was submitted to USAID in June 2013. The PMP draft was subsequently reviewed by USAID in order to ensure that the JSSP implements an effective process to monitor the achievement of the project and is able to collect and analyze performance data to track progress toward desired results.

The JSSP dedicated significant resources to strengthen all counterpart institutions during Fiscal Year (FY) 2013. This was achieved through active consultation and coordination with all of the JSSP's institutional counterparts within the Government of El Salvador (GOES) – the Technical Executing Unit (UTE by its Spanish acronym) of the Justice Sector Coordinating Commission, the National Civil Police (NCP), the Supreme Court (SC), the *Procuraduría General de la República* (PGR), and the Attorney General's Office (AGO), as well as with civil society organizations (CSOs) and other counterparts.

JSSP personnel worked very effectively to advance project activities and to ensure significant progress in the Work Plan components, including the expansion and strengthening of the highly successful Community Policing Model (CPM), the AGO Rapid Response Units (RRUs), and the SC Domestic Violence Initiatives (DVI) and Rape Crisis Centers (RCCs). During this period, the JSSP also provided significant support to the National Judicial Council (NJC) and the SC to advance the Judicial Transparency and Citizen Participation components, as well as the other activities under the existing scope of work.

On June 5, 2013, the JSSP “launch event” was held in conjunction with the inauguration of the Sonsonate RRU. The United States Ambassador, USAID Mission Director, GOES Attorney General, Minister of Justice and Public Security, PGR, President of the NJC, and Director General of the NCP all participated.

During this FY, the JSSP built upon the successes of the previous Checchi Project, Improving the Justice System in El Salvador (IJSES), through many of its activities in order to sustain critical programs and further enhance institutional capabilities. These activities included: the development of a National Crime Policy and inter-institutional protocols in the justice sector in coordination with the UTE; the completion of two “Leadership and Organization Change”

courses conducted by the *Escuela Superior de Economía y Negocios* (ESEN); the completion/extension of the AGO's case management system (the *Sistema de Información y Gestión Automatizada del Proceso Penal, SIGAP*) throughout the institution; a revision of the Public Defender's Office's (PDO) case management procedures; the improvement of public access to SC facilities; and the further development and strengthening of the DVIs/RCCs through the direct contracting of CSO partners and the creation of a new DVI in the AGO. Also during this reporting period, the first NCP Special Unit for Attention to Women/Children in Situations of Violence (UNIMUJER) was established in Apopa, with two additional locations approved (Sensuntepeque and Mejicanos) for implementation during the first quarter of FY 2014; and CPM implementation began in five new locations: Chalchuapa, Ciudad Barrios, Puerto de La Libertad, Jiquilisco, and Olocuilta, with 564 new NCP officers completing their CPM training.

Furthermore, as part of a sustainability plan, the JSSP worked with SC, *Fondo Solidario para la Salud* (FOSALUD) and Health Ministry (MINSAL by its Spanish acronym) officials to design and implement a certification/training program for medical doctors in treating victims of sexual abuse and certification as "permanent experts" of the SC. During the period, six regional courses were conducted and 240 doctors completed the first phase of the instruction and certification.

Also of great significance, JSSP personnel successfully created a Transparency Working Group (TWG) with over 20 government, university, and civil society organizations represented. Through frequent meetings/workshops, the TWG will address themes related to institutional strengthening, access to justice, and judicial transparency throughout the contract period.

Finally, the JSSP Grants Manual was approved by USAID in August 2013. Accordingly, the JSSP will form and strengthen key partnerships with non-governmental organizations (NGOs) and CSOs through the administration of small grants. These partnerships will be critical to the successful implementation of the JSSP Work Plan.

RESUMEN EJECUTIVO

El 4 de marzo de 2013, la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID por sus siglas en inglés) en El Salvador le otorgó a Checchi and Company Consulting, Inc. el contrato para la implementación del Proyecto Fortalecimiento del Sector Justicia (JSSP por sus siglas en inglés). Las primeras semanas del proyecto fueron dedicadas a asegurar la instalación de la oficina, la contratación del personal permanente, la planificación detallada de reuniones con las contrapartes del sector justicia, la preparación del Plan de Trabajo del JSSP y el Plan de Monitoreo de Desempeño. El 29 de mayo de 2013 el Plan de Trabajo fue formalmente aprobado por USAID. El Plan de Monitoreo de Desempeño fue entregado a USAID en junio de 2013. El mismo fue subsecuentemente revisado por USAID para garantizar que el JSSP ejecute un proceso efectivo que permita monitorear los logros del proyecto, y que sea capaz de recopilar y analizar datos asociados con el rendimiento del proyecto para medir avances hacia el alcance de los resultados deseados.

El JSSP destinó importantes recursos para fortalecer a todas las instituciones que sirven como contraparte del proyecto durante el Año Fiscal 2013. Esto se logró a través de un diálogo y coordinación permanente con todas las contrapartes institucionales del JSSP dentro del Gobierno de El Salvador (GOES) – La Unidad Técnica Ejecutiva (UTE) de la Comisión Coordinadora del Sector Justicia, la Policía Nacional Civil (NCP por sus siglas en inglés), la Corte Suprema de Justicia (SC por sus siglas en inglés), La Procuraduría General de la República (PGR) y la Fiscalía General de la República (AGO por sus siglas en inglés), así como con Organizaciones de la Sociedad Civil (CSO por sus siglas en inglés), entre otras contrapartes.

El personal del JSSP trabajó eficazmente para avanzar en las actividades del proyecto y para garantizar un progreso significativo en los componentes del Plan de Trabajo, incluyendo la ampliación y el fortalecimiento del exitoso modelo de Policía Comunitaria (CP por sus siglas en inglés), las Unidades de Solución Temprana (RRUs por sus siglas en inglés) de la AGO, las Unidades de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil (DVI por sus siglas en inglés) y los Centros de Atención de Víctimas en Crisis por Abuso Sexual (RCCs por sus siglas en inglés). Durante este periodo el JSSP también brindó importante apoyo al Consejo Nacional de la Judicatura (NJC por sus siglas en inglés) y a la SC para avanzar en los componentes de Transparencia Judicial y Participación Ciudadana, entre otras actividades prevista en el alcance del trabajo.

El 5 de junio de 2013 se celebró el evento de lanzamiento del JSSP, simultáneamente con la inauguración de la RRU de Sonsonate. En este evento se contó con la participación de la

Embajadora de los Estados Unidos, el Director de la Misión de USAID, el Fiscal General de la República, el Ministro de Justicia y Seguridad Pública, la Procuradora General de la República, el Presidente del Consejo Nacional de la Judicatura y el Director General de la NCP.

Durante este Año Fiscal, el JSSP basado en los éxitos del proyecto anterior de Checchi, Mejorando el Sistema de Justicia en El Salvador (IJSES por sus siglas en inglés), ha realizado diversas actividades a fin de mantener los programas esenciales y reforzar las capacidades institucionales. Estas actividades incluyen: El desarrollo de una Política Penal Nacional y protocolos interinstitucionales en el sector justicia en coordinación con la UTE; la finalización de dos cursos de “Liderazgo y Cambio Organizacional” impartidos por la *Escuela Superior de Economía y Negocios* (ESEN), la finalización/ampliación del sistema de gestión de casos de la AGO (el Sistema de Información y Gestión Automatizada del Proceso Penal, SIGAP) en toda la institución, la revisión de los procesos de gestión de casos de la PGR, el mejoramiento del acceso al público a las instalaciones de la SC; el continuo desarrollo y fortalecimiento de las DVIs y RCCs a través de la contratación directa de socios de las Organizaciones no Gubernamentales (NGOs por sus siglas en inglés) y la creación de una nueva DVI en la AGO. Además durante este periodo, se creó la primera Unidad Especial para la Atención de Mujeres/Niños en Situación de Violencia (UNIMUJER) en Apopa, con dos localidades adicionales aprobadas (Sensuntepeque y Mejicanos) para intervenir en el primer trimestre del Año Fiscal 2014; y se inició la implementación del Modelo de Policía Comunitaria en cinco nuevos municipios: Chalchuapa, Ciudad Barrios, Puerto de La Libertad, Jiquilisco y Olocuilta (564 nuevos oficiales de la NCP completaron su formación sobre el Modelo de Policía Comunitaria).

Además, como parte del plan de sostenibilidad, el JSSP trabajó con funcionarios de la SC, el Fondo Solidario para la Salud (FOSALUD) y el Ministerio de Salud (MINSAL) para el diseñar e implementar un programa de certificación/formación para médicos en el tratamiento de víctimas de abuso sexual y certificación como “peritos permanentes” de la SC. Durante este periodo, se llevaron a cabo seis cursos regionales en los que 240 médicos completaron la primera fase de la formación y la certificación.

También es de gran relevancia, el éxito obtenido por parte del personal del JSSP con la creación de una Mesa de Transparencia (TWG por sus siglas en inglés) conformada por 11 instituciones, entre ellas, instituciones de gobierno, universidades y organizaciones de la sociedad civil. A través de reuniones/talleres periódicos, la TWG abordará temas relacionados con el fortalecimiento institucional, el acceso a la justicia y la transparencia judicial, a lo largo de todo el período del contrato.

Finalmente, el Manual de Donaciones fue aprobado por USAID. En consecuencia, el JSSP formará y fortalecerá socios claves con NGOs y CSOs a través de la administración de

pequeñas donaciones. Estos socios serán fundamentales para la exitosa implementación del Plan de Trabajo del JSSP.

1.0 COMPONENT 1: CRIMINAL JUSTICE REFORM

1.1 SUB-COMPONENT 1.1: ELEVATING THE PROFESSIONAL STANDARDS OF JUSTICE SECTOR OPERATORS

Sector-wide Planning to Achieve a Common Vision Regarding Criminal Justice

In June 2013, the JSSP initiated technical assistance to the UTE in the development of a National Crime Policy (NCrP) to represent the entire justice sector. JSSP personnel successfully designed the specific methodology to be used in this process and also initiated planning/coordination activities with the UTE to develop a new strategic plan. The JSSP also contracted with an expert consultant to assist in the NCrP development. Initial consultancy activities include a thorough review of all available documentation and individual interviews with each justice sector agency head. This work is in progress.

During this period, JSSP and UTE personnel successfully reactivated the UTE Coordinating Committee and the various Sub-Committees (*Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad*, *Subcomité de Mecanismos de Transparencia y Control Interno*, *Subcomité de Datos y Análisis Estadístico*, *Subcomité de Formadores del Sector*, and *Subcomité de Comunicadores*) responsible for the development of inter-institutional protocols and the provision of support to the Partnership for Growth initiative.

The JSSP also developed a review/formulation methodology and conducted the first of eight workshops scheduled with UTE sub-committees to review the results of the first strategic plan. Sixteen representatives of the *Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad* and the *Subcomité de Datos y Análisis Estadístico* are participating in the review and formulation process of the strategic plan.

In addition, the JSSP assisted the corresponding sub-committees in the collection and review of all available documentation to develop the joint criminal investigation (*Subcomité de*

Procedimientos y Prácticas Institucionales de Justicia y Seguridad), forensic evidence collection/processing (*Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad*), and access to justice best practices protocols (*Subcomité de Comunicadores*). The JSSP will conduct a series of workshops to assist in the development efforts during the next quarter.

In coordination with the UTE Statistics Unit, JSSP personnel gathered information for the nine indicators of the Criminal Procedure Code (CPC) evaluation (after one year of implementation). Effective June 1, 2013, the JSSP hired a computer/statistics specialist to work jointly with the UTE and the Project. This specialist serves as the Chief of the UTE Statistics Unit. By agreement, the UTE will be responsible for filling this position in May 2014. To date, all relevant information from the AGO and the *Centro de Documentación Judicial* has been compiled to evaluate seven of the nine indicators of the CPC Strategic Implementation Plan.



In addition, JSSP personnel reactivated the UTE *Subcomité de Datos y Análisis Estadístico* that is responsible for developing inter-institutional, information-sharing protocols within the justice sector. The first of five workshops was conducted to develop these protocols. Eight members of the sub-committee are participating in the development process. The JSSP will continue to coordinate these development efforts.

JSSP personnel are coordinating with the AGO and NCP in the printing/distribution of 1500 additional copies of the Investigative Procedures Manual (MIP), as well as 1000 additional copies of the *Tratado de Derecho Probatorio* prepared during the IJSES. These manuals will be utilized extensively in the training and implementation phases scheduled to begin in FY 2014. The printing will be completed during the next quarter.

Strengthening of Training Schools

As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, five key training modules were conducted for 102 prosecutors during the reporting period: *Teoría del Caso*, *Régimen Legal de las Pruebas*, *Recursos (apelaciones)*, *Interrogatorios Técnicos y Contra Interrogatorios*, and *Alegatos de Apertura y Cierre*. The JSSP will train an additional 30-40 prosecutors with the same modules during the next quarter. In addition, the JSSP continued to provide technical assistance and coordination to establish a regional AGO Training School in San Miguel. The regional facility is scheduled to open in the next quarter, pending AGO

budget adjustments. The Santa Ana AGO School will also be established in accordance with the AGO budget realignment schedule (most likely during summer 2014).

In support of the PGR Training School, a JSSP sponsored train-the-trainer course was completed by 58 public defenders. The training consisted of three modules (basic, intermediate, and specialized), offered in July, August, and September. PGR Training School instructors will be selected from among the course graduates. In addition, JSSP personnel began to update the PGR Training School curricula and institutional training plans for public defenders/mediators in coordination with key PGR officials. In August 2013, the *Procuradora de la República* officially selected the PGR Training School Director and Sub-Director. Both are graduates of the aforementioned train-the-trainer course.

In addition to the assistance mentioned above, in coordination with the UTE *Subcomité de Formadores del Sector*, several work sessions were conducted with representatives from the various justice sector training schools to establish joint training/evaluation criteria and to facilitate joint instruction for train-the-trainer candidates. The development of joint training and evaluation criteria should be completed during the next quarter.

Leadership and Change Management Programs

As directed by the new NCP Director General (who entered office in June 2013), police commanders will attend the same ESEN “Leadership and Organizational Change” course together with NCP middle managers. This will encourage the proper *esprit de corps* and effective team building that currently is lacking between the different management levels. The JSSP is working with ESEN instructors to ensure that the course content is suitable for both levels. In discussions with the Director General and the ESEN, the first NCP course is scheduled for January 2014 for 35 to 40 participants. JSSP personnel are currently screening participants and gathering pertinent information for U.S. Embassy vetting.

