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# JUSTICE SECTOR STRENGTHENING PROJECT

QUARTERLY REPORT  
(OCTOBER 1 – DECEMBER 31, 2013)

January 17, 2014

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**(October 1 – December 31, 2013)**

**Prepared by:**

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**January 17, 2014**

## **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
CU	Communications Unit
DG	Director General
DVIs	Domestic Violence Initiatives
ESEN	<i>Escuela Superior de Economía y Negocios</i>
FESPAD	<i>Fundación de Estudios para la Aplicación del Derecho</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
IJSES	Improving the Justice System in El Salvador
IG	<i>Inspectoría General</i>
IML	<i>Instituto de Medicina Legal</i>
INL	International Narcotics and Law Enforcement Affairs
IPU	Institutional Planning Unit
ISD	<i>Iniciativa Social para la Democracia</i>
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
JSCC	Justice Sector Coordinating Commission
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
MJSP	<i>Ministerio de Justicia y Seguridad Pública</i>
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	<i>Sistema de Información y Gestión automatizada del Proceso Penal</i>
SIGJU	<i>Sistema Integral 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
USAM	<i>Universidad Salvadoreña Alberto Masferrer</i>
USG	United States Government
UTE	<i>Unidad Técnica Ejecutiva</i>

# EXECUTIVE SUMMARY

The Justice Sector Strengthening Project (JSSP) in El Salvador significantly advanced various components of the Work Plan during this reporting period. 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.

During this reporting period, JSSP personnel worked effectively to implement Project activities, including the expansion and strengthening of the highly successful Community Policing Model (CPM), the AGO Rapid Response Units (RRUs), and the Domestic Violence Initiatives (DVI) and Rape Crisis Centers (RCCs). This quarter, the JSSP also provided significant support to the National Judicial Council (NJC) and the SC to progress the Judicial Evaluation, Restorative Justice, Transparency, and Citizen Participation components, as well as the other activities under the existing Scope of Work.

The JSSP continued to build upon the successes of previous initiatives 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 a “Leadership and Organizational Change” course conducted by the *Escuela Superior de Economía y Negocios* (ESEN); the completion/implementation of a new AGO five-year strategic plan; the validation 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 DVI/RCCs through the direct contracting of CSO partners. Also during this reporting period, JSSP personnel helped establish the new *Secretaría de Planificación, Cooperación y Relaciones Internacionales* in the NCP, as well as provided detailed technical assistance to the Inspector General's Office. Furthermore, the CPM implementation continued in Chalchuapa, Ciudad Barrios, Puerto de La Libertad, Jiquilisco, and Olocuilta, with 465 new NCP officers completing their CPM training. The Project also contributed to the completion of the critical Crime Prevention-Security Enforcement Action Plans (CPSEAPs) in Puerto de La Libertad, Ciudad Barrios, and Jiquilisco, as well as supported the publication/distribution of 12,000 copies of the CPM Manual.

In addition, the JSSP continued to expand the effectiveness of the Transparency Working Group (TWG), created during the last quarter. The TWG currently has over 28 government, university, and CSOs represented, and eight additional universities/CSOs are expected to join during the upcoming quarter.

Finally, JSSP personnel initiated the organization process for a new Judicial Observatory, designed to have multiple partners and participating institutions. To date, seven different universities/CSOs have demonstrated significant interest in taking part.

# RESUMEN EJECUTIVO

El Proyecto Fortalecimiento del Sector Justicia (JSSP por sus siglas en inglés) en El Salvador avanzó significativamente en diversos componentes del Plan de Trabajo durante este período que se informa. 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.

Durante este período, el personal del JSSP trabajó eficazmente para avanzar en las actividades del Proyecto, incluyendo la ampliación y el fortalecimiento del exitoso Modelo de Policía Comunitaria (CPM por sus siglas en inglés), las Unidades de Solución Temprana (RRUs por sus siglas en inglés) de la AGP, las Unidades de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil (RRUs por sus siglas en inglés) y los Centros de Atención de Víctimas en Crisis por Abuso Sexual (DVI por sus siglas en inglés). Durante este trimestre 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 Evaluación Judicial, Justicia Restaurativa, Transparencia y Participación Ciudadana, así como otras actividades prevista en el alcance del trabajo.

El JSSP ha continuado construyendo esfuerzos sobre la base de iniciativas previas que han sido exitosas a fin de mantener los programas esenciales y reforzar las capacidades institucionales. Estas actividades incluyen: el desarrollo de una Política Criminal Nacional y protocolos interinstitucionales en el sector justicia en coordinación con la UTE; la finalización de un curso de “Liderazgo y Cambio Organizacional” impartido por la Escuela Superior de Economía y Negocios (ESEN), la finalización/implementación de un nuevo Plan Estratégico para cinco años de la AGO, la validación de los procesos de gestión de casos de la PGR, el mejoramiento del acceso al público a las instalaciones de la CS; y el continuo desarrollo y fortalecimiento de las RRUs y DVIs a través de la contratación directa de socios de las CSOs. También durante este periodo, el personal del Proyecto apoyó la creación de la nueva Secretaría de Planificación, Cooperación y Relaciones Internacionales de la NCP, así como también se brindó asistencia técnica específica a la Oficina de la Inspectoría General. Por otra parte, se continuó con la implementación del Modelo de Policía Comunitaria en Chalchuapa, Ciudad Barrios, Puerto de

La Libertad, Jiquilisco y Olocuilta, con 465 nuevos oficiales de la PNC que completaron su formación sobre el Modelo de Policía Comunitaria. El Proyecto también contribuyó a la finalización de los esenciales Planes Estratégicos Participativos de Prevención de la Violencia en el Puerto de la Libertad, Ciudad Barrios y Jiquilisco, y apoyó la reproducción y distribución de 12,000 copias del Manual de Policía Comunitaria.

Además, el personal del Proyecto continuó incrementando la efectividad de la Mesa de Transparencia (TWG por sus siglas en inglés) creada durante el último período. La TWG ahora cuenta con más de 28 representantes del gobierno, las universidades y las CSOs, y se espera contar con la participación de 8 universidades/CSOs adicionales durante el próximo periodo).

Finalmente, el personal del Proyecto inició el proceso de organización de un nuevo Observatorio Judicial, diseñado para ser conformado por múltiples socios e instituciones participantes. A la fecha, siete diferentes universidades y CSOs han demostrado gran interés en participar.

# 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**

As detailed in the last report, 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. During this period, in accordance with the NCrP development methodology, JSSP personnel completed an assessment of all pertinent documentation and conducted interviews with each justice sector agency head. The results of the assessment/interviews were presented to the Justice Sector Coordinating Commission (JSCC) in the form of a report entitled, "*Las Bases para la Fomulación de una Política Criminal Nacional Integral*". The document included the following information: a discussion of what constitutes an effective NCrP, the identification of legislative and other government actions taken in recent years that assist in defining the NCrP, the expressed vision of the various justice sector agency heads regarding the NCrP, the relevant criminal justice proposals of the three principal candidates for the GOES 2014 presidential elections, and the approved NCrP development methodology. The contents of the report will be validated by the JSCC during the next reporting period. Upon validation, the JSSP will continue NCrP development activities.

As detailed in the last report, 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 second strategic plan. During this period, at the request of the UTE, the name "Second Strategic Plan" was changed to the "Monitoring Plan for the Implementation of the Criminal Procedures Code, 2014-2018". The change was made to better reflect JSCC's priority of effectively measuring the implementation of the Criminal

Procedures Code (CPC) with JSSP support. During the next reporting period, the evaluation report for eight plan indicators will be presented. By design, these results will be shared with the various justice sector institutions through the Inter-Institutional Information Sharing Protocol that is also under development with JSSP assistance.

As detailed in the last report, JSSP personnel successfully coordinated the reactivation of the UTE Coordinating Committee and its 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*), which are responsible for the development of the inter-institutional protocols and the provision of direct support to the Partnership for Growth Initiative. During this reporting period, all available institutional documentation (manuals, formal instructions, policies, and existing protocols) was reviewed by the corresponding committees to develop the joint criminal investigation protocols. This review process focused on criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information, among other topics. The results of the review were validated in December by the justice sector institutions. The development of new written protocols is in process. Draft protocols will be presented during the next reporting period.