In addition to the ESEN course, the Director General has also requested that police leadership training be provided regionally to facilitate a wider and more focused reach to include community policing. JSSP personnel assisted in the design of this proposed 68-hour course that invites participation/support from several international donors. The proposed course is comprised of eight training modules: *autoconocimiento y sensibilización; generalidades sobre el liderazgo; el liderazgo, la organización y los principios; liderazgo estratégico; la práctica del liderazgo comunitario; estudio y resolución de casos proactivos de liderazgo, retos de los líderes del Siglo XXI*, and *formación de formadores*. JSSP personnel are coordinating with other international partners to determine course viability.

The JSSP offered the first of two ESEN Leadership and Organizational Change courses for the AGO in June 2013. Thirty-five prosecutors and AGO administrators participated. The course was an enormous success, so much so that the AG requested in writing that the course

be offered to 200 additional AGO personnel (for which no funding is currently available). The second and final Leadership and Organizational Change course for the AGO (given current funding levels) is scheduled for December 2013.

In August 2013, 17 SC officials participated in the ESEN Leadership and Organizational Change course, together with 15 UTE committee representatives (selected from various justice-sector institutions). A second mixed group of 35 SC and UTE representatives will attend the ESEN course in the next few months.

Improving Criminal Investigations, Including Use of Scientific Evidence



JSSP personnel completed the Intensive Case Theory Methodology (ICTM) course design, including three instructional modules: 1. Case Theory; 2. MIP, and 3. Investigative Techniques for Homicide, Femicide, and Trafficking in Person Investigations. The AGO approved the course design in June 2013. Since June, JSSP personnel have taught the full course to 102 prosecutors.

The JSSP obtained approval from the AG and NCP Director General to establish Joint Investigative Teams (JITs) in the 14 geographical departments of El Salvador. The JSSP successfully assisted in defining the basic organization and functions of the units, as well as the development/validation of the basic JIT training module. Per discussions with the AGO/NCP, the first JITs were proposed for Mejicanos, Apopa, Santa Ana, and Sonsonate. At the request of the NCP, JIT implementation will not begin until after January 2014, in order to explore potential synergies with a proposal from the Chilean government to assist in improving NCP investigative capabilities. Once the JIT rollout begins, specific measurement/evaluation studies will be coordinated through the JITs to measure the arrest-to-conviction ratio in the targeted jurisdictions in accordance with the implementation schedule.

The JSSP is currently working to establish effective linkages with the SC, NCP, and AGO. The creation of the JITs will significantly improve such linkages. In addition, JSSP personnel have initiated specialized training in sexual violence and victim assistance. During this period, four such courses were conducted for prosecutors (12 participants), the SC (30 judges, court secretaries and other administrative personnel), and 60 community policing officials from Ciudad Delgado (to facilitate investigations and victim referrals to/from the Ciudad Delgado

DVI). Many similar training and inter-institutional coordination activities are anticipated throughout the life of the project.

The JSSP has worked closely with the AG and the Chief of the AGO Analysis Unit (AU) regarding strengthening opportunities for the AU. Since the AU's work is linked to the AGO's case management system, the *Sistema de Información y Gestión Automatizada del Proceso Penal* (SIGAP), most technical assistance has been concentrated in this area. During the first few months of the JSSP, AGO and JSSP personnel have successfully implemented the SIGAP in every AGO unit, to include the AU and other specialized units. The JSSP also assisted the AGO in developing an effective report-generating tool with an existing SIGAP application. The Project is now working directly with AU officials in the efficient application of the SIGAP in an effort to enhance unit capabilities.

The achievement of full SIGAP functionality throughout the AGO was very significant, as it successfully enhanced the AU capacity to assist with complex cases outside of the San Salvador metropolitan area. SIGAP functionality was also an important first step in establishing effective linkages between the AU and DVI/Family Mediation Center databases. As scheduled, detailed technical assistance will be provided in this area by JSSP personnel during FY 2014.

1.2 SUB-COMPONENT 1.2: IMPROVING CURRENT CRIMINAL JUSTICE PROCEDURES AND PRACTICES

Attorney General's Office (AGO)

The JSSP completed an assessment of the RRU initiative to identify key contributions and areas for improvement. Two key contributions were identified: 1. the RRUs were responsible for 68% of the total AGO workload; and, 2. the RRUs were in full compliance with CPC time requirements for processing/preparing summary judgments. A key improvement identified was the need to incorporate SIGAP training in RRU induction instruction, as well as ensuring that prosecutors more fully comply with SIGAP protocols. Because of this last finding, a SIGAP instruction module was implemented by JSSP personnel in all RRU training/mentoring activities.

The evaluation of RRU impact in the work of the PGR and Justice of the Peace (JP) Courts is ongoing. To date, the JSSP has identified that approximately 80% of PGR cases are RRU cases, and that 18% of the cases presented in the JP Courts are RRU cases, which have resulted in a 60% increase in JP Court workload. JSSP personnel will present the final evaluation report in the next quarter.

In June 2013, the JSSP assisted with the implementation of a new RRU in Sonsonate. This event also served as the inauguration event for the JSSP, garnering much media attention, the participation of the U.S. Ambassador, and the participation of many justice sector officials (the AG, the Minister of Justice & Public Security, the Director of the CNJ, the NCP Director General, and the *Procuradora General de la República*). The JSSP spent approximately \$18,000 to establish the unit. In July 2013, the JSSP also helped establish a new RRU in Chalatenango. The JSSP is coordinating with AGO officials to establish another RRU during the next reporting period (possibly in Usulután).

National Civilian Police (NCP)

JSSP personnel participated in numerous coordination meetings with key NCP officials, including two Directors General (the Director General in Salinas was replaced at the end of May 2013 and Rigoberto Pleites Sandoval assumed the office), the Sub-Director of Public Security, the Sub-Director of Administration and Finances, the Chief of the Technical Council, the Chief of the Planning Unit, and the Chief of the Community Policing (CP) Unit. As a result of these meetings, JSSP technical assistance plans were finalized, and two police experts were contracted to help implement such assistance. Moreover, technical assistance was initiated with the Administrative and Finance Sub-Directorate (SAF) in the modernization of quality control mechanisms, and with the Planning Unit, in the evaluation of the impact of the current strategic plan and the development of a new five-year plan.

On September 10, 2013, a major restructuring of the NCP went into effect by presidential decree. One of the key changes was the dissolution of the Technical Council and the establishment of the *Secretaría de Planificación, Cooperación y Relaciones Internacionales* (SPCRI) in its place. The change is predicted by NCP officials to result in the enhanced sustainability of institutional programs. Accordingly, all JSSP assistance to the NCP is now coordinated through the SPCRI. Therefore, technical assistance previously earmarked for the Technical Council has been re-directed to the SPCRI (the Director General's newest stated priority).

With the aforementioned structural changes, the Planning Unit (PU) was elevated as a key component of the SPCRI. In addition, the Director General has now placed a considerable emphasis on the PU's activities, beginning with the evaluation of the current strategic plan and the development of a new five-year plan. Accordingly, JSSP personnel are fully engaged in providing technical assistance in this area. As an example, at the request of the Director General, the JSSP coordinated with Analitika Research and Marketing (a JSSP subcontractor) to perform an internal survey to measure employee perception and work satisfaction throughout the institution. The survey results will also measure the effectiveness of some initiatives put forth in the current strategic plan. The survey has been completed and will be presented to the Director General on October 10, 2013.

Inasmuch as the new Director General designated the SAF as an area of specific interest and priority, JSSP personnel provided the Director General and the SAF Sub-Director with several pertinent documents and proposals that were prepared (but not yet implemented) during the IJSES (i.e., "Proposed Changes to the Police Career Law," "Reorganization of the Personnel Unit/Human Resources Division," and the "Institutional Assessment"). The JSSP also provided technical assistance to strengthen the Professional Development Unit and Promotions Board. Relevant proposals pertaining to the Professional Development Unit and Promotions Board (from the IJSES) are also under consideration by the NCP. Some JSSP proposals have already been adopted by the two units (and NCP in general), such as the offering of promotion courses from *Inspector Jefe - Subcomisionado* (the first 3-month course was completed in June 2013, with 35 graduates, with a second course scheduled for July - October 2013), and *Sargento - Subinspector* (with 40 graduates in August 2013).

Public Defender's Office

JSSP personnel met with the *Procuradora General*, the Deputy PGR, and Chief of the Public Defender's Office (PDO) to coordinate technical assistance with the PDO. By decision of the PGR, the Deputy PGR was tasked with supervising the improvement of case management practices. In an effort to better identify case management needs in the PDO (and ensure participant "buy in"), several *Revisión y Adecuación del*



Proceso Penal workshops were sponsored by the JSSP, for 90 PDO participants. In these workshops several significant case management processes were reviewed and validated, such as: *Solicitud de asistencia legal*, *Remisión para continuidad del ejercicio de la defensa técnica en fase de vigilancia penitenciaria y de ejecución de la pena*, *Remisión para asistencia legal en fase de ejecución de medidas al menor*, *Entrevista con el/ la usuario/a*, *Entrevista con el/ la usuario/a en fase ejecutiva penal*, *Estrategia de defensa técnica*, *Ficha de resultados*, *Ficha de resultados en fase ejecutiva penal*, *Estrategia de defensa técnica en vigilancia penitenciaria y de ejecución de la pena*, *Estrategia de defensa técnica en ejecución de medidas al menor*, *Archivo de expediente*, *Libro de asignación de expedientes*, *Libro de control de notificaciones*, *Libro de inspecciones y Libro de control de archivo de expedientes*. Final approval is expected during the next two months, with procedure/process implementation scheduled for January 2014.

Judicial Branch

Improving Attention to Victims of Sexual, Gender-Based and Domestic Violence

The JSSP provided extensive technical assistance to existing DVIs with the support of various NGOs, including *Fundación la Niñez Primero* (FUNIPRI), *Organización de Mujeres Salvadoreñas por la Paz* (ORMUSA), *Asociación de Mujeres Salvadoreñas* (AMS), and *Sendas para la Mujer* (SENDAS). From April 1 – June 31, 2013, the DVIs in Soyapango, Ciudad Delgado, and San Salvador received 375 cases with victims of violence. Of these, 360 were victims of domestic violence, 1 of child abuse, and 14 of sexual abuse (341 were women and 34 were men, with 3 minors included). In addition, 67 other cases were received where integrated services were provided but no formal complaint was filed. In the Soyapango, Ciudad Delgado, and San Salvador *Ludotecas* (play therapy centers for children) 1,379 children received professional attention (411 participated in play therapy, while 968 received nursery care in conjunction with their parents/relatives' visit to the DVI). In the *Ludoteca* "Lepina," 576 children received professional attention (171 play therapies, 183 crisis interventions, 3 reunited with family, 23 Gessell Chamber accompaniments, 25 referrals to other institutions, and 171 received nursery care during their parents/guardians' visit with justice sector operators).

From July 1 – September 30, 2013, the DVIs in Soyapango, Ciudad Delgado, and San Salvador received 348 cases with victims of violence. Of these, 321 were victims of domestic violence and 27 of sexual abuse (319 women, 27 men, and 2 children). In the Soyapango, Ciudad Delgado, and San Salvador *Ludotecas* 1,955 children received professional attention (622 participated in play therapy, 15 Gessell Chamber accompaniments, 146 received crisis attention, and 1,172 received nursery care in conjunction with their parents/guardians visit to the DVI).

Therefore, 723 total cases with victims of violence were received during the reporting period. Of these, 681 were victims of domestic violence, 1 of child abuse, and 41 of sexual abuse (657 women, 61 men, and 5 children). In the Soyapango, Ciudad Delgado, and San Salvador *Ludotecas* 3,910 children received professional attention (1,204 participated in play therapy, 38 Gessell Chamber accompaniments, 329 received crisis attention, and 2,339 received nursery care in conjunction with their parents/guardians visit to the DVI). In August 2013, a new purchase order for approximately \$148,000 was signed by the JSSP and FUNIPRI to continue the work of social workers/psychologists at the DVIs and RCCs for six additional months.

JSSP personnel conducted two specialized training courses for 60 DVI/RCC operators and affiliated judges/court secretaries, which included the following topics: *conceptos de la victimología, and sensibilización en la atención a víctimas de abuso sexual y la violencia de género*. In addition, the JSSP

sponsored three workshops with the UTE Gender Working Group to develop proposed reforms in the AGO concerning legal requirement and formal accusations, using the *Reparación Civil y Sicosocial a Víctimas de Violencia Sexual* document as a basis, as well as a "Civil and Psycho-Social Reparation for Victims of Sexual Violence" workshop for 35 participants from the DVIs, RCCs, SC, AGO, IML, NGOs and the health sector.



DVI in AGO San Salvador inaugurated by Ambassador Aponte and Attorney General Martinez.

During this period, a DVI and *Ludoteca* were established in the AGO San Salvador (La Sultana) at the approximate cost of \$48,000 (remodeling, equipment, and training). The inauguration event was highly publicized, with the U.S. Ambassador, the USAID

Mission Director, the Attorney General, the *Procuradora General* and many others in attendance. Prior to the inauguration, JSSP personnel worked closely with AGO officials in the training of the DVI personnel, as well as the development of job descriptions, case management procedures, and an AGO-DVI Procedures Manual. The decision to move ahead with the establishment of new DVIs within the SC is still pending the final approval of the SC President. Given the delays in the SC, the establishment of a DVI at the PGR headquarters is currently under consideration.

The JSSP also provided direct technical assistance to the San Salvador and Santa Tecla RCCs during the reporting period. This assistance was coordinated through SENDAS. From April 1 – June 30, 2013, 153 new sexual abuse cases were received, of which 142 were female victims and 11 were males (with 119 minors). From July 1 – September 30, 2013, 184 new sexual abuse cases were received, of which, 166 were female victims and 18 were males (of these, 160 were minors). In summary, during this reporting period, 337 new sexual abuse cases were received, of which 308 were female victims and 29 were males (with 279 minors).

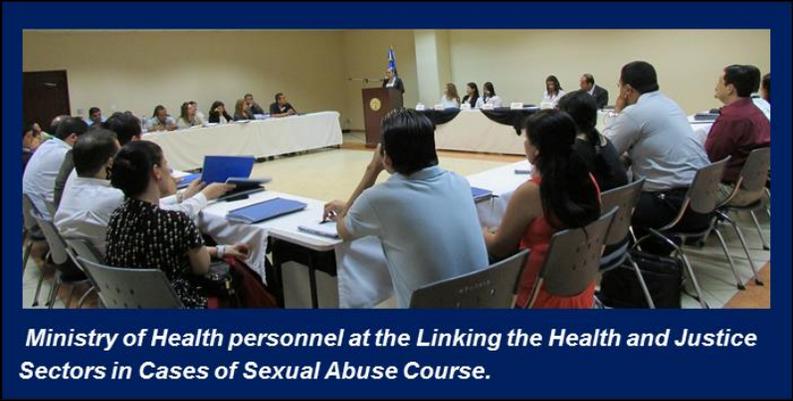
The JSSP participated in several planning sessions with SC officials to assure the sustainability of the DVIs and RCCs. To facilitate this process, the Project provided a list of current personnel employed/assisting at the centers, together with the appropriate job descriptions and employee profiles, to the SC Legal Manager for inclusion in the 2014 SC budget. The SC Legal Manager provided assurances that the necessary employee positions were included in the 2014 SC budget submission. JSSP personnel also engaged in discussions with SC and university officials to develop a letter of agreement to allow university students to provide psychological and social work care in the DVIs and RCCs. The DVI/RCC sustainability and

dissemination plan was completed in draft form, with JSSP assistance. Validation of the DVI/RCC sustainability and dissemination plan is expected during the next quarter.

JSSP personnel held two coordination meetings with the IML Director in an effort to establish new RCCs at IML facilities outside of the San Salvador metropolitan area. A formal letter was presented to the IML Directing Council in the SC to secure the approval and designation of the new RCCs. To date, no response has been received, as political and administrative uncertainties have led to numerous delays throughout the SC. JSSP personnel and the IML Director continue to recommend Usulután as the most suitable location for the next RCC.

The JSSP also met with *Fondo Solidario para la Salud* (FOSALUD) officials to propose the creation/implementation of a case management system in the DVIs/RCCs, which would also interface with FOSALUD capabilities. The proposal is under review by the SC and FOSALUD officials.

As part of a sustainability plan, JSSP personnel met with the FOSALUD Director and Health Ministry (MINSAL) officials to develop the instructional module for the certification/training of medical doctors in treating victims of sexual abuse. Several additional work



sessions were conducted with IML, AGO, FOSALUD, MINSAL, and SC officials to complete the module design. The JSSP also sponsored a workshop for 25 IML, AGO, FOSALUD, MINSAL, and SC representatives to validate the design and prepare the instructional calendar. During the period, six regional courses were conducted (sponsored by the JSSP), two in San Salvador, two in San Miguel, one in San Vicente, and one in Santa Ana) with a total of 240 doctors trained. The course, titled *Vinculación del Sector Justicia con el Sector Salud, en la Atención a Víctimas de Abuso Sexual*, was taught by AGO, FOSALUD, IML and MINSAL instructors. This completed the first phase of instruction and certification. The JSSP will also assist in the second instruction/certification phase, expected in the next few months.

In addition, the JSSP coordinated with United Nations Population Fund (UNFPA) representatives to work jointly in the training/certification of medical doctors as "permanent experts" of the Supreme Court. JSSP and UNFPA personnel agreed to jointly pursue Ministry of Education support and approval for the certification process.

Finally, two *Ludotecas* were established during this period: one in the AGO in La Sultana, and the other in the UNIMUJER in Apopa. The JSSP also contracted with two *Ludoteca* specialists to cover the AGO facility for six months, as well as to provide appropriate training and mentoring for the designated AGO attendants. JSSP personnel provided all relevant training to the *Ludoteca* attendants.

Increasing the Use of Mediation and Alternative Sentencing Options

The JSSP conducted coordination meetings with Mediation Center (MC) officials with the Isidro Menendez, Ciudad Delgado, and Minors Courts to verify their needs/priorities and to plan future training activities. JSSP personnel also met with Minors Court officials to promote the referral of cases by judges for restorative justice consideration and resolution. More promotional work will be required in the future as the referral process is still under-utilized.

In September 2013, JSSP and SC personnel completed a detailed assessment of the current state of affairs in the MCs. The assessment included recommendations for the SC to enhance MC sustainability, such as: the need for an institutional decree formalizing the MCs and standardizing procedures/responsibilities; the establishment of a Mediation Coordination Office; the assignment of an institutional budget; the establishment of a formal policy requiring/encouraging case referrals in an expeditious manner; and the implementation of a in-service training program for mediators. The JSSP is waiting for a response from the SC regarding the assessment findings/recommendations.

JSSP personnel also conducted several meetings with SC officials to promote the referral of cases by judges for restorative justice consideration and resolution. The JSSP will contract with a restorative justice specialist during the next period to assist the SC in moving this activity forward. This specialist will also assist the Juvenile Justice Office of the SC and the *Instituto Salvadoreño de Protección Integral de la Niñez y la Adolescencia* (ISNA) in the development of relevant programs.

Improved Criminal Court Administration

During this period, JSSP personnel focused on identifying the immediate needs at the Isidro Menendez Judicial Center through the completion of a brief assessment. The assessment process included several coordination meetings with the SC Legal Management and Systems Administration offices to select priorities and plan future activities. This completed assessment, entitled "*Documento de Fortalecimiento del Centro Judicial Isidro Menéndez*", designated four priority activities: 1. facility improvements to enhance accessibility for those with special needs, 2. improved signage, 3. the training of *Centro de Atención de Usuarios* (CAU) operators, and, 4. the

need to establish a new *Oficina de Distribución de Procesos* (ODP) for the 15 Justice of the Peace Courts.

The JSSP and SC addressed these priorities through the following activities: coordination meetings were held to design signage and ramps for wheel chair accessibility; display screens/monitors were reactivated to provide court audience and judicial event information for the 15 JP Courts; and approval was requested to implement the unified case number system. In addition, several test runs were conducted to test the electronic transfer of judicial information to/from the CAU and ODP. Information transfers to/from the Sentencing Courts, the Instruction Courts, and JP Courts were successful. Information transfers to/from the Traffic Courts, Penitentiary Surveillance Courts, and Courts of First Appeal were deficient. In addition, the JSSP conducted a CAU/ODP familiarization course for the 15 Isidro Menendez JP Courts and the SC Administrative Systems Unit (26 participants).

JSSP and SC officials visited the Santa Ana ODP (created during the IJSSES) for quality control purposes and to determine if any improvements could be made for the new application at the Isidro Menendez Judicial Center. Additional meetings were held with SC officials to coordinate the required migration of data from the JP Courts to the ODP, and the necessary training in case management and attention to user topics.

JSSP personnel also continued planning/coordination meetings with the Chief of the SC Systems Administration Office as well as Quality Control officials to improve the quality of user services (including those with disabilities). The development of an institutional protocol is in process.

Strengthening the *Instituto de Medicina Legal* (IML)

As mentioned previously, JSSP personnel held two coordination meetings with the IML Director in an effort to establish a new RCC at an IML facility outside of the San Salvador metropolitan area. The proposal requires the approval of the IML Directing Council. The new location should be selected during the next quarter.

In coordination with the IML Director, several IML operators were selected for participation in the JSSP-sponsored inter-institutional training courses that focus on the proper treatment of victims of sexual abuse and the collection of forensic evidence. Ten IML operators completed this training during the period.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING

The expansion of the CPM into new communities is on schedule. In April 2013, Director General Salinas (the previous NCP Director General) formally approved the detailing of three experienced CPM *Inspectores Jefes* to the JSSP. In June 2013, Director General Pleites, the new Director General, ratified the three-year detail.

The expansion of the CPM into additional communities is underway in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. Relevant U.S. Embassy vetting was completed for all five NCP Sub-Delegations. During this reporting period, 564 NCP officers completed the CP basic training course, specifically: 294 in Chalchuapa, 180 in Puerto de La Libertad, 20 in Jiquilisco, and 70 in Olocuilta. The basic CP training will begin in Ciudad Barrios during the next quarter.



In the selection of CPM communities, possible synergies with other United States Government (USG) activities were explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials (INL is working in Usulután (Jiquilisco) and Santa Ana (Chalchuapa). Future locations will also be discussed with USAID representatives working on crime prevention projects.

In support of an NCP/*Academia Nacional de Seguridad Pública* (ANSP) request, the JSSP is working with a publishing company to print 12,000 copies of the NCP Community Policing Manual. Printing/distribution will be finalized in the next period, with 8,000 copies for the NCP and 4,000 for the ANSP.

Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, and Jiquilisco. A total of 141 leaders received JSSP training and mentoring during the period in these new communities. In addition, JSSP personnel continued to provide training/mentoring follow up (for 492 community leaders) in the established CPM communities from the IJSES Project, specifically: Nahuizalco, Quezaltepeque, Panchimalco, Ciudad Delgado, San Marcos, Atiquizaya, Mejicanos, Sensuntepeque, San Vicente, Chalatenango, San Francisco Gotera, and Cojutepeque. The JSSP also met with crime prevention and education specialists from other

USAID projects to foster collaborative efforts and to better meet the needs of each community.

Much of the planning and organizational support detailed above is a required first step in the development of specific Crime Prevention/Security Enforcement Action Plans (CPSEAPs) in each community. This process is underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, and Jiquilisco. The JSSP also completed community assessments for Ciudad Barrios and Jiquilisco. The CPSEAPs for Puerto de La Libertad, Ciudad Barrios, and Jiquilisco will be completed in the next reporting period. The process will commence in Olocuilta in October 2013.

The development of relevant community action plans and crime prevention initiatives is part of the ongoing CPSEAP process in each new CPM community. An example of an innovative crime prevention activity and effective community/NCP collaboration was the community donation and equipping of a private facility to the NCP to be used as a CP center in San Vicente. As a CPSEAP initiative, the community provided the facility and the NCP committed to staffing the center with CP trained agents to enhance police presence in the area and to ensure greater contact with the community.

Community outreach and specific training activities in the new CPM locations arise from the aforementioned planning sessions. During this period, 317 students and community members participated in JSSP-supported outreach/training activities, to include crime prevention forums, school presentations, planning events, and CP discussions. In the established CPM communities, outreach and specific training activities continued unabated with



JSSP support. During the reporting period, 9,237 students and community members participated in JSSP-supported outreach/training activities, to include: cultural events, crime prevention forums, community theatre, sports tournaments, street festivals, vocational fairs, school lectures, intra-family violence training, art festivals, sexual health instruction, gender sensitivity discussions, and community clean-up events.

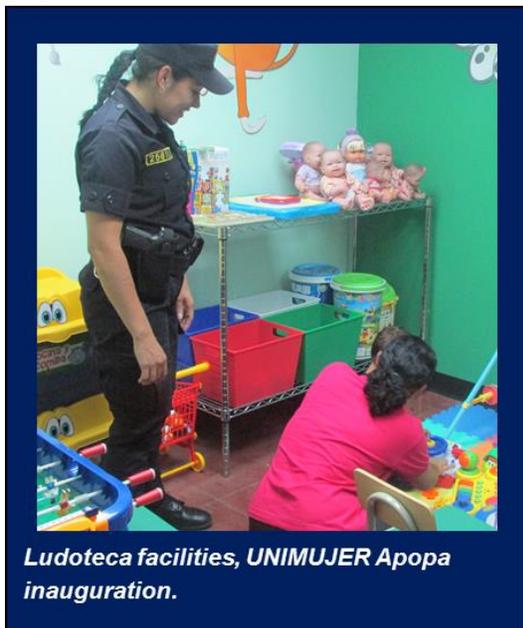
JSSP personnel met with NCP and community leaders in Puerto de la Libertad, Chalchuapa, and Jiquilisco to outline the criteria to be used in selecting schools for the implementation of a vocational-training model and other innovative crime prevention mechanisms. This process focuses on crime prevention planning, especially through the application of vocational training and other innovative support activities directed at the area schools. The selection of specific schools is anticipated in the next two months. The JSSP will also provide limited support to the NCP summer schools to be implemented in Panchimalco and Quezaltepeque in the next reporting period. In addition, JSSP vocational support continued for a select number of schools in Panchimalco, Quezaltepeque, San Marcos, and Atiquizaya during the period.

JSSP personnel continue to provide CPM follow-up and evaluation activities in the established CPM locations in an effort to ensure program sustainability and the identification of best practices to be applied in the new CPM communities. During this reporting period, 1,402 NCP officers received follow-up training and three evaluation forums were conducted. In addition, the JSSP conducted 50 evaluation and follow-up work sessions with delegation/sub-delegation officials in the established CPM areas. In addition, 59 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations to facilitate successful implementation and quality control.

In addition, the JSSP contracted with Analitika to perform relevant baseline and follow-up surveys to effectively measure CP impact. During this period, public perception (baseline) surveys were completed for each of the five new CPM locations: Chalchuapa, Ciudad Barrios, Jiquilisco, Puerto La Libertad, and Olocuilta. Two control community baseline surveys are in

process: Santiago Nonualco (La Paz Department), and Chapeltique (San Miguel Department) with results expected in mid-October 2013. The control communities were selected in consultation with NCP officials and Analitika, based on relevant comparison criteria.

As mentioned previously, political/administrative uncertainty in the SC has delayed the implementation of the new DVIs and RCCs. However, the JSSP continues to foster programmatic synergies focused on gender and sexual violence issues through cross-training activities. During this period, four victim-assistance training courses were conducted in the Ciudad Delgado DVI to familiarize NCP



community-policing officials and area public school teachers (30 total participants) with assistance protocols and to generate potential case referrals. In addition, similar training was conducted at the Soyapango DVI for 20 leaders of the Soyapango, Ilopango, and San Martin NCP delegations/sub-delegations. The courses were very successful. They will be replicated at additional DVIs/RCCs in the next period.

In June 2013, gender sensitivity training and the proper treatment of women victims of violence were incorporated into the basic CP course. Therefore, 564 CP officers received this training during the period. In addition, JSSP personnel conducted a specialized gender-sensitivity course in Puerto de la Libertad for 30 NCP officers.

In September 2013, the first of 10 new UNIMUJERs was established in Apopa (NCP Delegation San Salvador Norte). JSSP assistance included minor remodeling, equipment procurement, *Ludoteca* installation, and training). The facility was inaugurated by the NCP Sub-Director, the ANSP Director General, and USAID representatives. By agreement, some training was provided to the six NCP attendants by UNIMUJER and ORMUSA. Planning is well underway for the second (Sesuntepeque) and third (Mejicanos) UNIMUJERs. They are scheduled for inauguration in the next reporting period. The planned Sesuntepeque and Mejicanos UNIMUJERs will be established in existing CPM communities. The establishment of UNIMUJERs in the new CPM communities is under discussion with NCP officials.