As detailed in previous reports, the UTE Statistics Unit and JSSP personnel successfully gathered the information for the nine indicators of the CPC evaluation (after one year of implementation). To date, UTE and JSSP staff have compiled all relevant information from the AGO and the *Centro de Documentación Judicial*, which will be used to evaluate eight of the nine indicators of the Monitoring Plan of the Implementation of the Criminal Procedures Code, 2014-2018. The results of these eight indicators are being evaluated for 2012. The only indicator that cannot currently be measured is Number 4, "Number of Accusations for Serious Crimes". All indicators will be measurable starting in 2013. During the next reporting period, the evaluation report for the eight indicators will be presented. The nine indicators are: Indicator 1 - Number of Cases Resolved that were Opened by the AGO through an Act of Initial Investigation; Indicator 2 - Percentage of Cases Resolved through a Process of Alternative Resolution; Indicator 3 - Average Time Required to Resolve a Case; Indicator 4 - Number of Accusations for Serious Crimes; Indicator 5 - Number of Cases wherein the Victim is a Minor and their Declaration is Requested/Presented in Using a Gesell Chamber; Indicator 6 - Number of Cases with Definite Sentences where Forensic Evidence was Admitted; Indicator 7 - Number of Cases in which the Accused is Ordered to Make Civil/Financial Restitution to the Victim; Indicator 8 - Percentage of General Budget Increases Assigned/Executed by each Justice Sector Institution; and Indicator 9 - Percentage of Criminal Justice System Operators that have Received Specialized Criminal Training as Compared to a Baseline.

As detailed in previous reports, JSSP personnel reactivated the UTE *Subcomité de Datos y Análisis Estadístico*, which is responsible for developing inter-institutional, information-sharing protocols within the justice sector. During this period, two workshops were conducted to develop the inter-institutional information sharing protocols. Eight members of the subcommittee are participating in the development process. The protocols are expected in draft form in the next reporting period.

JSSP personnel continued to coordinate with the AGO and NCP the printing/distribution of 1,500 additional copies of the joint Investigative Procedures Manual (MIP by its Spanish acronym), as well as 1,000 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 Fiscal Year (FY) 2014. Final AGO approval is expected in January 2014 to proceed with the MIP reprinting. The *Tratado de Derecho Probatorio* is undergoing minor revision. It should be ready for reprinting during the next reporting period.

The JSSP assisted UTE *Subcomité de Comunicadores* representatives develop the training content to be included in the instruction of justice sector leaders, communication office unit heads, and institutional spokespersons. Among several topics, this training will include "effective interaction with the media" and "improving the information-sharing process". The selection of agency spokespersons is subject to the approval of agency heads. The timing of these selections may be impacted by the upcoming presidential elections.

## Strengthening of Training Schools



As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, three key training modules were conducted in San Miguel for 54 prosecutors during the reporting period. The modules were presented in a train-the-trainer format and included the following topics: *Teoría del Caso*, *Régimen Legal de las Pruebas*, *Recursos (apelaciones)*, *Interrogatorios Técnicos y Contra Interrogatorios*, *Alegatos de Apertura y Cierre*, *Sensibilización Violencia de Género y Sexual*, and *Teoría Jurídica del Delito*.

During this period, the JSSP assisted the AGO in completing the layout of the Santa Ana AGO School. By agreement, minor remodeling and the provision of furniture were completed

by the AGO. The JSSP will provide basic equipment during the next reporting period to complete the facility. The JSSP also assisted the AGO in completing the layout of the San Miguel AGO School. By agreement, minor remodeling was completed by the AGO and rented furniture was provided to accommodate the JSSP training discussed above. The JSSP will complete the facility with furniture and some equipment during the next quarter. The inauguration of both facilities is expected in February 2014.

JSSP personnel continued to provide assistance to the PGR Training School through the development of the following materials: instructor profiles/job descriptions, an operational policy, an organizational-structure proposal, an academic administration program, and a training-needs assessment (focusing on methodology development, quality control, performance evaluation, and reporting mechanisms). All of the aforementioned materials were presented to the PGR for validation. Pending final approval, implementation will begin in the next quarter.

In coordination with the UTE *Subcomité de Formadores Del Sector*, JSSP personnel completed the Inter-Institutional Instructional Module for Train-the-Trainers and the joint training/evaluation criteria to be used in the justice sector. The module and accompanying criteria are currently in the validation process. If approved, the materials will be published/implemented in



**Graduation of the Train-the-trainers course with PDO personnel.**

the next reporting period to facilitate the instruction of train-the-trainer candidates. The formulation of joint training and evaluation criteria should be completed during the next period.

During this period, the first training replica by a JSSP-trained instructor of the AGO Training School was conducted. Specifically, the instructor successfully provided Judicial Crime Theory and Argumentation training to 16 prosecutors from the AGO Eastern Region. JSSP-trained instructors are expected to assume much of the AGO training requirements during the next period, estimated at one course per month.

## Leadership and Change Management Programs

In December, the JSSP sponsored an ESEN Leadership and Organizational Change course for a group of 35 justice sector officials, including *Academia de Seguridad Pública* (ANSP) (2), NCP (2), *Ministerio de Justicia y Seguridad Pública* (MJSP) (3), UTE (6), AGO (4), PGR (3) and SC (15). According to ESEN professors, this was the best group they have ever worked with, stressing the many advantages of working with inter-institutional groups.

As detailed in the last report, the Project completed the design of a proposed 68-hour leadership course for police commanders. 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 and NCP officials are awaiting final approval from the Director General (DG) to proceed. The NCP has also requested the participation of other international partners. In addition, the DG reaffirmed his interest in command-level officer participation in the JSSP-sponsored ESEN Leadership and Organizational Change course. The vetting of candidates through United States Embassy channels will commence in January 2014. Additionally, JSSP has secured DG and United States Agency for International Development (USAID) approval for NCP civilian leaders/unit chiefs to attend the ESEN course. These civilian leaders/chiefs figure significantly in the management and supervision of many NCP administrative functions (i.e., personnel, planning, budgeting, logistics, training, and professionalization/modernization activities), and are key counterparts to JSSP personnel. The first NCP course to be taught by the ESEN is scheduled for January 2014 (35-40 civilian participants).

## Improving Criminal Investigations, Including Use of Scientific Evidence

As mentioned in previous reports, the Intensive Case Theory Methodology (ICTM) course design was completed and approved by the AGO. The specific training modules are: *Teoría del Caso, Régimen Legal de las Pruebas, Recursos (apelaciones), Interrogatorios Técnicos y Contra Interrogatorios*, and *Alegatos de Apertura y Cierre*. Sixteen prosecutors from the AGO Eastern Region completed the ICTM course during this reporting period. The four scheduled courses have now been completed. ICTM instruction will also be offered to NCP and IML representatives in conjunction with the Joint Investigative Team (JIT) initiative (scheduled to begin later in 2014).

During this period, the JSSP continued technical assistance to the UTE Coordinating Committee and the *Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad* in the development of investigative protocols. JSSP personnel also coordinated with the NCP and AGO in the review of the joint investigative protocol developed during the IJSES project,

which was never formally approved by the previous Attorney General (AG). The current AG is now reviewing the critical protocol to consider full or partial approval.

As detailed in the previous report, JSSP personnel obtained approval from the AG and NCP DG to establish Joint Investigative Teams (JITs) in each of the 14 geographical 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 later in 2014, in order to explore potential synergies with a proposal from the Chilean government to assist in improving NCP investigative capabilities.

JSSP personnel continued to establish effective linkages between the SC, NCP, and AGO. During this period, four victimology workshops were conducted for 120 DVI, RCC, NCP, *Instituto Medicina Legal* (IML) personnel, and Justices of the Peace (JPs)/Sentencing Judges working in the areas of DVI/RCC coverage. Effective investigative and victim-assistance linkages were achieved as a result of the workshops. Many similar training and inter-institutional coordination activities are anticipated throughout the life of the project. The creation of the JITs will also significantly improve such linkages, especially between the AGO, NCP, and IML.

As detailed in the last report, with JSSP assistance the AGO successfully implemented its case management system, the *Sistema de Información y Gestión Automatizada Del Proceso Penal* (SIGAP) in every AGO unit, to include the Analysis Unit (AU) and other specialized units. During this period, the JSSP successfully mentored AU personnel in the use of the SIGAP terminal as an essential investigative/analytical tool. This mentoring resulted in effective case analysis and crime graphing in support of specific investigations and in identifying criminal trends/patterns.

SIGAP functionality is an important first step in establishing effective linkages between the AU and DVI/Family Mediation Center databases. The AU has complete access to all information included in the SIGAP, including mediation information provided by RRU personnel participating in mediation activities in Mejicanos, Apopa, and San Miguel, as well as case information provided by the La Sultana DVI. JSSP technical assistance and training will continue in 2014 to facilitate effective analytical support.