2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

2.1 SUB-COMPONENT 2.1: STRENGTHENING THE ILLICIT ENRICHMENT LAW (IEL) AND THE INVESTIGATION OF CORRUPTION

During this period, the JSSP completed an assessment of the Integrity Unit (IU) in coordination with IU representatives. SC officials also successfully validated the assessment results. The following are some of the key recommendations presented: the preparation of an institutional



modernization plan; the preparation of an IU training plan; and the hiring of additional personnel and acquisition of technical/equipment. During the next period, as feasible, the JSSP will assist the SC and IU with implementation of the aforementioned recommendations.

The training of IU personnel commenced during this period. JSSP personnel conducted an investigative techniques course for six IU officials. Additional training will be provided in the next period in the following topics: investigative techniques specific to the unit, the use of administrative sanctions, and the preparation of draft resolutions.

An international study tour for several SC unit chiefs to learn best international practices/investigative techniques for auditing purposes is in the planning phase. JSSP personnel have secured the approval of key counterparts in Costa Rica to host a five-day visit, including: the *Controlaría General de la República*, the *Procuraduría de la Ética*, the *Departamento de Inspección Judicial de la Corte Suprema de Justicia*, the *Fiscalía de Probidad y Anticorrupción del Ministerio*

Público, and the *Colegio de Abogados*. Pending SC and U.S. Embassy approval, the visit is scheduled to take place during the next few months.

In coordination with SC officials, the JSSP also completed an assessment of Illegal Enrichment Law (IEL) reform efforts during this period. In this assessment, the *Proyecto de Ley de Probidad* that is proposed to replace the IEL was evaluated and several recommendations for improvement were formulated, such as: a new definition of "public officials" to mirror the Criminal Code; clear definition of the crime of illegal enrichment to distinguish it from the "presumption of illegal enrichment"; increasing the applicability of the law to five years after separation from service (as opposed to only three years); and the designation of the enrichment/acquisition of illicit funds, goods, property rights that do not belong to the State as a crime.



During this period, the JSSP successfully created a Transparency Working Group (TWG) with government, university, and CSO representatives. This group will assist in the revision of the IEL, among other relevant topics. Two planning workshops were conducted with 20 participants,

representing the following organizations: *Subsecretaría de Transparencia y Anticorrupción, Instituto de Acceso a la Información Pública, Superintendencia del Sistema Financiero, Universidad Salvadoreña Alberto Masferrer, Universidad José Matías Delgado, Universidad Centroamericana José Simeón Cañas, Iniciativa Social para la Democracia, Fundación para la Democracia Transparencia y Justicia, Instituto Iberoamericano de Derecho Constitucional, Asociación Nacional de la Empresa Privada y la Fundación Salvadoreña para el Desarrollo Económico y Social*. The JSSP will sponsor one workshop/event per month with the TWG to address judicial transparency issues. Other logical partners will be identified and invited to participate in the next few months.

During this period, JSSP also personnel successfully completed assessments of the SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU). Both assessments were completed in coordination with SC officials. The PIU assessment included the following key recommendations: define the criteria for receiving official complaints; update unit policies and procedures to improve efficiency/effectiveness; redefine the investigative process to convert the unit into a true investigative entity; and develop/implement a plan to eliminate the investigative backlog. The JIU assessment included

the following key recommendations: define/implement a filtering mechanism in the complaint process to eliminate cases with no merit; train support personnel in the proper application of the complaint process; develop/implement a plan to eliminate investigative backlog; and develop an institutional-strengthening plan to enhance the JIU technical/financial resources. During the next period, JSSP personnel will assist both units in developing plans to reduce case/complaint backlog and to improve unit efficiency/effectiveness.

Finally, JSSP and SC personnel successfully designed a draft-resolution training course during this period. The course, *Fundamentación de Resoluciones*, will be provided to 40 IU, PIU, and JIU participants in the next quarter.

2.2 SUB-COMPONENT 2.2: STRENGTHENING OF THE NATIONAL JUDICIAL COUNCIL'S JUDICIAL EVALUATION AND SELECTION SYSTEMS

During this period, the JSSP and the National Judicial Council (NJC) commenced technical assistance to validate the need for reform in the judicial evaluation and selection systems. JSSP and NJC personnel initiated a formal assessment of the NJC Manual of Judicial Evaluation (MJE) to consider updates and establish new parameters/evaluation criteria, such as quality of legal reasoning, rate of judgments appealed, and results on appeal. To facilitate this process, five workshops have been scheduled for the next quarter. In these workshops, 30 magistrates, judges, NJC (*Unidad Técnica de Evaluación*), and other key judicial representatives will evaluate the application and suitability of the MJE, as well as propose relevant updates.

In addition, an assessment of the Judicial Training School (JTS) institutional capacities and training processes/procedures commenced during this period. JSSP personnel reviewed the pertinent written documentation and conducted key interviews with JTS and NJC officials. During the next quarter, four workshops are planned with JTS officials, internal/external instructors, and users (school participants) to fully evaluate the JTS capacities and effectiveness. The assessment will be finalized by December 2013.

In June 2013, in coordination with the NJC, the JSSP developed/initiated an evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation. This evaluation includes a review of the following: historical information concerning the relative effectiveness of various programs used to train candidates to serve as judges and magistrates; the quality of candidate recommendations made by the NJC drawing from the training courses (based on merit); and the official response of the judiciary in accepting and/or selecting from these candidate recommendations. As part of this evaluation, JSSP and NJC personnel reviewed the following information: training courses offered, number of candidates

trained, the career-development path of the candidates, and a comparative analysis of the career-development processes. The completed evaluation is expected in December 2013.

By NJC decision, the immediate priority of the JTS is to establish a continuing, specialized training/development program for Justices of the Peace who desire to participate in the selection process to advance to *judicaturas de primera instancia en materia penal*, and/or to otherwise advance their judicial career as judges. By agreement with the NJC and JTS, the JSSP will assist in the design of this program. During the next period, the JSSP will sponsor three workshops with NJC officials, JTS representatives, judges, and CSOs (with ties to the sector) to facilitate the design/implementation process. The draft plan will be completed by December 2013.

2.3 SUB-COMPONENT 2.3: STRENGTHENING THE CAPACITY, EFFICIENCY AND ACCOUNTABILITY OF THE COURTS

After much negotiation, the JSSP secured SC approval for key SC administrative personnel to attend the ESEN Leadership and Organizational Change course. In August 2013, 17 SC officials completed the two-week course. Many of the course participants expressed their appreciation for the training and openly discussed positive course takeaways to assist them as organizational leaders and decision makers. The JSSP anticipates the course will serve as a springboard for some organizational change and enhanced administrative efficiencies in the SC.

JSSP assistance to the Office of Access to Public Information (OAPI) also commenced during this period. Part of this assistance includes the definition and implementation of an institutional transparency policy (which includes detailed criteria and procedures for classifying and releasing information to the public). As mentioned previously, the TWG, with government, university, and CSO representatives, was created during this period. A JSSP-sponsored assessment of the OAPI and the development of an institutional transparency policy are two topics that will be addressed in TWG workshops in the next few months.

3. COMPONENT 3: CITIZEN PARTICIPATION, HOST COUNTRY OWNERSHIP AND WINDOWS OF OPPORTUNITY

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

As detailed previously, the JSSP successfully created the TWG, with government, university, and CSO representatives. With JSSP assistance, this group will address institutional strengthening, access to justice, and judicial transparency-related themes. During this period, two planning workshops were conducted with 20 TWG participants, representing the following organizations: *Subsecretaría de Transparencia y Anticorrupción, Instituto de Acceso a la Información Pública, Superintendencia del Sistema Financiero, Universidad Salvadoreña Alberto Masferrer, Universidad José Matías Delgado, Universidad Centroamericana José Simeón Cañas, Iniciativa Social para la Democracia, Fundación para la Democracia Transparencia y Justicia, Instituto Iberoamericano de Derecho Constitucional, Asociación Nacional de la Empresa Privada y la Fundación Salvadoreña para el Desarrollo Económico y Social.* The JSSP will sponsor one workshop/event per month with the TWG to address the aforementioned themes. Other logical partners will be identified and invited to participate in the next few months.

JSSP personnel also initiated the organization process for a new Judicial Observatory (JO), designed to have multiple partners and participating institutions. An initial coordinating

meeting was held with *Universidad Alberto Masferrer* officials to gauge their interest, after which the university officials presented a technical/financial proposal to spearhead the observatory. The JSSP is currently seeking additional proposals from other strategic partners (to include the *Instituto de Derechos Humanos de la Universidad Centroamericana*, IDHUCA) to increase both the participation pool and span of the JO.

In an effort to support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency, some JSSP/CSO mobilization efforts were initiated in coordination with the CPM. For example, JSSP-sponsored vocational trainings in Panchimalco schools are ongoing, with similar programs under development in Puerto de La Libertad, Ciudad Barrios, Chalchuapa, and Jiquilisco. These programs foster increased coordination with the NCP and, therefore, enhanced transparency on a local level.

Finally, the JSSP Grants Manual was prepared and officially approved by USAID during this reporting period. With this approval, JSSP personnel commenced the identification process of potential CSOs to assist in this area. Formal discussions with suitable partners will begin in the next period.

3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

During this period, JSSP personnel engaged key institutional counterparts (SC, NCP, AGO, PDO, and UTE) and several CSOs in sustainability discussions. To date, both the AGO and NCP have demonstrated a marked commitment to improving sustainability, as reflected by institutional investments in the RRUs, UNIMUJERs, and DVIs/*Ludotecas* being established in AGO and NCP facilities. In addition, the NCP's creation of the SPCRI further demonstrates its institutional commitment to long-term planning/sustainability issues. These efforts, if maintained over the long-term, provide hope regarding the feasibility of direct USAID/El Salvador-GOES engagement in future projects.

3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY

Finally, JSSP technical support to institutional counterparts and CSOs to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity is well underway. The aforementioned establishment of the TWG is an excellent example of these efforts.

JSSP WORK PLAN

LIFE OF ACTIVITY WORK PLAN (JULY 1 - SEPTEMBER 30, 2013)
 USAID - CHECCHI AND COMPANY CONSULTING, INC.
 PROJECT: JUSTICE SECTOR STRENGTHENING PROJECT

Component/Sub-components/Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
COMPONENT I: CRIMINAL JUSTICE REFORM														
SUB-COMPONENT 1.1: Elevating the professional standards of justice sector operators.														
Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (CPC) (1.1A).														
Sector-wide planning to achieve a common vision regarding criminal justice:														
1.1.01 Provide technical assistance in developing a National Crime Policy (NCP) to include: crime prevention, combatting crime, and criminal penalties.													10%	As detailed in the last report, the NCP development methodology was completed and approved by UTE officials. During this period, the JSSP contracted with an expert consultant (approved by the Justice Sector Coordinating Commission) to assist in the NCP development. Initial consultancy activities include a thorough review of all available documentation and individual interviews with each justice-sector agency head. This work is in progress.
1.1.1.01 Provide technical assistance in the dissemination and implementation of the new policy.													0%	
1.1.02 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop and implement the Second Strategic Plan.													20%	As detailed in the last report, the initial planning and coordination with the UTE to develop the second strategic plan was completed. During this period JSSP personnel developed a review/formulation methodology and conducted the first of eight workshops scheduled with UTE sub-committees to review the results of the first strategic plan. Sixteen representatives of the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> and the <i>Subcomité de Datos y Análisis Estadístico</i> are participating in the review and formulation process.
1.1.03 Assist in the development of inter-institutional protocols for victim rights.													0%	
1.1.3.01 Assist in implementing victim rights protocols in the corresponding institutions.													0%	
1.1.04 Assist in developing universal, inter-institutional protocols for witness protection.													0%	
1.1.4.01 Assist in implementing witness protection protocols in the corresponding institutions.													0%	
1.1.05 Assist in developing inter-institutional protocols for joint criminal investigations.													30%	As detailed in the last report, JSSP personnel successfully coordinated the reactivation of the UTE Coordinating Committee and the various Sub-Committees (<i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> , <i>Subcomité de Mecanismos de Transparencia y Control Interno</i> , <i>Subcomité de Datos y Análisis Estadístico</i> , <i>Subcomité de Formadores del Sector</i> , and <i>Subcomité de Comunicadores</i>) responsible for the development of the inter-institutional protocols and direct support to the Partnership for Growth initiative. During this reporting period, all available documentation was gathered to develop the joint criminal investigation protocol and appropriate institutional representatives were designated by agency heads to participate in the development process.
1.1.5.01 Assist in implementing the joint criminal investigation protocols.													0%	
1.1.06 Assist in developing coordination protocols for collecting and processing forensic evidence.													25%	As detailed above, the UTE Coordinating Committee and the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> were successfully reactivated during the previous reporting period. Both were charged with the development of the coordination protocols for the collection/processing of forensic evidence. During this reporting period, all available documentation was gathered to develop forensic evidence collection and processing protocol, and appropriate institutional representatives were designated by agency heads to participate in the development process. The JSSP will continue to coordinate the development efforts.
1.1.6.01 Assist in the implementation of the forensic evidence protocols.													0%	
1.1.07 Strengthen the UTE Statistical Unit by contracting a technical specialist until March 2014.													65%	As detailed in the last report, the JSSP hired a computer/statistics specialist to work with the UTE and the Project. By agreement, the UTE is responsible for filling this position in May 2014. At the UTE, the specialist serves as the Chief of the Statistics Unit.
1.1.08 Provide technical assistance to the UTE Statistical Unit in completing CPC Evaluation for 1st year of implementation.													50%	In coordination with the UTE Statistics Unit, during the last reporting period JSSP personnel initiated the gathering of information for the nine indicators of the CPC evaluation (after one year of implementation). To date, all relevant information from the AGO and the <i>Centro de Documentación Judicial</i> has been compiled to evaluate 7 of the 9 indicators of the CPC Strategic Implementation Plan.
1.1.8.01 Assist in developing inter-institutional protocols for sharing information within the justice sector.													30%	JSSP personnel reactivated the UTE <i>Subcomité de Datos y Análisis Estadístico</i> which is responsible for developing inter-institutional, information-sharing protocols within the justice sector during the last reporting period. During this period, the first of five workshops was conducted to develop the inter-institutional information sharing protocol. Eight members of the sub-committee are participating in the development process. The JSSP will continue to coordinate the development efforts.
1.1.09 Conduct workshops and seminars to improve the use of IT in justice sector institutions.													0%	
1.1.10 Conduct a feasibility assessment regarding the use of Court electronic notifications.													0%	
1.1.10.01 If deemed feasible, assist in implementing an electronic notification pilot program in Santa Ana during the base period.													0%	
1.1.10.02 As appropriate, assist in implementing a second electronic notification pilot in Isidro Menendez during option period.													0%	
1.1.11 Assist with evaluation of institutional capabilities to allow virtual declarations in both summary and ordinary proceedings to reduce hearing and trial suspensions due to prisoner transfers.													0%	
1.1.12 Assist in the formal evaluation of CPC impact after 5 years of implementation.													0%	
1.1.13 Provide technical assistance in the further dissemination and implementation of the National Civil Police (NCP)/Attorney General's Office (AGO) Investigative Procedures Manual (MIP).													10%	JSSP personnel are coordinating with the AGO and NCP the printing/distribution of 1500 additional copies of the MIP, as well as 1000 additional copies of the <i>Tratado de Derecho Probatorio</i> (prepared during the Improving the Justice Sector in El Salvador Project (IJSES). These manuals will be utilized extensively in the training and implementation phases scheduled to begin FY 2014. The contracting process is underway to initiate the printing work. The printing is scheduled for completion during the next quarter.
1.1.14 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices protocol.													25%	During the last period, JSSP personnel reactivated the UTE <i>Subcomité de Comunicadores</i> , which is responsible for developing the access to justice best-practices protocol. The JSSP is in the process of identifying/contracting an expert consultant to facilitate the development process with the sub-committee and to conduct future training. JSSP personnel will conduct a series of workshops to assist in the development efforts during the next period.
1.1.14.01 Assist in the implementation of the access to justice communications protocol.													0%	See above.
1.1.15 Assist in the selection and training of institutional spokespersons for the sector.													0%	See above.
Strengthening of Training Schools														
1.1.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.													25%	As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, five key training modules were conducted for 102 prosecutors during the reporting period: <i>Teoría del Caso</i> , <i>Régimen Legal de las Pruebas</i> , <i>Recursos (apelaciones)</i> , <i>Interrogatorios Técnicos y Contra Interrogatorios</i> , <i>Alegatos de Apertura y Cierre</i> . An additional 30-40 prosecutors will be trained with the same modules during the next quarter. In addition, coordination efforts and technical assistance continued to establish a regional AGO Training School in San Miguel. The regional facility is scheduled to open in the next quarter, pending AGO budget adjustments.
1.1.16.01 Assist in establishing and equipping a regional AGO training center in Santa Ana.													50%	Initial planning was completed with the AG and Director of the AGO Training School. The Santa Ana AGO School will be established in accordance with the AGO budget realignment schedule (Summer 2014 is probable).
1.1.16.02 Assist in establishing and equipping a regional AGO training center in San Miguel.													50%	Initial planning was completed with the AG and Director of the AGO Training School. The San Miguel regional facility is scheduled to open in the next quarter, pending AGO budget adjustments. See 1.1.16.