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

### **Attorney General's Office (AGO)**

During this reporting period, JSSP personnel assisted in the assessment of the AGO's previous strategic plan and the development of a new plan for 2013-2017. Borrowing heavily from the old plan, a new strategic plan was approved by the AG during this period and placed into effect. The plan, entitled "*Objetos Estratégicos 2013 – 2017 de la FGR*" consists of 10 key priorities: 1. Enhancing the institutional budget to strengthen the AGO financially (i.e., logistical support, technology support, SIGAP expansion, and infrastructure improvements); 2. Strengthening human resources (i.e., training, professional development, and discipline); 3. Improving the prosecution of criminal cases; 4. Updating the organic structure of the AGO to respond to new realities and provide strategic direction; 5. Creating a Gender Unit; 6. Continuing to implement the RRU model; 7. Creating a Victims Assistance Unit; 8. Establishing evidence storage facilities by zone; 9. Strengthening the AGO Training School, and; and 10. Strengthening the judicial mediation process (i.e., promoting active mediation by prosecutors and promoting conciliation in summary cases).



During this period, JSSP personnel helped establish a new RRU in Zacatecoluca. JSSP assistance consisted of minor remodeling and equipment support (totaling approximately \$5,500). The Zacatecoluca RRU is small at present, with only two prosecutors currently assigned. Four additional prosecutors are slated for assignment during the next period, thus fully staffing the office. The JSSP will provide specialized training in the next two

months for the newest RRU members (Chalatenango and Zacatecoluca). The establishment of an additional RRU is expected during the next reporting period.

### **National Civilian Police (NCP)**

As detailed in the last report, in September 2013 (by presidential decree) a 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. Since the change, JSSP assistance to the NCP is now

coordinated through the SPCRI. During this period, at the direction of the DG and SPCRI officials, the JSSP provided detailed technical assistance in five key areas: 1. Creation of operational/administrative policies and guidelines to properly establish the SPCRI and delineate its functions (including providing direct support to the Planning Unit); 2. Direct support to the *Inspectoría General* (IG) to strengthen its management procedures and the quality of internal affairs investigations; 3. Creation of an institutional public-affairs campaign to strengthen the Communications Unit (CU) and effectively disseminate the crime prevention/community policing work of the Public Security Sub-Directorate throughout the country; 4. Modernization of the Administrative-Finance Sub-Directorate (SAF by its Spanish acronym); and 5. Strengthening the Community Policing Unit and continuing the roll-out of the CPM.

As outlined above, the DG requested specific JSSP assistance to strengthen the management procedures and the quality of IG internal affairs investigations. Accordingly, JSSP personnel provided extensive technical assistance to the IG during this period. First, to determine current capabilities and the level of support required, a thorough assessment was conducted of the Internal Affairs Unit (UAI by its Spanish acronym). This completed assessment, entitled *Diagnóstico Unidad Asuntos Internos, Inspectoría General, Noviembre 2013*, presented the following key recommendations: 1. Definition of a clear vision for the UAI; 2. Effective measurement of investigations to ensure quality; 3. Reduction of individual caseloads; 4. Establishment of feedback mechanisms to detail criminal tendencies among NCP personnel; 5. Improved information sharing and communication within the IG; 6. Increase the experience levels of UAI investigators; 7. Conduct specialized training consistently; 8. Infrastructure/equipment enhancements; 9. Implement improvements in the investigative process; 10. Improved coordination with the AGO; and 11. Implement internal feedback mechanisms regarding case outcomes and best investigative practices. The assessment was presented to the new IG as well as the NCP DG. Upon completion of the assessment, JSSP personnel conducted specialized investigative training for 116 members of the UAI and the IG *Unidad de Investigación Disciplinaria*. The training covered topics including Interviewing Techniques, Investigative Planning, Receipt of Complaints, Information Analysis, the Cycle of Information, and Investigative Techniques. In conjunction with this training, JSSP personnel completed/submitted a UAI Strengthening and Development Plan to the IG for review/approval. If approved, the JSSP will initiate several strengthening/development activities for the unit. These will be detailed in the next report.

During this period, the DG requested JSSP assistance in creating an institutional public-affairs campaign to strengthen the CU and effectively disseminate the crime prevention/community policing work of the Public Security Sub-Directorate throughout the country. To this end, JSSP personnel worked closely with CU and Public Security Sub-Directorate personnel in the

development of an extensive public affairs campaign to emphasize the NCP's prevention and CP work. This campaign, entitled “*Campaña de Comunicaciones para la Policía Nacional Civil de El Salvador - 2014*”, will be presented to the DG for approval/implementation in January 2014. Although still in draft form, the campaign includes the following key strategies: 1. Strengthening NCP-media relationships and the launching of a major television/radio campaign focusing on prevention and CP themes; 2. Creation/utilization of brochures to be distributed by CP officers as well as the use of mobile media spots; 3. Launch of a prevention/CP informational campaign via the web and social networks; 4. Creation and internal distribution of a monthly bulletin to inform NCP officials of key developments/opportunities; 5. Fostering public-private partnerships to assist in prevention activities; 6. Familiarization workshops for media members to learn of prevention/CP activities; 7. Training workshops for NCP officials and spokespersons on how to address the media and cultivate relationships; 8. Sponsorship of conferences with the media and key public/private leaders in each NCP region to share CP success stories (from each of the 22 NCP delegations); 9. Sponsorship of a mural-creation contest in each of the 22 NCP delegation communities emphasizing prevention/CP themes; 10. Sponsorship of a national video contest for youth featuring prevention/CP themes; and 11. Securing international donor/private support to assist in financing the campaign and other outreach activities.

During this period, JSSP personnel provided extensive assistance in the creation of operational/administrative policies and guidelines to properly establish the SPCRI and delineate its functions, to include the preparation of two manuals in draft form: the *Manual de Organización de la Secretaría de Planificación, Cooperación y Relaciones Internacionales* and the *Manual de Descripción de Puestos de la Secretaría de Planificación, Cooperación y Relaciones Internacionales*. The Organization Manual includes the following key sections: general/specific objectives, legal foundation/justification, organizational structure and organizational chart, and a description of each unit and corresponding functions (the Secretariat, the Institutional Planning Unit (IPU), the Projects Unit, and the International Relations/Cooperation Unit). The Position Description Manual includes the following key sections: general/specific objectives, legal foundation/justification, and job descriptions for each position detailed by unit. Both manuals were submitted to the DG for approval in December. Implementation of both manuals is expected in the next reporting period. JSSP technical assistance will shift to the IPU in the next period.

As mentioned in the last report, an internal survey to measure employee perception and work satisfaction was administered with JSSP assistance (through Analitika). The survey also measured the effectiveness of some initiatives put forth in the NCP's current strategic plan and serve as a baseline to assist in the formulation of a new five-year strategic plan. The completed survey, entitled “*Quinta Encuesta a Nivel Nacional de Opinión Institucional, Septiembre 2013*,” was

presented to the DG in October 2013. The survey assessed 1,060 operational officials and civilian personnel, or 4% of the institution at the time of the survey. Some key findings were: 1. The institution's overall ratings trended down as compared to 2012 (with a 10% reduction in the "quality of direction" of the NCP, and a 13% reduction in the overall "welfare of employees"); 2. The frequent transfer of operational personnel resulted in improved professionalism but negatively affected their families and their economic situation; 3. The quality of coordination with municipal leaders and community organizations was highly rated but coordination efforts with the private sector rated much lower; 4. The quality of coordination with the Salvadoran military was highly rated in combating crime, however, coordination with the *Cuerpos de Agentes Metropolitanos* and private security firms was rated much lower; 5. The respondents rated themselves highest in the quality of work performed when dealing with "vulnerable members of the population" (i.e., children, women, adolescents, and the elderly); and 6. The respondents rated themselves lowest in the quality of work performed when dealing with people with different sexual preferences, sex workers, or illegal immigrants. The JSSP will continue to provide assistance during next quarter, particularly in support of the IPU and the development of a new strategic plan. The results of the aforementioned survey will be taken into account in an effort to ensure operational/administrative improvements.

The Project had to delay providing direct technical assistance to the *Sub-dirección de Administración y Finanzas* (SAF) during this period, due to turf battles between the newly created SPCRI and the SAF. The turf battles centered primarily on where the NCP Quality Control Initiative should be housed, the SPCRI or the SAF. Ultimately, the SAF renamed its initiative the "NCP Transformation and Modernization Project" and secured the DG's blessing to spearhead the project. As a first step in this initiative, JSSP and SAF personnel secured the necessary approvals for the attendance of 36 NCP civilian leaders/unit chiefs at the aforementioned ESEN Leadership and Organizational Change course scheduled for January 2014. Their participation in the course should significantly benefit the NCP transformation and modernization efforts. JSSP technical assistance to the SAF should increase the next period.

The JSSP continued to promote the sustainability of the CP model in planning sessions and coordination activities throughout the institution. During this period, cross-training activities continued in earnest with 15 separate CP evaluation workshops and over 450 NCP officials participating. In addition, the JSSP continued direct support to the CP Unit through the final distribution of 12,000 copies of the CP Manual, 8,000 copies to the NCP and 4,000 to the ANSP (for distribution during the ANSP CP training module).

## Public Defender's Office

As mentioned in the previous Quarterly Report, the following PGR procedures and case management processes were reviewed and validated with JSSP assistance: *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*. Final PGR approval for these procedures/processes was secured during this quarter. Their implementation is scheduled to begin in January 2014. JSSP personnel will provide limited technical assistance in the implementation process.

## Judicial Branch

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

During the period, JSSP personnel provided extensive technical assistance to the existing DVIs through contracting the following four non-governmental organizations (NGOs): *Fundación la Niñez Primera* (FUNIPRI), *Organización Mujeres Salvadoreñas por la Paz* (ORMUSA), *Asociación de Mujeres Salvadoreñas* (AMS), and *Sendas para la Mujer* (SENDAS). The DVIs in Soyapango, Ciudad Delgado, and San Salvador received 406 victims of violence cases (37 men and 369 women); of these, 60 were minors (18 boys and 42 girls). In the *Lutodecas* (play therapy centers) in Soyapango, Ciudad Delgado, and San Salvador, 1,743 children received professional attention (984 participated in play therapy, 50 received crisis attention, and 709 received nursery care in conjunction with their parents/guardians' visit to the DVI). JSSP personnel conducted four specialized training workshops for 120 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 AGO, UTE, IML, United Nations Population Fund (UNFPA) and *Fondo Solidario para la Salud* (FOSALUD) personnel to develop proposed reforms in the AGO concerning legal requirements and formal accusations (using the *Reparación Civil y Sicosocial a Víctimas de Violencia Sexual* document as a basis).

During this period, the JSSP assisted the AGO DVI-La Sultana in the preparation of an annual work plan and conducted five familiarization workshops for AGO, FOSALUD, NCP, IML, and SC officials to increase the workload at this recently established DVI. The workshops were very successful as the workload tripled during this reporting period. Due to continuing

internal problems in the SC, no additional progress was made to establish new DVIs under SC jurisdiction. Therefore, JSSP personnel continued to coordinate the potential establishment of additional DVIs in the AGO. A suitable location was identified in San Miguel. A plan for the DVI layout was approved by the Deputy AG. The AGO has guaranteed the sustainability of the AGO-DVIs, with the permanent assignment of professional personnel and the provision of adequate working space. Pending final AG approval, the AGO DVI-San Miguel will be established during the next period.

Direct technical assistance was provided to the San Salvador and Santa Tecla RCCs during the reporting period. A total of 169 new sexual abuse cases were received, of which 153 were female victims and 16 were males. Of the 169 total victims, 137 were minors (121 girls and 16 boys).

During this period, a formal meeting was held with the IML Directing Council in the SC to secure the approval for new RCCs and to help sustain the existing facilities. JSSP personnel were informed that the SC would staff the necessary RCC positions beginning on February 1, 2014. However, it appears the prospect of additional RCCs will not be resolved until the presidency of the SC is decided.



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 Administrative Manager and a key magistrate that sufficient staffing positions were included in the 2014 SC budget. The contracting of appropriate personnel by the SC should be finalized in January 2014. In addition, JSSP personnel continued DVI/RCC dissemination activities during this period, specifically: a sexual violence and gender-crimes workshop was conducted for 140 public school children from the metropolitan area as part of the *Programa de Divulgación Legal Popular* (a tour of the San Salvador DVI was included); a workshop was conducted for 45 *Instituto Salvadoreño del Seguro Social* doctors concerning medical negligence and reporting

incidents of sexual abuse; women from the Soyapango, Ciudad Delgado, and San Salvador DVI self-help groups hosted a booth at the USAID Partnership for Growth Fair in San Salvador; and program personnel participated in a panel discussion and helped sponsor a forum for 120 people as part of the *No Violencia Contra la Mujer* day in San Salvador.

In addition, the JSSP sponsored an evaluation workshop with AGO, FOSALUD, IML, the *Ministerio de Salud* (MINSAL) and other SC representatives to review the first phase of the certification/training of medical doctors in treating victims of sexual abuse (wherein six regional courses were conducted and 240 doctors trained). In addition, JSSP personnel sponsored a workshop with 35 directors/chiefs of hospitals and medical clinics to discuss the formal complaint process when attending medical personnel are denounced as aggressors in incidents of sexual abuse. During the next period, the second phase of the certification/training of medical doctors in treating victims of sexual abuse will be developed and submitted for validation. As in the first phase, the development process will be coordinated with various government institutions and CSOs.

Finally, JSSP personnel initiated an open-competition process to sub-contract the establishment and supervision of 15 *ludotecas*. Several proposals were reviewed and FUNIPRI's proposal was selected by the JSSP evaluation committee. In January 2014, all relevant documents will be submitted to USAID for review and final approval. In addition, JSSP personnel initiated trauma-therapy tutoring for eight *ludoteca* attendants to specialize in dealing with children traumatized by sexual abuse. This tutoring will continue during the next reporting period, and new *ludotecas* will be established as part of the DVI in San Miguel (AGO) and the UNIMUJER in Sensuntepeque (NCP).

### **Increasing the Use of Mediation and Alternative Sentencing Options**

As mentioned previously, political/administrative uncertainty have led to numerous delays throughout the SC. The Project provided the Mediation Center (MC) assessment carried out in the previous quarter to all the corresponding magistrates and the SC Legal Manager. During this period, JSSP personnel conducted ongoing mentoring for 15 operators in the San Salvador *Derecho Privado y Social*, Soyapango, and Ciudad Delgado MCs. In addition, JSSP staff and SC systems administration personnel conducted a successful site visit in San Miguel to verify suitability requirements for a possible MC establishment. The JSSP continues to await guidance from the SC regarding the establishment of future MCs, as well as the management and operations of existing centers.

The establishment of a Mediation Coordination Office is one of the recommendations included in the aforementioned MC assessment. The assessment and many other key issues

are under consideration by an SC Modernization Commission (comprised of five magistrates) that was convened during this period.



*First meeting of the Restorative Justice Inter-Sectoral Working Group.*

During this period, the JSSP conducted a two-day restorative justice workshop for 32 participants of the *Instituto Salvadoreño para la Protección de la Niñez y la Adolescencia* (ISNA), MJSP, CSOs, AGO, and SC representatives (magistrates, judges, MCs, and the Juvenile Justice Office). The successful workshop was delivered in two

sections, the first focusing on theoretical concepts, and the second, practical exercises/lessons learned from the MCs and AGO. As part of this activity, the Restorative Justice Inter-Sectorial Working Group was established with the following participants: ISNA, SC, MJSP, AGO, PDO, *Consejo Nacional de la Niñez y la Adolescencia*, *Servicio Social Pasionista*, *Fundación Quetzalcoatl, Fe y Alegría*, the *Centro de Formación Laboral de la Alcaldía Municipal de San Salvador*, the *Universidad Centroamericana José Simeón Cañas* (UCA), and other international donors. The general objectives of the working group were established, as well as monthly meeting schedules and protocols. The working group will primarily focus on coordination and training activities to expand restorative justice opportunities and facilitate the efforts of member institutions. JSSP personnel will continue to sponsor working group meetings/activities in 2014.

### **Improved Criminal Court Administration**

The establishment of new *Centros de Atención de Usuario* (CAUs) is another activity still under deliberation by SC officials. The aforementioned SC Modernization Commission is reviewing the topic. Political considerations are once again central to the discussion. JSSP personnel repeatedly engaged both top-level and mid-level officials on this matter during the period. A final decision may not be reached for several months.