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1.1.17 Provide technical assistance to strengthen the <i>Procuraduría General de la República</i> (PGR) Training School and promote the sustainability of training programs.													20%	A JSSP sponsored train-the-trainer course was completed for 58 public defenders. The training consisted of three modules (basic, intermediate, and specialized), offered in July, August, and September. PGR Training School instructors will be selected from among the course graduates. In addition, JSSP personnel initiated the updating of the PGR Training School curricula and institutional training plans for public defenders/mediators in coordination with key PGR officials. In August 2013, the <i>Procuradora de la República</i> officially selected the PGR Training School Director and Sub-Director. Both are graduates of the aforementioned train-the-trainer course.
1.1.18 Assist in designing and implementing the basic studies curricula for public defenders and mediators, including training-impact evaluation methodologies.													50%	See 1.1.17.
1.1.19 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula.													50%	In addition to the assistance mentioned above (see 1.1.17), in coordination with the UTE <i>Subcomité de Formadores del Sector</i> , several work sessions were conducted with representatives from the various justice sector training schools to establish joint training/evaluation criteria and to facilitate joint instruction for train-the-trainer candidates. The formulation of joint training and evaluation criteria should be completed during the next period.
1.1.20 Carry out training replicas by trained instructors as part of the inter-institutional training program (evidentiary issues, orality, litigating civil responsibility).													0%	Pending completion of above.
Leadership and Change Management Programs														
1.1.21 Provide technical assistance to the NCP in designing a Leadership and Community Policing certificate course for police commanders.													80%	As detailed in the last report, the new NCP Director General requested that police commanders attend the same ESEN Leadership and Organizational Change Course together with NCP middle managers. In addition, the Director General has now requested that police leadership training be provided regionally to facilitate a wider and more focused reach (to include community policing). JSSP personnel assisted in the design of this proposed 68-hour course that invites participation/support from several international donors. The proposed course is comprised of eight training modules: <i>autoconocimiento y sensibilización; generalidades sobre el liderazgo; el liderazgo, la organización y los principios; liderazgo estratégico; la práctica del liderazgo comunitario; estudio y resolución de casos prácticos de liderazgo, retos de los líderes del Siglo XXI, and formación de formadores</i> . JSSP personnel are currently coordinating with other international partners to determine course viability.
1.1.21.01 Assist in the implementation of the police-commander certificate courses (2 are anticipated).													20%	In discussions with the Director General and the ESEN, the first NCP course to be taught by the ESEN is scheduled for January 2014 (35-40 participants). In addition, the aforementioned regional leadership course (if approved) is scheduled to begin in January/February of 2014. The gathering of pertinent information for U.S. Embassy screening of candidates is underway for both courses.
1.1.22 In conjunction with the <i>Escuela Superior de Economía y Negocios</i> (ESEN), provide 5 "Leadership/Organizational Change and Community Policing" courses to mid-level NCP officials, 4 in the base period, and 1 in the first option year.													10%	See above.
1.1.23 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials.													50%	As detailed in the last report, the first of two ESEN Leadership and Organizational Change courses to be offered to the AGO was completed in June 2013. A total of 35 prosecutors and AGO administrators participated. The second and final AGO leadership course (given current funding levels) is scheduled for December 2013/January 2014.
1.1.24 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials.													0%	
1.1.25 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials.													50%	In August 2013, 17 SC officials participated in the ESEN Leadership and Organizational Change course, together with 15 UTE committee representatives (selected from various justice sector institutions). A second mixed group of 35 SC and UTE representatives will attend the ESEN course in the next few months.
1.1.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.													50%	See above.
1.1.27 Several Leadership and Organization Change replicated courses will be sponsored in sector institutions with the assistance of NCP, AGO, and PGR trainers.													0%	
Improving criminal investigations, including use of scientific evidence (1.1B)														
1.1.01B Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations.													60%	As detailed in the previous report, the ICTM course design was completed and approved by the AGO. As detailed in 1.1.16, the specific training modules are: <i>Teoría del Caso, Régimen Legal de las Pruebas, Recursos (apelaciones), Interrogatorios Técnicos y Contra Interrogatorios, Alegatos de Apertura y Cierre</i> . A total of 102 prosecutors received the ICTM course during this reporting period. ICTM instruction will begin for NCP and IML representatives in conjunction with the Joint Investigative Team (JIT) initiative (now scheduled to begin after January 2014).
1.1.01B.01 Provide technical assistance in developing an inter-institutional protocol (AGO/NCP) for coordinating investigative criteria and activities.													25%	As mentioned in the last report, through JSSP assistance, the UTE Coordinating Committee and the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> (which are responsible for coordinating the development of this protocol) were reactivated. The development of the protocol is in process. JSSP personnel will assist the NCP and AGO in implementing the protocol upon its completion/approval.
1.1.01B.02 Assist the AGO and NCP in the implementation of the approved investigative protocol.													0%	See above.
1.1.02B Provide technical assistance in establishing AGO/NCP joint investigative teams (JITs) in each of the 14 National Departments (8 during the base period, and 3 additional JITs each option year).													20%	As detailed in the previous report, JSSP personnel obtained approval from the AG and NCP Director General to establish the JITs in the 14 departments. The basic organization and functions of the units were also defined. During this period, the basic JIT training module was developed and validated by the AGO. At the request of the NCP, JIT implementation will not begin until after January 2014, in order to explore potential synergies with a proposal from the Chilean government to assist in improving NCP investigative capabilities.
1.1.02B.01 Provide quality, on-site mentoring to the JITs to assure operational and administrative effectiveness, to include streamlined access to the analytical units of the AGO and NCP (<i>Unidad Central de Análisis y Tratamiento de Información - UCATI</i>).													0%	See above.
1.1.03B Provide technical assistance to enhance linkages between justice sector institutions (Community Policing, Domestic Violence Initiatives [DVI], Rape Crisis Centers [RCCs], and AGO units) by facilitating investigative partnerships between prosecutors and investigators in pursuing homicide, sexual crime, and domestic violence cases.													15%	The establishment of effective linkages is in process with the SC, NCP, and AGO. The creation of the JITs will significantly improve such linkages. In addition, JSSP personnel initiated specialized training in sexual violence and victim assistance during this period. Four such courses were conducted for prosecutors (12 participants), the SC (30 judges, court secretaries and other administrative personnel), and 60 community policing officials from Ciudad Delgado (to facilitate investigations and victim referrals to/from the Ciudad Delgado DVI). Many similar training and inter-institutional coordination activities are anticipated throughout the life of the project.
1.1.04B Strengthen the AGO Analysis Unit (AU) through direct technical support and limited equipment donations (2 i2 software packages and a video enhancement software package).													40%	With JSSP technical assistance during this reporting period, the AGO successfully implemented the SIGAP in every AGO unit, to include the AU and other specialized units. Program personnel are now working directly with AU officials in the efficient application of the SIGAP in an effort to enhance unit capabilities.
1.1.05B Strengthen the AU through appropriate training and mentoring.													15%	See above.
1.1.05B.01 Provide appropriate crime analysis training to the AU to effectively utilize video technology software.													0%	Pending software acquisition.
1.1.06B Provide technical support to expand the AU capability to assist with complex cases outside of the San Salvador metropolitan area.													100%	Completed. See 1.1.04B. The achievement of full SIGAP functionality throughout the AGO successfully enhanced the AU capacity to assist with complex cases outside of the San Salvador metropolitan area. The future creation of the JITs will continue to expand unit capabilities. JSSP personnel will continue to monitor and provide technical assistance in this area.
1.1.07B Strengthen linkages between the AU and DVI and Family Mediation Center databases to facilitate investigative analysis in sexual/domestic violence cases, to include serial rape and child pornography.													15%	The above mentioned SIGAP functionality was an important first step in establishing effective linkages between the AU and DVI/Family Mediation Center databases. As scheduled, detailed technical assistance will be provided in this area by JSSP personnel during FY 2014.