JSSP and SC officials continued to address data migration and system installation matters at the Isidro Menendez Judicial Center during this period. Approximately 80% of this process has now been completed. JSSP equipment enhancements for the *Oficina de Distribución de*

*Procesos* (ODP) are in the procurement process. The SC will make staffing assignments during the next period. The ODP inauguration is expected within the next few months unless political considerations arise.

As mentioned in the last report, the development of an institutional protocol is in process to improve the quality of user services (including those with disabilities). During this period, JSSP personnel continued to assist with the development of the protocol as well as the formulation of an SC structural-improvement plan to improve access for all users. Reportedly, the SC Modernization Commission is reviewing the plan. The JSSP expects to move forward on this activity during the next period.

### **Strengthening the *Instituto de Medicina Legal (IML)***

The certification process of key IML laboratory procedures is to be addressed in conjunction with updating the IML Strategic Plan. During this period, the JSSP contracted an expert consultant to spearhead this process with IML officials. The JSSP will proceed once final approval is granted by the IML Directing Council.

By inter-institutional agreement, the AGO Training School and the *Academia Nacional de Seguridad Pública* (ANSP) are conducting a training in forensic evidence collection/processing. The bulk of this training will take place pending completion of the forensic evidence protocols. Additionally, detailed JSSP technical assistance will commence with the creation and implementation of the JTTs.

During this reporting period, the International Red Cross offered to donate to the IML a software program to assist in the identification of missing persons. The IML Director requested JSSP assistance to implement a network to effectively run the software. Accordingly, in the next few months, the JSSP will provide some equipment and technical assistance to facilitate this case/information-tracking request.



### **1.3 SUB-COMPONENT** **1.3: COMMUNITY** **POLICING**

As detailed in the last report, the expansion of the CPM into additional communities is ongoing in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. During this reporting



period, 465 NCP officers completed the CP basic training course, specifically: 300 in Chalchuapa, 21 in Jiquilisco, 40 in Ciudad Barrios, and 104 in Olocuilta. The CP basic course has now been completed for all NCP personnel in Puerto de La Libertad, Jiquilisco, and Ciudad Barrios. The JSSP and NCP are in the process of identifying the five new delegations/communities for CPM expansion in 2014.

Apopa will be one of the five, pending final approval by the DG and USAID. As always, possible synergies with other United States Government (USG) activities will be explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials.

Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, Olocuilta, and Jiquilisco. A total of 450 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 782 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.

Much of the planning and organizational support detailed above is a required first step in the formulation of the CPSEAPs. The CPSEAPs for Puerto de La Libertad, Ciudad Barrios, and Jiquilisco were completed during this reporting period. A JSSP-sponsored community assessment was initiated in Chalchuapa. The process will commence in Olocuilta in January 2014.

Community outreach and specific training activities in the new CPM locations resulted from the aforementioned planning sessions. During this period, 2,340 students and community members participated in JSSP-supported outreach/training activities, to include crime prevention forums, cultural events, sports tournaments, street festivals, vocational fairs, school presentations,



**Student from Panchimalco presented her skill to weave by hand in the Partnership for Growth fair in San Salvador**

planning events, and CP discussions. In the established CPM communities, outreach and specific training activities continued unabated with JSSP support. During the reporting period, 6,798 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.

During this period, JSSP and NCP personnel coordinated the successful development of entrepreneurial/vocational-training proposals with community leaders in Chalchuapa and Jiquilisco. Five public schools in Chalchuapa and one in Jiquilisco were selected to initiate programs in the next period. JSSP personnel also provided limited support to NCP summer schools in Panchimalco and Quezaltepeque during the reporting period. The Quezaltepeque students welcomed a high-level visitor from USAID-Washington and displayed their successful bread-baking and jam-making skills. JSSP vocational support also continued for a select number of schools in Panchimalco, Quezaltepeque, San Marcos, and Atiquizaya during this reporting 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 quarter, 1,065 NCP officers received follow-up training, and 15 evaluation sessions were conducted with delegation/sub-

delegation officials in the new and established CPM areas. Additionally, 54 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations to facilitate successful implementation and quality control.

As detailed in the previous reports, the JSSP contracted Analitika to perform relevant baseline and follow-up surveys. During this period, public perception follow-up surveys were completed in four established CPM locations: Atiquizaya, Cojutepeque, San Francisco Gotera, and San Vicente. Two control-community baseline surveys were also completed in Santiago Nonualco (La Paz Department), and Chapeltique (San Miguel Department). The control communities were selected in consultation with NCP officials and Analitika, based on relevant comparison criteria. The results of the follow-up surveys will be discussed in the next report. Relevant crime statistics will be provided on an annual basis by the NCP.

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, two victim-assistance workshops (five days each) were conducted in the Ciudad Delgado DVI to familiarize NCP community policing officials and area public school teachers (70 total participants) with assistance protocols and to generate potential case referrals. In addition, three similar workshops were conducted at the Soyapango DVI for 105 representatives of the Soyapango, Ilopango, and San Martin NCP delegations/sub-delegations. The courses were very successful.

During this period, 151 victims (130 females and 21 males) received professional assistance at the Specialized Institutional Unit for Attention to Women in Situations of Violence in Apopa (UNIMUJER-Apopa). Of these, 46 were minors (36 girls and 10 boys). As evidenced by these numbers, the UNIMUJER-Apopa has been very productive/successful in its first few months of operation. In December 2013, the Project received USAID approval to proceed with the establishment of a UNIMUJER in the NCP Sesuntepeque Delegation. Sesuntepeque is a CPM location. The JSSP completed all necessary remodeling and training of personnel during this period. The opening of the facility is expected in late January



2014. As reported previously, in an effort to capitalize on program synergies (CPM/UNIMUER), the CPM will be expanded to Apopa during the next period.

During this period, JSSP personnel sponsored two workshops with 30 AGO, NCP, IML, FOSALUD, and MINSAL officials to develop/validate a Victim's Assistance Manual to guide and direct the work of UNIMUJER operators. In addition, a local-network directory to public services was also developed and distributed among the participating institutions.

As stated in previous reports, gender sensitivity training and the proper treatment of women victims of violence was incorporated into the basic CP course. A total of 465 CP officers received this training during the period.

# 2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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



*Technical drafting resolutions workshop with SC personnel.*

As outlined in the last report, the JSSP completed the assessment of the Integrity Unit (IU). During this period, the JSSP assisted the SC and IU with the implementation of some of the assessment recommendations; specifically, the Project helped formulate an IU modernization plan that includes information-processing enhancements and specific training requirements (i.e., financial

analysis, detection of double accounting, money laundering, investigative techniques, and the detection of corrupt activities). During 2014, in support of the aforementioned modernization plan, the JSSP will provide appropriate information-processing enhancements to the IU. In consultation with SC officials, the necessary equipment was identified during this period.

During this period, JSSP personnel conducted two workshops for 10 IU officials in the topics of administrative sanctions and the preparation of draft resolutions. Additional training will be

provided in the next period on the following topics: the detection of corrupt activities, financial analysis, and specialized investigative techniques specific to the unit.

As outlined in the previously report, a JSSP-sponsored international study tour for several SC unit chiefs to learn best international practices/investigative techniques for auditing purposes has been approved by the SC. The proposed five-day visit will take place in Costa Rica, including visits to the *Controloría 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 USAID approval, the visit is scheduled to take place during the next period.

As detailed in the last report, JSSP personnel successfully created a Transparency Working Group (TWG) with government, university, and CSO representatives. This group is assisting in the revision of the Illicit Enrichment Law (IEL), among other relevant topics. During this period, JSSP and TWG representatives conducted a comparative analysis of proposed updates to the IEL with the specific legislation that is currently under consideration by the Salvadoran Legislature.

As mentioned in the last report, JSSP personnel successfully completed assessments of the Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) 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 this period, JSSP personnel continued to work with SC officials to validate the assessments and begin implementing plans to reduce case/complaint backlog and to improve unit efficiency/effectiveness. The implementation process will require some legal reform, and will therefore take most of 2014 to complete.

The JSSP conducted four *Fundamentación de Resoluciones* workshops for 40 IU, PIU, and JIU participants during the reporting period. One additional follow-up workshop is contemplated each year to properly reinforce the course concepts.

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

In the previous reporting period, the JSSP and the National Judicial Council (NJC) initiated a formal assessment to validate the need for reform in the judicial evaluation and selection systems, to include the establishment of new parameters/evaluation criteria (i.e., quality of legal reasoning, rate of judgments appealed, and results on appeal). During this period, JSSP personnel sponsored five workshops to evaluate the application and suitability of the Manual of Judicial Evaluation (MJE), as well as to propose relevant updates. Thirty magistrates, judges, NJC (*Unidad Técnica de Evaluación*), and other key judicial representatives participated in the workshops, which resulted in several judicial-evaluation and selection-system reform proposals. An updated MJE reflecting the proposed reforms will be presented to the NJC in January 2014.

An assessment of the Judicial Training School's (JTS) institutional capacities and training processes/procedures commenced during the previous period. During this period, JSSP personnel conducted three workshops with 40 JTS officials (internal/external instructors, and school employees/staff) to fully evaluate the JTS capacities and effectiveness. The assessment will be finalized in the next reporting period.

As outlined in the last report, the priority of the JTS is to establish a continuing, specialized training/development program for JPs who desire to participate in the selection process to



advance to first instance criminal judiciaries and/or to otherwise advance their judicial career as judges. By agreement with the NJC and JTS, JSSP personnel will assist in the design of this program. During this period, the JSSP sponsored ten workshops with

323 NJC officials, JTS representatives, judges, and justice sector CSOs to facilitate the design and implementation process. The draft plan will be completed in February 2014. Additionally, the JSSP helped publish 1,000 bulletins and 3,000 brochures to provide JPs with information on the specialization program.

As mentioned in the last report, the evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation is currently underway. JSSP and NJC personnel have reviewed the training courses offered, number of candidates trained, career-development path for candidates, and a comparative analysis of the career-development processes. By decision of the NJC, completion of the evaluation has been postponed until July 2014, in an effort to better focus on the aforementioned priorities.

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

SC officials continue to debate the viability and political expedience of the *Sistema Integral de Gestión Judicial* (SIGJU), the SC's web-based, case-tracking system. There is very little support for the SIGJU in the current administration. Accordingly, JSSP personnel will revisit the matter later in FY 2014. If SC support for the SIGJU cannot be secured, JSSP personnel will pursue other case-tracking methods to establish effective information linkages in domestic, gender, and sexual violence cases.

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 December 2013, fifteen SC officials completed the two-week course, which was very well received. 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.

JSSP personnel organized the TWG with government, university, and CSO representatives. A JSSP-sponsored assessment of the Office of Access to Public Information (OAPI) and the development of an institutional Transparency Policy are two topics that will be addressed in TWG workshops in the next few months. The JSSP is awaiting SC approval to begin the OAPI assessment.

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

## **3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION**

As detailed previously, JSSP personnel successfully organized a TWG with government, university, and CSO representatives. With JSSP assistance, this group is addressing institutional strengthening, access to justice, and judicial transparency-related themes. During this period, three meetings/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 (USAM), Universidad José Matías Delgado, UCA, Iniciativa Social para la Democracia, Fundación para la Democracia Transparencia y Justicia, Instituto Iberoamericano de Derecho Constitucional, Asociación Nacional de la Empresa Privada, and la Fundación Salvadoreña para el Desarrollo Económico y Social.* In addition to these organizations, the following new institutions/CSOs joined the TWG during this period: *Fundación Alternativas, Instituto de Estudios Jurídicos de El Salvador, el Círculo de Abogados Salvadoreños, ESEN, Tribunal de Ética Gubernamental, Concentración Democrática Nacional, Iglesia*

*Luterana*, and the SC IU. In addition, JSSP personnel conducted a transparency and anti-corruption workshop for 40 UCA students to advance efforts in this area.

As detailed in the last report, JSSP personnel initiated the process to organize a new Judicial Observatory (JO), designed to have multiple partners and participating institutions. In this period, several meetings were held with interested groups, including *Instituto de Derechos Humanos de la UCA* (IDHUCA), *Fundación de Estudios para la Aplicación del Derecho* (FESPAD), *Iniciativa Social para la Democracia* (ISD),



*Transparency and Anticorruption forum with UCA students.*

*Fundación Salvadoreña para el Desarrollo Económico y Social*, *Fundación Nacional para el Desarrollo*, *Fundación Guillermo Manuel Ungo*, and the USAM. JSSP technical assistance and relevant training will accelerate during the next reporting period.

In addition, the JSSP co-sponsored the presentation of the “*Informe de Monitoreo de Transparencia a la Gestión de la Corte Suprema de Justicia, Periodo 2012-2013*” authored by ISD. Approximately 100 participants attended. Additionally, successful meetings were held with FESPAD, ISD, and the USAM to learn from their citizen-participation experiences, especially relating to criminal justice, transparency, and anti-corruption. The JSSP is currently considering these last three organizations as potential small grant recipients.

### **3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP**

During this period, JSSP personnel initiated assessments of the management capabilities of the UTE, the AGO Training School, the JTS, and the PGR Training School to determine the feasibility for receiving direct USAID funding. The assessments are scheduled for completion in July 2014.

### **3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY**

Finally, the JSSP continued to provide 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. The aforementioned establishment of the TWG and JO are excellent examples of these efforts.

**JSSP WORK PLAN**

LIFE OF ACTIVITY WORK PLAN (OCTOBER 1 - DECEMBER 31, 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					
<b>COMPONENT I: CRIMINAL JUSTICE REFORM</b>													
<b>SUB-COMPONENT 1.1: Elevating the professional standards of justice sector operators.</b>													
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.												20%	As detailed in the last report, the NCP development methodology was completed/approved and a review of all pertinent documents was initiated by JSSP personnel. During this period, JSSP personnel completed an assessment of the available documentation and conducted interviews with each justice-sector agency head. The results of the assessment/interviews were presented to the Justice Sector Coordinating Commission (JSCC) in the form of a report entitled, "Las Bases para la Formulación de una Política Criminal Nacional Integral". The document included the following information: a discussion of what constitutes an effective NCP, the identification of legislative and other government actions taken in recent years that assist in defining the NCP, the expressed vision of the various justice-sector agency heads regarding the NCP, the relevant criminal justice proposals of the three principal candidates for the GOES 2014 presidential elections, and the approved NCP development methodology. The contents of the report will be validated by the JSCC during the next reporting period. Upon validation, the JSSP will continue NCP development activities.
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 Unidad Técnica Ejecutiva (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop and implement the Second Strategic Plan.												30%	As detailed in the last report, 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 second strategic plan. During this period, at the request of the UTE, the name "Second Strategic Plan" was changed to the "Monitoring Plan of the Implementation of the Criminal Procedures Code, 2014-2018". The change was made to better reflect JSCC priorities to effectively measure the implementation of Criminal Procedures Code (CPC) with JSSP support. During the next reporting period the evaluation report for eight plan indicators will be presented (see 1.1.08). By design, these results will be shared with the various justice-sector institutions through the Inter-Institutional Information Sharing Protocol that is also under development with JSSP assistance.
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.												50%	As detailed in the last report, JSSP personnel successfully coordinated the reactivation of 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 the inter-institutional protocols and direct support to the Partnership for Growth initiative. During this reporting period, all available documentation (institutional/inter-institutional) was reviewed (manuals, formal instructions, policies, and existing protocols) by the corresponding committees to develop the joint criminal investigation protocols. Among various topics, this review focused on the following: criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information. The results of the review were validated in December by the justice-sector institutions. The development of new written protocols is in process. Draft protocols will be presented during the next reporting period.
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.												50%	See 1.1.05. During this reporting period, all available documentation (institutional/inter-institutional) was reviewed (manuals, formal instructions, policies, and existing protocols) by the corresponding committees to develop the collecting and processing of forensic evidence protocols. Among various topics, this review focused on the following: criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information. The results of the review were validated in December by the justice-sector institutions. The development of new written protocols is in process. Draft protocols will be presented during the next reporting period.
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.												75%	As detailed in previous reports, 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.												75%	As detailed in previous reports, UTE Statistics Unit and JSSP personnel successfully gathered the information for the nine indicators of the CPC evaluation (after one year of implementation). To date, all relevant information from the AGO and the Centro de Documentación Judicial has been compiled to evaluate eight of the nine indicators of the Monitoring Plan of the implementation of the Criminal Procedures Code, 2014-2018. The results of these eight indicators are being evaluated for 2012. The only indicator that can not be currently measured is Number 4, "Number of Accusations for Serious Crimes". All indicators will be measurable starting in Year 2013. During the next reporting period the evaluation report for the eight indicators will be presented. The nine indicators are: Indicator 1 - Number of Cases Resolved that were Opened by the AGO through an Act of Initial Investigation, Indicator 2 - Percentage of Cases Resolved through a Process of Alternative Resolution, Indicator 3 - Average Time Required to Resolve a Case, Indicator 4 - Number of Accusations for Serious Crimes, Indicator 5 - Number of Cases wherein the Victim is a Minor and their Declaration is Requested/Presented in Front of the Gesell Camara, Indicator 6 - Number of Cases with Definite Sentences where Forensic Evidence was Admitted, Indicator 7 - Number of Cases in which the Accused is Ordered to Make Civil/Financial Remuneration to the Victim, Indicator 8 - Percentage of General Budget Increases Assigned/Executed by each Justice Sector Institution, Indicator 9 - Percentage of Criminal Justice System Operators that have Received Specialized Criminal Training as Compared to a Baseline.
1.1.8.01 Assist in developing inter-institutional protocols for sharing information within the justice sector.												50%	As detailed in previous reports, JSSP personnel reactivated the UTE Subcomité de Datos y Análisis Estadístico which is responsible for developing inter-institutional, information-sharing protocols within the justice sector. During this period, the first of five workshops was conducted to develop the inter-institutional information sharing protocols. Eight members of the sub-committee are participating in the development process. The protocols are expected in draft form in the next reporting period. See 1.1.02
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 notion 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).												15%	JSSP personnel continued to coordinate with the AGO and NCP the printing/distribution of 1500 additional copies of the MIP, as well as 1000 additional copies of the Tratado de Derecho Probatorio (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. Final AGO approval is expected in January 2014 to proceed with the MIP reprinting. The Tratado de Derecho Probatorio is undergoing a minor revision. It should be ready for reprinting during the next reporting period.