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1.1.08B Carry out studies to measure the arrest to conviction ratio in targeted jurisdictions.													0%	Specific measurement/evaluation studies will be coordinated through the JITs in accordance with the implementation schedule.
SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices														
Attorney General's Office (AGO)														
1.2.01 Conduct a brief assessment to identify the key contributions and areas for improvement of the Rapid Response Units (RRUs) in order to ensure quality implementation in other AGO offices. The evaluation will also explore the RRU impact in the work of the PGR and Justices of the Peace courts.													80%	JSSP personnel completed the AGO portion of the RRU assessment in the last reporting period, and identified key contributions and areas for improvement. During this reporting period, a SIGAP instruction module was implemented by JSSP personnel in all RRU training/mentoring activities. The evaluation of RRU impact in the work of the PGR and Justice of the Peace (JP) Courts is ongoing. To date, the following information/key contributions have been identified: approximately 80% of PGR cases are summary process or UST cases; and 18% of the cases presented in the JP Courts are summary process (RRU) cases, which have resulted in a 60% increase in JP Court workload. JSSP personnel will present the final evaluation report in the next period.
1.2.02 Assist with an assessment of the AGO's current strategic plan.													15%	During this reporting period, JSSP once again discussed the need for an institutional assessment with AGO officials and offered coordination assistance. However, the AG advised he is not interested in proceeding with either an internal or external assessment at this time due to budget and time constraints (upcoming elections). The topic will be revisited in the new calendar year.
1.2.03 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.													30%	As detailed in the previous report, in June 2013, JSSP personnel assisted with the implementation of a new RRU in Sonsonate. This event also served as the "launch event" for the JSSP. During this period, JSSP personnel helped establish a new RRU in Chalatenango which came on line in July 2013. The JSSP is currently coordinating with AGO officials to establish another RRU during the next reporting period (possibly Usulután).
1.2.04 Provide technical assistance and appropriate training to assist in implementing the <i>Sistema de Información y Gestión Automatizada del Proceso Penal</i> (SIGAP), and to promote its proper usage among prosecutors and other AGO personnel.													60%	As mentioned previously, see 1.1.04B, JSSP personnel assisted the AGO in achieving full SIGAP functionality during the period, including all AGO specialized units. In addition, SIGAP-user training has been incorporated in all JSSP basic/specialized training for AGO personnel. Program personnel will continue to monitor and provide technical assistance in this area throughout the life of the project.
1.2.05 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly.													100%	Completed. As mentioned above and in 1.1.04B, JSSP personnel completed technical assistance in the preparation of a new SIGAP module to strengthen its capabilities and user friendliness, as well as incorporated relevant SIGAP instruction in all JSSP-sponsored training for the AGO.
1.2.06 Promote SIGAP usage as an important investigative tool in all AGO case theory training, including strengthening AGO's regulations to promote better use of the SIGAP.													25%	See above. Program personnel will continue to monitor and provide technical assistance/training in this area throughout the life of the project.
1.2.07 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software.													75%	See 1.1.04B. During this period, JSSP personnel assisted the AGO in developing an effective report-generating tool with an existing SIGAP application. In the future, the JSSP may assist with additional report-generating software, as needed.
National Civilian Police (NCP)														
1.2.08 In accordance with NCP priorities, provide technical assistance in the modernization of processes/procedures in the following police divisions/units: Investigations Sub-Direction (SIN), Public Security Sub-Direction, Technical Council, Administrative Sub-Direction, Personnel Unit, Professional Development Unit, Promotions Board, Planning Unit, and the Community Policing Unit.													10%	During this period, the JSSP finalized technical assistance plans with the Director General and other key NCP officials, and contracted with two police experts to implement such assistance. Moreover, technical assistance was initiated with the Administrative and Finance Sub-Directorate (SAF) in the modernization of quality control mechanisms, and with the Planning Unit, in the evaluation of the impact of the current strategic plan and the development of a new five-year plan.
1.2.09 Assist in the implementation of fundamental reforms in the SIN, such as: preparation of an annual training plan, improving the analytical capabilities across all levels (central, delegation, and sub-delegation), and establishing effective linkages between the analytical and community policing functions of the NCP at the delegation and sub-delegation levels.													10%	As detailed in the previous report, through the extension of the CP program, JSSP personnel have assisted with the establishment of effective linkages between the NCP analytical capabilities and CP functions at the delegation and sub-delegation levels. Additional linkages will be established through the JIT and UNIMUJER initiatives (as demonstrated in 1.1.03B). Specialized assistance with training plans and other reform activities for the Investigation Sub-Directorate (SIN) will be addressed in 2014, in accordance with the Director General's stated priorities.
1.2.09.01 Strengthen the <i>División de Policía Técnica y Científica</i> (DPTC) through increased collaboration with the <i>Instituto de Medicina Legal</i> (IML) and the AGO (joint training, investigative collaboration with the JITs).													5%	As outlined in the last report, the JSSP has engaged in several planning sessions with NCP-DPTC, AGO, and IML officials to both improve inter-agency collaboration and strengthen institutional capabilities. Joint training activities are currently under development. The implementation of the JIT initiative is expected to serve as a catalyst.
1.2.10 Provide technical assistance in the modernization of processes/procedures in the Public Security Sub-Direction, including the establishment of effective linkages with community policing functions at the delegation and sub-delegation levels.													10%	Similar to 1.2.09, through the CP program JSSP personnel have already established effective linkages between public security and CP functions at the delegation and sub-delegation levels. In coordination with the Public Security Sub-Director, significant linkages are also now being developed through the establishment of UNIMUJERs, the first which came on line in Apopa in September 2013 (see 1.3.13).
1.2.11 Provide technical assistance in the modernization of processes/procedures in the Technical Council.													10%	As detailed in the last report, JSSP personnel conducted several planning sessions with the Chief of the Technical Council. However, as of September 10, 2013 (by presidential decree) a major restructuring of the NCP went into effect. One of the key changes of this restructuring was the dissolution of the Technical Council and the establishment of the Secretaría de Planificación, Cooperación y Relaciones Internacionales (SPCRI) in its place. The change is predicted by officials to result in the enhanced sustainability of institutional programs. Since the change, all JSSP assistance to the NCP is now being coordinated through the SPCRI. Therefore, technical assistance previously earmarked for the Technical Council will be afforded to the SPCRI (the Director General's newest stated priority). This technical assistance is underway as expressed in 1.2.08.
1.2.11.01 Promote the sustainability of the community policing model with other NCP divisions and units through cross-training and leadership development activities.													15%	The JSSP continued to actively promote the sustainability of the CP model in planning sessions and coordination activities throughout the institution. As detailed previously, the new Director General has endorsed the model, to include its inclusion in JSSP-sponsored leadership training. During this period, cross-training activities began in earnest with 21 separate CP evaluation workshops (with over 600 NCP participants).
1.2.11.02 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.													20%	With the stated structural changes in the NCP (see 1.2.11), the Planning Unit was elevated as key component of the SPCRI. In addition, the Director General has now placed a considerable emphasis on unit activities, beginning with the evaluation of the current strategic plan and the development of a new five-year plan. Accordingly, JSSP personnel are fully engaged in providing technical assistance in this area. As an example, at the request of the Director General, the JSSP contracted with Analitika to perform an internal survey to measure employee perception and work satisfaction throughout the institution. The survey results will also measure the effectiveness of some initiatives put forth in the current strategic plan. The survey has been completed and will be presented to the Director General on October 10, 2013. The survey results will be discussed/annexed in the next quarterly report.
1.2.12 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.													10%	During this period, in coordination with the SPCRI, JSSP personnel reengaged with <i>Sub-Dirección de Administración y Finanzas</i> (SAF) officials and prioritized the essential technical assistance. Specific assistance will begin in October 2013.
1.2.12.01 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit.													15%	See above. JSSP personnel will provide technical assistance to the Personnel Unit as a subset of the SAF. Relevant proposals pertaining to the Unit are now under review and consideration.
1.2.13 Provide technical assistance in the modernization of processes/procedures in the Professional Development Unit and Promotions Board through the design of a police career protocol to effectively regulate promotions, salary increases, educational requirements, hiring, retirement, and retention.													15%	As detailed in the last report, JSSP personnel conducted coordination meetings with key NCP officials in this area. Relevant documents and proposals pertaining to the Professional Development Unit and Promotions Board (from the USES) were provided for consideration. Some JSSP proposals were adopted by the NCP. Given the stated priorities of the Director General, additional technical assistance in this area is not anticipated until late 2014.
1.2.13.01 Assist in the implementation of the new police career protocol.													10%	See above. As detailed in the last report, acting on several proposals from the USES, changes to the police career path are being approached piecemeal. Given the stated priorities of the Director General, this area will be addressed in late 2014.
Public Defenders Office (PDO)														

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1.2.14 Provide technical assistance to improve case management practices.													80%	During this period, the following PGR procedures and case management processes were reviewed and validated with JSSP assistance: <i>Solicitud de asistencia legal, Remisión para continuidad del ejercicio de la defensa técnica en fase de vigilancia penitenciaria y de ejecución de la pena, Remisión para asistencia legal en fase de ejecución de medidas al menor, Entrevista con el/la usuario/a., Entrevista con el/la usuario/a en fase ejecutiva penal, Estrategia de defensa técnica, Ficha de resultados, Ficha de resultados en fase ejecutiva penal, Estrategia de defensa técnica en vigilancia penitenciaria y de ejecución de la pena, Estrategia de defensa técnica en ejecución de medidas al menor, Archivo de expediente, Libro de asignación de expedientes, Libro de control de notificaciones, Libro de inspecciones and Libro de control de archivo de expedientes</i> . Final approval is expected during the next period, with procedure/process implementation scheduled for January 2014.
1.2.15 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.													100%	Completed. See above.
1.2.16 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions.													0%	
1.2.17 Assist PDO in the strengthening of the Sentence Execution Stage Unit.													0%	
1.2.18 In coordination with the PDO officials, conduct relevant training to strengthen the penitentiary pilot initiative in San Salvador, San Miguel, and Santa Ana.													0%	
Judicial Branch														
Improving attention to victims of sexual, gender-based and domestic violence														
1.2.19 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).													20%	During the period, JSSP personnel provided extensive technical assistance in the existing DVIs through contracting the NGOs <i>Fundación la Niñez Primera (FUNIPRI), Organización Mujeres Salvadoreñas por la Paz (ORMUSA), Asociación de Mujeres Salvadoreñas (AMS), and Sendas para la Mujer (SENDAS)</i> . In the Soyapango, Ciudad Delgado, and San Salvador DVIs 348 cases were received with victims of violence. Of these, 321 were victims of domestic violence and 27 of sexual abuse (319 women, 27 men, and 2 children). In the Soyapango, Ciudad Delgado, and San Salvador <i>Ludotecas</i> 1955 children received professional attention (622 participated in play therapy, 15 Gessell Chamber accompaniments, 146 received crisis attention, and 1172 received nursery care in conjunction with their parents/guardians visit to the DVI). JSSP personnel conducted two specialized training courses for 60 DVI/RCC operators and affiliated judges/court secretaries, which included the following topics: <i>conceptos de la victimología, and sensibilización en la atención a víctimas de abuso sexual y la violencia de género</i> . In addition, the JSSP sponsored three workshops with the UTE Gender Working Group to develop proposed reforms in the AGO concerning legal requirement and formal accusations, using the <i>Reparación Civil y Sicosocial a Víctimas de Violencia Sexual</i> document as a basis. Finally, in August a new purchase order for \$148,000 was signed by the JSSP and FUNIPRI to continue the work of social workers/psychologists at the DVIs and RCCs for six additional months.
1.2.20 Assist in establishing up to 5 new DVIs and play therapy centers during the base period, with 2 additional DVIs to be added during the option years (includes training).													15%	During this period, a DVI and <i>Ludoteca</i> were established in the AGO San Salvador (La Sultana) at the approximate cost of \$48,000 (remodeling, equipment, and training). The inauguration event was highly publicized, with the U.S. Ambassador, the USAID Mission Director, the AG, the <i>Procuraduría General</i> and many other justice sector representatives in attendance. Prior to the inauguration, JSSP personnel worked closely with AGO officials in the training of the DVI personnel, as well as the development of job descriptions, case management procedures, and an AGO-DVI Procedures Manual. The decision to move ahead with the establishment of new DVIs within the SC is still pending the final disposition of the SC President. Given the delays in the SC, the establishment of a DVI at the PGR headquarters is currently under consideration.
1.2.21 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).													20%	Direct technical assistance was provided to the San Salvador and Santa Tecla RCCs during the reporting period. A total of 184 new sexual abuse cases were received, of which, 166 were female victims and 18 were males (of these, 160 were minors). See also 1.2.19.
1.2.22 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).													10%	During this period, a formal letter was presented to the IML Directing Council in the SC to secure the approval and designation of the new RCCs. To date, no response has been received, as political/administrative uncertainty have led to numerous delays throughout the SC. JSSP personnel and the IML Director continue to promote Usulután as the most suitable location for the next RCC.
1.2.23 To enhance sustainability, provide technical assistance in negotiating inter-institutional agreements governing personnel assignments to the DVIs and RCCs, including the possible creation of a Victims' Services Support Coordination Office.													10%	During this period, JSSP personnel continued coordination efforts with the SC to ensure the sustainability of the DVIs and RCCs. Assurances were provided by the SC Legal Manager that the necessary employee positions were included in the 2014 SC budget submission.
1.2.24 Provide technical assistance in the installation of a basic case-tracking system in the DVIs/RCCs and provide relevant training/mentoring for users.													10%	As detailed in the last report, the JSSP is coordinating with <i>Fondo Solidario para la Salud (FOSALUD)</i> officials to implement a case management system in the DVIs/RCCs that will also interface with FOSALUD capabilities. Design and approval discussions continued during this period.
1.2.25 Provide technical assistance to the AGO and the Supreme Court (SC) in developing and implementing a sustainability and dissemination plan for the DVIs and RCCs.													40%	The DVI/RCC sustainability and dissemination plan has been completed in draft form, with JSSP assistance. The plan is currently in the review phase, with validation expected during the next quarter. See also 1.2.23.
1.2.26 Provide technical assistance to IML in the design and implementation of a certification program for forensic medical experts (for doctors employed by the government) to become certified as "permanent experts" of the SC (as per Art. 226 of the CPC).													40%	As outlined in the last report, JSSP, FOSALUD, and Health Ministry (MINSAL) officials developed an instructional module for the certification/training of medical doctors in treating victims of sexual abuse. During this period, the instructional module was validated by AGO, FOSALUD, MINSAL, IML and other SC representatives and training commenced. Six regional courses were conducted (sponsored by the JSSP), two in San Salvador, two in San Miguel, one in San Vicente, and one in Santa Ana) with a total of 240 doctors trained. The course, entitled <i>Vinculación del Sector Justicia con el Sector Salud, en la Atención a Víctimas de Abuso Sexual</i> , was taught by AGO, FOSALUD, IML and MINSAL instructors. This completed the first phase of instruction and certification. JSSP personnel will also assist in the second instruction/certification phase, expected in the next few months.
1.2.26.01 Assist the IML in designing and conducting "permanent expert" training to prepare participating doctors in forensic standards, basic crime criteria, and other relevant topics to facilitate court testimony.													20%	See above. JSSP personnel continued to work with <i>Fondo de Población de las Naciones Unidas (UNFPA)</i> representatives to work jointly in the training/certification of medical doctors as "permanent experts" of the SC. JSSP and UNFPA personnel are jointly pursuing Ministry of Education support and approval for the certification process.
1.2.27 Assist in the provision of "rape kits" to the certified medical experts for evidence collection purposes in sexual violence cases (evidence to be processed by IML).													10%	See above. JSSP and UNFPA representatives have agreed to work jointly in the provision of rape kits. Acquisition and distribution of the kits will commence once the second instruction/certification phase is complete. See 1.2.26.
1.2.28 Assist in the establishment of several play therapy centers (<i>ludotecas</i>) in AGO and PGR offices, and conduct relevant training and monitoring.													25%	During this period, two <i>Ludotecas</i> were established in the AGO in <i>La Sultana</i> and the UNIMUJER in Apapa. All relevant training was provided to the <i>Ludoteca</i> attendants by JSSP personnel. See 1.2.20. The JSSP also contracted with two <i>Ludoteca</i> specialists from FUNIPRI to cover the AGO facility for six months, as well as to provide appropriate training and mentoring for the designated AGO attendants.
Increasing the use of mediation and alternative sentencing options														
1.2.29 Provide technical assistance in completing the Santa Ana and San Miguel Mediation Centers (MCs) to ensure regional access to services.													20%	JSSP personnel completed a detailed assessment of the current state of affairs in the MCs, including Santa Ana. The assessment also included recommendations for the SC to enhance sustainability, such as: the need for an institutional degree formalizing the MCs and standardizing procedures/responsibilities; the establishment of a Mediation Coordination Office; the assignment of an institutional budget; the establishment of a formal policy requiring/encouraging case referrals in an expeditious manner; and the implementation of a in-service training program for mediators. JSSP personnel are working with SC officials to provide some follow-up training for MC personnel during the next period, subject to SC approval. To date, no response has been received, as political/administrative uncertainty have led to numerous delays throughout the SC.
1.2.30 Assist in establishing a Mediation Coordination Office in the SC to address sustainability issues. The new office will also coordinate/regulate quality control, mediator recruitment, training, and the delivery of direct support to the various MCs.													25%	The aforementioned assessment addresses many sustainability issues. See above.