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					
1.1.14 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices protocol.													35%	As detailed in previous reports, 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 still in the process of identifying/contracting an expert consultant to facilitate the development process with the sub-committee and to conduct future training. Little progress was made (see 1.1.15) during this period due to internal problems in the UTE Communications Office. The problems are expected to be resolved soon.
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.													20%	The JSSP assisted UTE <i>Subcomité de Comunicadores</i> representatives in developing the training content to be included in the instruction of justice-sector leaders, communication office unit chiefs, and institutional spokespersons. Among several topics, this training will include "effective interaction with the media" and "improving the information-sharing process". The selection of agency spokespersons is subject to the approval of agency heads. The timing of these selections may be impacted by the upcoming presidential elections.
<b>Strengthening of Training Schools</b>														
1.1.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.													40%	As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, three key training modules were conducted in San Miguel for 54 prosecutors during the reporting period. The modules were presented in train-the-trainer format and included the following topics: <i>Teoría del Caso, Régimen Legal de las Pruebas, Recursos (apelaciones), Interrogatorios Técnicos y Contra Interrogatorios, Alegatos de Apertura y Cierre, Sensibilización Violencia de Género y Sexual, and Teoría Jurídica del Delito</i> .
1.1.16.01 Assist in establishing and equipping a regional AGO training center in Santa Ana.													75%	During this period, the JSSP assisted the AGO in completing the layout of the Santa Ana AGO School. By agreement, minor remodeling and the provision of furniture were completed by the AGO. The JSSP will provide minor equipment provisions during the next reporting period to complete the facility.
1.1.16.02 Assist in establishing and equipping a regional AGO training center in San Miguel.													70%	During this period, the JSSP also assisted the AGO in completing the layout of the San Miguel AGO School. By agreement, minor remodeling was completed by the AGO and rented furniture was provided to accommodate the JSSP training mentioned above (see 1.1.16). The JSSP will complete the facility with furniture and some equipment during the next quarter. The inauguration is expected to take place in February 2014.
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.													75%	JSSP personnel continued to provide assistance to the PGR Training School during this reporting period through the development of the following materials: instructor profiles/job descriptions, an operational policy, an organizational-structure proposal, an academic administration program, and a training needs assessment (focusing on methodology development, quality control, performance evaluation, and reporting mechanisms). All of the aforementioned materials were presented to the PGR for validation. Pending validation and final approval, implementation will begin in the next quarter.
1.1.18 Assist in designing and implementing the basic studies <i>currícula</i> for public defenders and mediators, including training-impact evaluation methodologies.													75%	See 1.1.17.
1.1.19 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic <i>currícula</i> .													75%	In coordination with the UTE <i>Subcomité de Formadores del Sector</i> , JSSP personnel completed the Inter-Institutional Instructional Module for Train-the-Trainers and the joint training/evaluation criteria to be used in the justice sector. The module and accompanying criteria are currently in the validation process. If approved, the materials will be published/implemented in the next reporting period 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).													10%	See above. During this period, the first training replica by a JSSP-trained instructor of the AGO Training School was conducted. Specifically, the instructor successfully provided Judicial Crime Theory and Argumentation training to 16 prosecutors from the AGO Eastern Region. JSSP-trained instructors are expected to assume much of the AGO training requirements during the next period, estimated at one course per month.
<b>Leadership and Change Management Programs</b>														
1.1.21 Provide technical assistance to the NCP in designing a Leadership and Community Policing certificate course for police commanders.													100%	As detailed in the last report, the design of a proposed 68-hour leadership course for police commanders was completed. 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 and NCP officials are awaiting final approval from the Director General (DG) to proceed. The collaboration of other international partners is also being solicited by the NCP. In addition, the DG has reaffirmed his interest in command-level officer participation in the JSSP-sponsored ESEN Leadership and Organizational Change course. The vetting of candidates through U.S. Embassy channels will commence in January 2014. In addition, approval for the attendance of NCP civilian leaders/unit chiefs at the ESEN course was secured from the DG and USAID. These civilian leaders/chiefs figure significantly in the management and supervision of many NCP administrative functions (i.e., personnel, planning, budgeting, logistics, training, and professionalization/modernization activities), and are key counterparts to JSSP personnel.
1.1.21.01 Assist in the implementation of the police-commander certificate courses (2 are anticipated).													20%	See above. In discussions with the DG and the ESEN, the first NCP course to be taught by the ESEN is scheduled for January 2014 (35-40 participants).
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.													15%	See above.
1.1.23 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials.													60%	As detailed in previous reports, the first of two ESEN Leadership and Organizational Change courses to be offered to the AGO was completed in June 2013. In December, four prosecutors/AGO administrators participated in a mixed course with UTE and Supreme Court (SC) representatives (see 1.1.24). A final AGO leadership course (given current funding levels) will be offered in 2014.
1.1.24 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials.													50%	In December, the JSSP sponsored an ESEN Leadership and Organizational Change course to a mixed group of 35 justice-sector officials, including <i>Academia de Seguridad Pública</i> (ANSPP) (2), NCP (2), <i>Ministerio de Justicia y Seguridad Pública</i> (MISP) (3), UTE (6), AGO (4), PGR (3) and SC (15). According to ESEN professors, this was the best group they have ever worked with, stressing the many advantages of working with inter-institutional groups.
1.1.25 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials.													100%	Completed. As detailed above, in December a Leadership and Organizational Change course was offered to a mixed group (although predominately from the SC, 15 participants). The course was very well received by the SC representatives. This completes the JSSP commitment in this area for the SC.
1.1.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.													100%	Completed. As detailed above, in December a Leadership and Organizational Change course was offered to a mixed group, including six UTE representatives. The course was very well received by the UTE representatives. This completes the JSSP commitment in this area for the UTE.
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%	
<b>Improving criminal investigations, including use of scientific evidence (1.1B)</b>														
1.1.01B Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations.													100%	Completed. As mentioned in previous reports, 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 16 prosecutors from the AGO Eastern Region completed the ICTM course during this reporting period. The four scheduled courses have now been completed. ICTM instruction will also be offered to NCP and IML representatives in conjunction with the Joint Investigative Team (JIT) initiative (scheduled to begin later in 2014).
1.1.01B.01 Provide technical assistance in developing an inter-institutional protocol (AGO/NCP) for coordinating investigative criteria and activities.													35%	During this period, the JSSP continued technical assistance to 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). JSSP personnel also coordinated with the NCP and AGO in the review of the joint investigative protocol developed during the IJES project, which was never formally approved by the previous AG. The current AG is now reviewing the critical protocol to consider full or partial approval.
1.1.01B.02 Assist the AGO and NCP in the implementation of the approved investigative protocol.													15%	See above.