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1.2.31 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.													10%	JSSP personnel conducted several meetings with SC officials to promote the referral of cases by judges for restorative justice consideration and resolution. The JSSP will contract with a restorative justice specialist during the next period to assist the SC in moving this activity forward.
1.2.32 Provide technical assistance to the Juvenile Justice Office of the SC and the <i>Instituto Salvadoreño para el Desarrollo Integral de la Niñez</i> (ISNA) to develop programs promoting the use of alternative sentences and restorative justice options as a strategy to reduce recidivism and prevent youth from entering the juvenile detention system. These efforts will include direct support to the existing Juvenile and Restorative Mediation Center.													5%	The above mentioned specialist will also assist the Juvenile Justice Office of the SC and ISNA in the development of relevant programs.
1.2.33 Assist in expanding the Juvenile and Restorative Mediation Center to an additional location.													0%	
1.2.34 Provide technical assistance in implementing the Restorative Justice Manual.													5%	See above.
Improved criminal court administration														
1.2.35 Assist in establishing new <i>Centros de Atención al Usuario</i> (CAUs) in each of the 12 remaining departments, 6 during the base period, and 3 in each of the option years.													10%	In the last reporting period, JSSP personnel focused on identifying the immediate needs at the Isidro Menendez Judicial Center through the completion of a brief assessment. The completed assessment designated priority activities. During this reporting period, the JSSP addressed these priorities through the following activities: coordination meetings were held to design signage and ramps for wheel chair accessibility; display screens/monitors were reactivated to provide court audience and judicial event information for the 15 JP Courts; and approval was requested to implement the unified case number system. In addition, several test runs were made to test the electronic transfer of judicial information to/from the CAU and ODP. Information transfers to/from the Sentencing Courts, the Instruction Courts, and JP Courts were successful. Information transfers to/from the Traffic Courts, Penitentiary Surveillance Courts, and Courts of First Appeal were deficient. In addition, JSSP personnel conducted a CAU/ODP familiarization course for the 15 Isidro Menendez JP Courts and the SC Administrative Systems Unit (26 participants).
1.2.36 Assist in establishing a new <i>Oficina de Distribución de Procesos</i> (ODP) in Isidro Menéndez for the 15 Justice of the Peace (JP) Courts during the base period.													15%	JSSP and SC officials (including JP Court representatives) conducted a visit to the Santa Ana ODP (created during the IJSES) to further evaluate and demonstrate the effectiveness of the system. Additional meetings were held with SC officials to coordinate the required migration of data from the JP Courts to the ODP and to coordinate the necessary training in case management and attention-to-user topics. See 1.2.35.
1.2.36.01 Assist in establishing new ODPs in San Miguel, San Vicente and Sonsonate during the option years.													0%	
1.2.37 Provide technical assistance to the SC Quality Control Unit and the Information & Administrative Systems Division in developing an institutional protocol to improve the quality of user services, including for those with disabilities.													15%	JSSP personnel continued planning/coordination meetings with the Chief of the SC Systems Administration Office as well as Quality Control officials to improve the quality of user services (including those with disabilities). The development of an institutional protocol is in process. The aforementioned evaluation is being used by the SC as a basis for several protocol elements. See 1.2.35.
1.2.38 Provide roll-out support of the JP Model Court innovations and case management techniques to all 15 JP courts in Isidro Menendez.													0%	
1.2.39 If approved by the SC, assist in designing and implementing 2 Model Criminal Instruction Courts and 2 Model Criminal Trial Courts in Isidro Menendez, incorporating the ODP, CAU, and other innovative case flow and hearing/trial management techniques.													0%	
Strengthening the IML														
1.2.40 Provide technical assistance in the certification of key laboratory procedures (implemented in the previous project).													5%	See 1.2.22.
1.2.41 Provide technical assistance in achieving greater coordination with the AGO and NCP in the timely and accurate processing of forensic evidence. This will be addressed through joint training/mentoring and the development of inter-agency agreements.													15%	As detailed previously, IML personnel are participating in the JSSP-sponsored, inter-institutional training courses focusing on treating victims of sexual abuse and the collection of forensic evidence. During this period, 10 IML operators completed this training. See 1.2.19 and 1.2.26.
1.2.42 Assist in the acquisition of relevant software and the implementation of the IML case-tracking system (<i>Sistema Médico-Legal</i>).													0%	
1.2.43 Provide direct support in implementing the IML Strategic Plan developed with Program assistance during the previous contract.													0%	
SUB-COMPONENT 1.3: Community Policing (CP)														
1.3.01 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.													10%	As detailed in the last report, the expansion of the CPM into additional communities is underway in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. Relevant U.S. Embassy vetting was completed for all five NCP Sub-Delegations. During this reporting period, 504 NCP officers completed the CP basic training course, specifically: 234 in Chalchuapa, 180 in Puerto de La Libertad, 20 in Jiquilisco, and 70 in Olocuilta. The basic CP training will begin in Ciudad Barrios during the next period.
1.3.01.01 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the first option year.													0%	
1.3.01.02 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the second option year.													0%	
1.3.02 Assist the NCP in selecting the new communities based upon established criteria, including: demonstrated need and interest, quality of police leadership in the area, mayoral/community concurrence, and possible synergies with other United States Government (USG) activities.													20%	See 1.3.01. As mentioned in the previous report, possible synergies with other USG activities were explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials. INL is also working in Usulután (Jiquilisco) and Santa Ana (Chalchuapa). Future locations will also be discussed with USAID representatives working on crime-prevention projects.
1.3.02.01 Assist the NCP in publishing up to 12,000 CP manuals to complete distribution to NCP and the Academia Nacional de Seguridad Pública (ANSP) personnel.													50%	In support of the NCP/ANSP request (mentioned in the last report), JSSP personnel are working with the printer to publish 12,000 copies of the NCP CP Manual. Printing/distribution will be finalized in the next period, with 8,000 copies for the NCP and 4,000 for the ANSP (CP instruction module).
1.3.03 Secure authorization from the NCP Director General to detail 3 experienced CPM <i>Inspectores Jefes</i> to the Project to spearhead and coordinate all basic and follow-up CP activities.													100%	Completed.
1.3.04 Provide direct planning and organizational support to municipal and community leaders through training and mentoring activities.													10%	Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, and Jiquilisco. A total of 116 leaders received JSSP training and mentoring during the period in these new communities. In addition, JSSP personnel continued to provide training/mentoring follow up (for 140 community leaders) in the established CPM communities from the IJSES Project, specifically: Nahuizalco, Quezaltepeque, Panchimalco, Ciudad Delgado, San Marcos, Atiquizaya, Mejicanos, Sensuntepeque, San Vicente, Chalatenango, San Francisco Gotera, and Cojutepeque.
1.3.05 Provide detailed technical assistance to community leaders in the development and implementation of Crime Prevention/Security Enforcement Action Plans (CPSEAPs) specific to each community.													10%	See above. Much of the planning and organizational support detailed above is a required first step in the formulation of the CPSEAPs. This process is underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, and Jiquilisco. JSSP sponsored community assessments have been completed for Ciudad Barrios and Jiquilisco. The CPSEAPs for Puerto de La Libertad, Ciudad Barrios, and Jiquilisco will be completed in the next reporting period. The process will commence in Olocuilta in October 2013.

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1.3.06 Conduct relevant training and outreach activities in each CP community.													10%	Community outreach and specific training activities in the new CPM locations arise from the aforementioned planning sessions. During this period, 317 students and community members participated in JSSP-supported outreach/training activities, to include: crime prevention forums, school presentations, planning events, and CP discussions. In the established CPM communities, outreach and specific training activities continued unabated with JSSP support. During the reporting period, 6567 students and community members participated in JSSP-supported outreach/training activities, which included: cultural events, crime prevention forums, community theatre, sports tournaments, street festivals, vocational fairs, school lectures, intra-family violence training, art festivals, sexual health training, gender sensitivity discussions, and the community clean-up events.
1.3.07 Incorporate innovative and successful pilot activities, such as the <i>Escuelas Plenas</i> entrepreneurial program for children and NCP-led training in the use of game-based methodologies and street theatre to minimize inter-family violence and increase gender sensitivity. Coordinate these activities with the USAID Education Project whenever feasible.													10%	JSSP personnel met with NCP and community leaders in Puerto de la Libertad, Chalchuapa, and Jiquilisco to outline the selection criteria to be used in selecting schools for the implementation of the vocational-training model and other innovative prevention mechanisms. This process focuses on crime prevention planning, especially through the application of vocational training and other innovative support activities directed at the area schools. The selection of specific schools is anticipated in the next two months. JSSP personnel will also provide limited support to the NCP summer schools to be implemented in Panchimalco and Quezaltepeque in the next reporting period. JSSP vocational support also continued for a select number of schools in Panchimalco, Quezaltepeque, San Marcos, and Atiquizaya during the period.
1.3.08 As part of the CSEAP process, develop other relevant community action plans and crime prevention initiatives working jointly with municipal councils, local community groups, and local NCP officials.													10%	The development of relevant community action plans and crime prevention initiatives is part of the CSEAP process, which is ongoing in each new CPM community. See 1.3.05.
1.3.09 Provide technical assistance to the specific communities and NCP officials in evaluating the quality of the CP initiatives, identifying best practices to assist in the effectiveness of CPM expansion.													10%	JSSP personnel continue to provide CPM follow up and evaluation activities in the established CPM locations in an effort to ensure program sustainability and the identification of best practices to be applied in the new CPM communities. During this reporting period, a total of 1250 NCP officers received follow-up training and three evaluation forums were conducted. Also, the JSSP conducted 19 evaluation and follow-up work sessions with delegation/sub-delegation officials in the established CPM areas. In addition, 45 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations to facilitate successful implementation and quality control.
1.3.10 In conjunction with strategic partner Analitika, conduct relevant baseline and follow-up surveys in each CP roll out location (and pertinent control communities) to effectively measure CP impact and better inform NCP officials and community leaders, as well as other interested parties.													25%	As detailed in the previous report, the JSSP contracted with Analitika to perform the relevant baseline and follow-up surveys. During this period, public perception (baseline) surveys were completed for each of the five new CPM locations: Chalchuapa, Ciudad Barrios, Jiquilisco, Puerto La Libertad and Olocuita. Two control-community baseline surveys are in process: Santiago Nonualco (La Paz Department), and Chapeltique (San Miguel Department) with results expected in mid-October 2013. The control communities were selected in consultation with NCP officials and Analitika, based on relevant comparison criteria.
1.3.11 In coordination with NCP officials and Analitika, generate public perception and relevant crime statistics to effectively track CP results collectively and in each CPM community.													5%	See above. Relevant crime statistics will be provided on an annual basis by the NCP.
1.3.12 Provide technical assistance in establishing DVIs and/or RCCs in some CPM communities to create programmatic synergies focused on gender issues and, thereby, increase CPM impact.													20%	As mentioned previously, political/administrative vacillation in the SC has delayed the implementation of the DVIs and RCCs. However, JSSP personnel continue to foster programmatic synergies focused on gender and sexual violence issues through cross-training activities. During this period, four victim-assistance training courses were conducted in the Ciudad Delgado DVI to familiarize NCP community-policing officials and area public school teachers (30 total participants) with assistance protocols and to generate potential case referrals. In addition, similar training was conducted at the Soyapango DVI for 20 leaders of the Soyapango, Ilopango, and San Martin NCP delegations/sub-delegations. The courses were very successful. They will be replicated at additional DVIs/RCCs in the next period.
1.3.13 Assist in creating 10 new UNIMUJERs (Specialized Institutional Units for Attention to Women in Situations of Violence) throughout the country during the base period of the Project. The UNIMUJERs will assist all victims of violence whenever possible.													15%	In September 2013, the first of 10 new UNIMUJERs was established in Apopa (NCP Delegation San Salvador Norte). JSSP assistance included minor remodeling, equipment procurement, Ludoteca installation, and training). The facility was inaugurated by the NCP Sub-Director, the ANSP Director General, and USAID representatives. By agreement, some training was provided for the six NCP attendants by ONUMUJER and ORMUSA. Planning is well underway for the second (Sesuntepeque) and third (Mejicanos) UNIMUJERs. They are scheduled for inauguration in the next reporting period.
1.3.13.01 Assist in creating 5 additional UNIMUJERs throughout the country as part of the CPM roll out during the base period. The UNIMUJERs will assist all victims of violence whenever possible.													5%	The planned Sesuntepeque and Mejicanos UNIMUJERs will be established in existing CPM communities. The establishment of UNIMUJERs in the new CPM communities is under discussion with NCP officials.
1.3.13.02 Relevant training and modest equipment support will be provided for each new UNIMUJER, including the set-up of active listening rooms.													15%	See 1.3.13.
1.3.14 Training in gender sensitivity and the appropriate treatment of women victims of violence will be included as part of the basic CP course.													20%	As stated in the previous report, gender sensitivity training and the proper treatment of women victims of violence was incorporated into the basic CP course. A total of 504 CP officers received this training during the period. In addition, JSSP personnel conducted a specialized gender-sensitivity course in Puerto de la Libertad for 30 NCP officers.
COMPONENT 2: Judicial Transparency														
SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption														
Strengthening of the Integrity Unit (IU) (2.1.A)														
2.1.01 Conduct a brief assessment of the IU relative to its performance and coordination levels with other anti-corruption entities (such as the AGO and the <i>Corte de Cuentas</i>), as well as the investigative tools at its disposal, organization and staffing.													80%	JSSP personnel completed the assessment of the Integrity Unit (IU) during this period in coordination with IU officials. The assessment results were also successfully validated by SC officials. The following are some of the key recommendations presented: the preparation of an institutional modernization plan; the preparation of a IU training plan; and the acquisition of additional personnel and technical/equipment support. During the next period, as feasible, the JSSP will assist the SC and IU with implementation of the aforementioned recommendations.
2.1.02 Provide training to the IU auditors in the investigation of corrupt activities, and the use of best international practices (such as those employed in Costa Rica and Guatemala).													40%	The training of IU personnel commenced during this period. JSSP personnel conducted an investigative techniques course for six IU officials. Additional training will be provided in the next period in the following topics: investigative techniques specific to the unit, the use of administrative sanctions, and the preparation of draft resolutions.
2.1.02.01 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.													0%	
2.1.03 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.													25%	An international study tour for several SC unit chiefs to learn best international practices/investigative techniques for auditing purposes continued in the planning phase. During this period, JSSP personnel secured the approval of key counterparts in Costa Rica to host a five-day visit, including: the <i>Controloría General de la República</i> , the <i>Procuraduría de la Ética</i> , the <i>Departamento de Inspección Judicial de la Corte Suprema de Justicia</i> , the <i>Fiscalía de Probidad y Anticorrupción del Ministerio Público</i> , and the <i>Colegio de Abogados</i> . Pending SC and U.S. Embassy approval, the visit is scheduled to take place during the next few months.
2.1.04 Conduct an assessment of the IEL reform efforts, with the objective of amending/replacing the IEL with stronger legislation to improve the monitoring, investigation, and enforcement mechanisms.													100%	In coordination with SC officials, the JSSP completed an assessment of Illegal Enrichment Law (IEL) reform efforts during this period. In this assessment, the <i>Proyecto de Ley de Probidad</i> that is proposed to replace the IEL was evaluated and several recommendations for improvement were formulated. Among these recommendations are: a new definition of "public officials" to mirror the Criminal Code; clear definition of the crime of illegal enrichment to distinguish it from the "presumption of illegal enrichment"; increasing the applicability of the law to five years after separation from service (as opposed to only three years); and the designation of the enrichment/acquisition of illicit funds, goods, property rights that do not belong to the State as a crime.

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2.1.05 Working closely with key Civil Society Organizations (CSOs) to create a forum to discuss the results and recommendations of the IEL assessment.													30%	During this period, JSSP personnel successfully created a Transparency Working Group (TWG) with government, university, and CSO representatives. This group will assist in the revision of the IEL, among other relevant topics. Two planning workshops were conducted with 20 participants, representing the following organizations: <i>Subsecretaría de Transparencia y Anticorrupción, Instituto de Acceso a la Información Pública, Superintendencia del Sistema Financiero, Universidad Salvadoreña Alberto Masferrer, Universidad José Matías Delgado, Universidad Centroamericana José Simeón Cañas, Iniciativa Social para la Democracia, Fundación para la Democracia Transparencia y Justicia, Instituto Iberoamericano de Derecho Constitucional, Asociación Nacional de la Empresa Privada y la Fundación Salvadoreña para el Desarrollo Económico y Social</i> . The JSSP will sponsor one workshop/event a month with the TWG to address judicial transparency issues. Other logical partners will be identified and invited to participate in the next few months.
Strengthening of the SC Investigation Units (2.1.B)														
2.1.01B Provide technical support in updating procedures in both the SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) to enhance their investigative capabilities.													80%	During this period, JSSP personnel successfully completed the assessments of the PIU and the JIU referenced in the last report. Both assessments were completed in coordination with SC officials. The PIU assessment included the following key recommendations: define criteria for the taking of complaints; update unit policies and procedures to improve efficiency/effectiveness; redefine the investigative process to convert the unit into a true investigative entity; and develop/implement a plan to eliminate investigative backlog. The JIU assessment included the following key recommendations: define/implement a filtering mechanism in the complaint process to quickly weed out cases with no merit; train support personnel in the proper application of the complaint process; develop/implement a plan to eliminate investigative backlog; and develop an institutional-strengthening plan to enhance the JIU technical/financial resources. During the next period, JSSP personnel will assist both units in developing plans to reduce case/complaint backlog and to improve unit efficiency/effectiveness.
2.1.02B Strengthen both units by conducting media campaigns detailing their functions, as well as how to file complaints against private lawyers and/or judges.													0%	
2.1.03B Provide relevant training to drafters in the preparation of draft resolutions.													30%	JSSP personnel and SC officials successfully designed a draft-resolution training course during this period. The course, <i>Fundamentación de Resoluciones</i> , will be provided to 40 IU, PIU, and JIU participants in the next period.
2.1.04B Assist in the design and implementation of quality filtering mechanisms for the PIU (increased training in the use of conciliation) and the JIU (possible liquidation system to filter less serious cases against judges) to decrease serious backlogs.													5%	See 2.1.01B
2.1.05B If appropriate, assist in the design and implementation of a simple "virtual queuing" system to accommodate the large amount of users.													5%	See 2.1.01B. In the next few months, SC officials will utilize the aforementioned assessment findings to assist in evaluating the virtual queuing proposal.
SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems														
2.2.01 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems.													50%	The JSSP and NJC initiated the proposed assessment during this period. The initial assessment will be completed by December 2013. See also 2.2.02.
2.2.02 In coordination with the NJC, Judicial Evaluation Working Group, SC and <i>Mesa Judicial</i> , review and propose changes to the NJC Manual of Judicial Evaluation (MJE) to establish new parameters and evaluation criteria, such as: quality of legal reasoning, rate of judgments appealed, and results on appeal.													20%	JSSP and NJC personnel commenced the formal review/assessment of the NJC Manual of Judicial Evaluation (MJE), to include the recommendations to establish new parameters and evaluation criteria. To facilitate this process, five workshops have been scheduled for the next period. In these workshops, 30 magistrates, judges, NJC (<i>Unidad Técnica de Evaluación</i>), and other key judicial representatives will evaluate the application and suitability of the MJE, as well as propose relevant updates.
2.2.03 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria.													0%	
2.2.04 Develop and publish training manuals and materials.													0%	
2.2.05 In coordination with the Judicial Training School (JTS), conduct a brief assessment (Strengths-Weaknesses-Opportunities-Threats - SWOT) of JTS institutional capacities and training processes/procedures.													50%	The assessment of the JTS institutional capacities and training processes/procedures commenced during this period. JSSP personnel reviewed the pertinent written documentation and conducted key interviews (JTS and CNJ officials). During the next period, four workshops are planned with JTS officials, internal/external instructors, and users (school participants) to fully evaluate the JTS capacities and effectiveness. The assessment will be finalized by December 2013.
2.2.06 In coordination with the SC and NJC/JTS, design an abbreviated pre-judicial professional studies program to better prepare and facilitate the selection of new judges.													50%	By NCJ decision, the immediate priority of the JTS is to establish a continuing, specialized training/development program for Justices of the Peace who desire to participate in the selection process to advance to <i>judicaturas de primera instancia en materia penal</i> , and/or to otherwise advance their judicial career as judges. By agreement with the NCJ and JTS, JSSP personnel will assist in the design of this program. During the next period, the JSSP will sponsor three workshops with NCJ officials, JTS representatives, judges, and CSOs (with ties to the sector) to facilitate the design/implementation process. The draft plan will be completed by December 2013.
2.2.07 Upon approval, assist the JTS in the implementation of 2-3 pre-judicial professional studies courses per year.													5%	See 2.2.06.
2.2.08 Provide technical assistance to the SC and JTS to encourage the mandatory selection of all candidates placed on the NJC short-lists from graduates of the pre-judicial courses or the full-time Initial Formation Program for Judges course, preferably those with the highest evaluation scores.													5%	See 2.2.06.
2.2.09 In coordination with the JTS and SC, conduct a brief evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation.													60%	The evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation is well underway. During this period, JSSP and NCJ personnel reviewed the following information: training courses offered, number of candidates trained, the career-development path of the candidates, and a comparative analysis of the career-development processes. The evaluation will be completed and presented in the next period.
SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts														
Improved case management (2.3.A)														
2.3.01A Provide technical assistance to improve the <i>Sistema Integral de Gestión Judicial</i> (SIGJU) web-based, case-tracking system to enhance its suitability to function in a non-integrated justice center environment.													5%	See 1.2.37. SC officials continue to debate the viability and political expedience of the SIGJU. There is very little support for the SIGJU in the current administration. Accordingly, JSSP personnel will revisit the matter later in FY 2014.
2.3.02A Assist the SC in implementing the SIGJU in the 31 criminal courts (15 JP, 10 Instruction, and 6 Trial Courts) at Isidro Menendez.													0%	
2.3.03A Assist in integrating the ODP and CAU applications and unified case number into the SIGJU.													0%	
2.3.04A Assist in improving the SIGJU report generator.													0%	
2.3.05A Provide limited equipment in support of SIGJU improvements/updates.													0%	
2.3.06A Provide relevant SIGJU training to judges and support staff in system use and reporting features.													0%	
Assess feasibility of a SC Administrative Unit (2.3B)														
2.3.01B If approved by the SC, conduct a study regarding the feasibility of establishing a streamlined SC Administrative Unit to make final decisions on administrative and financial issues, or devise other methods to streamline the administrative decision-making process.													10%	As detailed in the last report, after much negotiation, JSSP personnel secured SC approval for key SC administrative personnel to attend the ESEN Leadership and Organizational Change course. In August 2013, 17 SC officials completed the two-week course (see 1.1.25). Many of the course participants expressed their appreciation for the training and openly discussed positive course takeaways to assist them as organizational leaders and decision-makers.

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	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
2.3.02B Assist in the design and implementation of the new unit or otherwise assist in streamlining SC administrative/financial decision making.													0%	
Strengthening of the SC's Office of Access to Public Information (OAPI)														
2.3.03B Assist the SC and the OAPI define and implement an institutional Transparency Policy (TP), which includes detailed criteria and procedures for classifying and releasing information to the public.													10%	As outlined in the previous report, JSSP assistance to the OAPI commenced during the last period. Part of this assistance includes the definition and implementation of an institutional Transparency Policy (which includes detailed criteria and procedures for classifying and releasing information to the public). As mentioned in 2.1.05, a Transparency Working Group (TWG) with government, university, and CSO representatives was created during this period. A JSSP-sponsored assessment of the OAPI and the development of an institutional Transparency Policy are two topics that will be addressed in TWG workshops in the next few months.
2.3.04B Provide technical support for adopting a unified case number at the national level, to ensure easier access to decisions, especially at the lower levels.													0%	
2.3.05B Assist in creating an electronic decision directory system to facilitate easy access to interlocutory and final decisions at the local level.													0%	
2.3.06B Assist the OAPI in defining standards for publication of SC and appeals court decisions and other information, for cataloguing and making lower court decisions available, and for organizing institutional archives.													0%	
2.3.07B Assist the OAPI in setting up appropriate indicators for courts to be posted on the SC's transparency web site, such as: case processing rates, appeal rates, and compliance rates with procedural time frames.													0%	
2.3.08B Assist in the development and implementation of relevant training/mentoring for OAPI personnel and other operators in access to public information and transparency topics.													0%	
Judicial training program in new transparency and other procedures and policies (2.3C)														
2.3.01C Once the aforementioned activities are approved/implemented, provide assistance to the SP in designing/conducting a general training course in their use for judges, administrative, and clerical staff to be offered at the regional level (2 during the base period, and one in the option years).													0%	
2.3.02C Conduct 3 additional specialized courses for judges and their staff in advanced court administration skills in selected pilot jurisdictions (2 in the base period, and one in the option years).													0%	
2.3.03C As necessary, provide technical assistance in the development of suitable manuals and/or training materials in support of transparency, public access to information, and information sharing policies and procedures.													0%	
COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity														
Citizen Participation (3A)														
3A.01 Develop a Grants Manual outlining rules and procedures for prospective sub-awardees in accordance with USAID policy that will receive assistance from the Small Grants Program (SGP).													100%	The JSSP grants manual was officially approved by USAID during this reporting period.
3A.02 Design a strategy to carry out a multi-faceted Citizen Participation/Oversight Strategy incorporating the institutional strengthening, access to justice and judicial transparency-related themes of the JSSP (Access to Information Law, Illicit Enrichment Law, judicial performance reviews).													30%	As detailed in 2.1.05, during this period, JSSP personnel successfully created a TWG with government, university, and CSO representatives. With JSSP assistance, this group will address institutional strengthening, access to justice, and judicial transparency-related themes. During this period, two planning workshops were conducted with 20 TWG participants, representing the following organizations: <i>Subsecretaría de Transparencia y Anticorrupción, Instituto de Acceso a la Información Pública, Superintendencia del Sistema Financiero, Universidad Salvadoreña Alberto Masferrer, Universidad José Matías Delgado, Universidad Centroamericana José Simeón Cañas, Iniciativa Social para la Democracia, Fundación para la Democracia Transparencia y Justicia, Instituto Iberoamericano de Derecho Constitucional, Asociación Nacional de la Empresa Privada y la Fundación Salvadoreña para el Desarrollo Económico y Social</i> . The JSSP will sponsor one workshop/event a month with the TWG to address the aforementioned themes. Other logical partners will be identified and invited to participate in the next few months.
3A.03 Provide technical assistance and training to the Judicial Observatory to strengthen its organizational capacity, particularly on issues related to strategic planning, communication strategies, and coordination with other CSOs.													10%	As detailed in the last report, JSSP personnel initiated the organization process for a new Judicial Observatory (JO), designed to have multiple partners and participating institutions. An initial planning/coordination meeting was held with <i>Universidad Alberto Masferrer</i> officials to gauge their interest. In this period, the <i>Universidad Alberto Masferrer</i> officials presented a technical and financial proposal to spearhead the observatory. The JSSP is currently seeking additional proposals from other strategic partners to increase the participation pool and span of the JO.
3A.04 Develop and implement an action plan with the Judicial Observatory aimed at defining concrete strategies to increase citizen participation.													10%	In progress. See above.
3A.05 Create/strengthen a forum consisting of the Judicial Observatory and other major CSOs that will focus on justice and transparency issues.													20%	In progress. See 3A.02 and 3A.03
3A.06 Assist the Judicial Observatory in continuing to gather and report on important criminal justice sector indicators and other key legal reform and transparency issues.													0%	
3A.07 Foster two-way communications and develop respect between JSSP counterparts and CSOs. To this end, joint training and inclusive working group methodologies will be utilized whenever possible.													10%	In progress. See 3A.02.
3A.08 Through the SGP, support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency, to include public education initiatives, mass media, social networking and other new media resources.													10%	With the approval of the Grants Manual, JSSP personnel commenced the identification process of potential CSOs to assist in this area. Formal discussions with suitable partners will begin in the next period. See 3A.02.
3A.09 Design and implementation of advocacy initiatives by CSOs to promote a more transparent and service-oriented justice sector, citizens' rights to information and legal reform.													0%	
Host Country Ownership (3B)														
3B.01 Design a feasibility study of possible methods for USAID/EI Salvador to engage directly with the Government of EI Salvador (GOES) in future projects.													10%	During this period, JSSP personnel continued to engage key institutional counterparts (SC, NCP, AGO, PDO, and UTE) and several CSOs in sustainability discussions. To date, both the AGO and NCP have demonstrated a marked commitment to improving sustainability, as reflected by institutional investments in the RRU, UNIMUIERS, and DVIs/Ludotecas being established in AGO and NCP facilities. In addition, the NCP's creation of the SPCRI (see 1.2.11) further demonstrates its institutional commitment to long-term planning/sustainability issues.
3B.02 Conduct an assessment of the management capacities of key JSSP counterparts and CSOs (as well as relevant legal and regulatory frameworks) to determine the feasibility for receiving direct USAID funding. Organizations such as the UTE, the AGO Training School, and the PGR Training School are potential candidates.													0%	To commence in the next period.

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3B.03 Develop a proposal for the implementation of a potential host country justice sector program with the participation of government agencies and CSOs.													0%	
3B.04 Provide organizational development assistance to government agencies, local private firms and CSOs to enhance their technical and financial management capabilities in preparation for implementing USAID funded projects. This assistance will include training, orientation/mentoring in business administration, financial management and accounting, strategic planning, and USAID project administration.													0%	
Windows of Opportunity (3C) (subject to written instructions from USAID)														
3C.01 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity.													10%	In progress, such as the establishment of the TWG. See 3A.02.

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