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					
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.												25%	JSSP personnel continue to establish effective linkages between the SC, NCP, and AGO. During this period, four victimology workshops were conducted for 120 DVI, RCC, NCP, IML personnel, and Justices of the Peace/Sentencing Judges working in the areas of DVI/RCC coverage. Effective investigative and victim-assistance linkages were achieved as a result of the workshops. Many similar training and inter-institutional coordination activities are anticipated throughout the life of the project. The creation of the JITs will also significantly improve such linkages, especially between the AGO, NCP, and IML.
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).												100%	Completed. As detailed in the last report, with JSSP assistance the AGO successfully implemented the SIGAP in every AGO unit, to include the AU and other specialized units. During this period, the JSSP successfully mentored AU personnel in the use of the SIGAP terminal as an essential investigative/analytical tool. This mentoring resulted in effective case analysis and crime graphing in support of specific investigations and in identifying criminal trends/patterns.
1.1.05B Strengthen the AU through appropriate training and mentoring.												50%	See above. JSSP personnel will provide additional training and mentoring throughout 2014 in support of the AU.
1.1.05B.01 Provide appropriate crime analysis training to the AU to effectively utilize video technology software.												0%	Pending software acquisition by the AGO.
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.
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.												30%	As detailed in the last report, SIGAP functionality was an important first step in establishing effective linkages between the AU and DVI/Family Mediation Center databases. The AU has complete access to all information included in the SIGAP, including mediation information provided by RRU personnel participating in mediation activities in Mejicanos, Apopa, and San Miguel, as well as case information provided by the La Sultana DVI. JSSP technical assistance and training will continue in 2014 to facilitate effective analytical support.
1.1.08B Carry out studies to measure the arrest to conviction ratio in targeted jurisdictions.												0%	As mentioned in the last report, specific measurement/evaluation studies will be coordinated through the JITs in accordance with the JIT implementation schedule.
<b>SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices</b>													
<b>Attorney General's Office (AGO)</b>													
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%	As mentioned in the last report, JSSP personnel completed the AGO portion of the RRU assessment and identified key contributions and areas for improvement. As one of these improvements, 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 still ongoing. 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.												100%	Completed. During this reporting period, JSSP personnel assisted in the assessment of the previous strategic plan and the development of a new plan for 2013-2017. Borrowing heavily from the old plan, a new strategic plan was approved by the AG during this period and placed into effect. The plan, entitled <i>Objetos Estratégicos 2013 – 2017 De La FGR</i> consists of 10 key priorities: 1. Enhancing the institutional budget to strengthen the AGO financially (i.e., logistical support, technology support, SIGAP expansion, and infrastructure improvements), 2. Strengthening human resources (i.e., training, professional development, and discipline), 3. Improving the prosecution of criminal cases, 4. Updating the organic structure of the AGO to respond to new realities and provide strategic direction, 5. Creating a Gender Unit, 6. Continuing to implement the RRU model, 7. Creating a Victims Assistance Unit, 8. Establishing evidence storage facilities by zone, 9. Strengthening the AGO Training School, and 10. Strengthening the judicial mediation process (i.e., promoting active mediation by prosecutors and promoting conciliation in summary cases).
1.2.03 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.												60%	During this period, JSSP personnel helped establish a new RRU in Zacatecoluca. JSSP assistance consisted of minor remodeling and equipment support (totaling approximately \$5,500). The Zacatecoluca RRU is small at present, with only two prosecutors currently assigned. Four additional prosecutors are slated for assignment during the next period to bring the office up to full staffing. The JSSP will provide specialized training in the next two months for the newest RRU members (Chalatenango and Zacatecoluca). The establishment of an additional RRU is expected during the next reporting period.
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.												80%	See 1.1.04B. As mentioned in the last report, the SIGAP functionality and implementation process is complete. SIGAP-user training has also 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 FY 2014.
1.2.05 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly.												100%	Completed.
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.												35%	See above. Program personnel will continue to monitor and provide technical assistance/training in this area throughout FY 2016.
1.2.07 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software.												100%	Completed. As detailed in the last report, JSSP personnel assisted the AGO in developing an effective report-generating tool with an existing SIGAP application. After several months of testing, both AGO and JSSP personnel have concluded that the existing report-generating tool is entirely adequate to meet both AGO needs and inter-institutional information sharing commitments. Therefore, no additional JSSP software support is required.
<b>National Civilian Police (NCP)</b>													
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.												25%	As detailed in the last report, in September 2013 (by presidential decree) a 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 <i>Secretaría de Planificación, Cooperación y Relaciones Internacionales</i> (SPCRI) in its place. Since the change, JSSP assistance to the NCP is now coordinated through the SPCRI. During this period, at the direction of the DG and SPCRI officials, the JSSP provided detailed technical assistance in five key areas: 1. the creation of operational/administrative policies and guidelines to properly establish the SPCRI and delineate its functions (to include direct support to the Planning Unit), 2. direct support to the <i>Inspección General</i> (IG) to strengthen its management procedures and the quality of internal affairs investigations, 3. the creation of an institutional public-affairs campaign to strengthen the Communications Unit and effectively disseminate the crime prevention/community policing work of the Public Security Sub-Directorate throughout the country, 4. the modernization of the Administrative-Finance Sub-Directorate (SAF), and, 5. the strengthening of the Community Policing Unit and continuing roll-out of the community policing model (CPM). Additional details of the JSSP's work in these five areas is provided below.

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					
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.													25%	As outlined above, the DG requested specific JSSP assistance to strengthen the management procedures and the quality of internal affairs investigations in the IG. Accordingly, JSSP personnel provided extensive technical assistance to the IG during this period. First, to determine current capabilities and the level of support required, a thorough assessment was conducted of the Internal Affairs Unit (UAI). This completed assessment, entitled <i>Diagnóstico Unidad Asuntos Internos, Inspectoría General, November 2013</i> presented the following key recommendations: 1. a clear vision for the UAI needs to be defined, 2. the quality of investigations needs to be effectively measured, 3. individual case loads are too high and need to be reduced, 4. feedback mechanisms need to be established to alert the NCP of criminal tendencies among NCP personnel, 5. information sharing and communication within the IG need to be enhanced, 6. experience levels among investigators needs to be improved, 7. specialized training needs to be consistently provided, 8. infrastructure/equipment enhancements are needed, 9. improvements in the investigative process need to be implemented, 10. the coordination with the AGO needs significant improvement, and, 11. internal feedback mechanisms need to be implemented regarding case outcomes and best investigative practices. The assessment was presented to the new IG as well as the NCP DG. Upon completion of the assessment, JSSP personnel conducted specialized investigative training for 116 members of the UAI and the IG <i>Unidad de Investigación Disciplinaria</i> . The training included the following topics: Interviewing Techniques, Investigative Planning, Receipt of Complaints, Information Analysis, the Cycle of Information, and Investigative Techniques. In conjunction with this training, in December JSSP personnel submitted a UAI Strengthening and Development Plan to the IG for review/approval. If approved, the JSSP will initiate several strengthening/development activities for the unit. These will be detailed in the next report. Training plans and other reform activities for the Investigation Sub-Directorate (SIN) will be addressed later in 2014, in accordance with the DG'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. The implementation of the JIT initiative is expected to serve as a catalyst. Joint training activities are currently under development (see 1.1.02B).
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.													25%	As mentioned in the last report, 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 have also been developed through the establishment of UNIMUJERS, the first which came on line in Apopa in September 2013 and the second scheduled for Sensuntepeque in January 2014. In addition, during this period (as outlined in 1.2.08) the DG requested JSSP assistance in creating an institutional public-affairs campaign to strengthen the Communications Unit (CU) and effectively disseminate the crime prevention/community policing work of the Public Security Sub-Directorate throughout the country. To this end, JSSP personnel worked closely with CU and Public Security Sub-Directorate personnel in the development of an extensive public-affairs campaign to emphasize the NCP's prevention and CP work. This campaign, entitled <i>Campaña de Comunicaciones para la Policía Nacional Civil de El Salvador - 2014</i> , will be presented to the DG for approval/implementation in January 2014. Although still in draft form, the campaign includes the following key strategies: 1. the strengthening of NCP-media relationships and the launching of a major television/radio campaign focusing on prevention and CP themes, 2. the creation/utilization of brochures to be distributed by CP officers as well as the use of mobile media spots, 3. the launch of a prevention/CP informational campaign via the web and social networks, 4. the creation and internal distribution of a monthly bulletin to assure NCP officials are informed of key developments/opportunities, 5. the fostering of public-private partnerships to assist in prevention activities, 6. familiarization workshops for media members to learn of prevention/CP activities, 7. training workshops for NCP officials and spokespersons on how to address the media and cultivate relationships, 8. the sponsorship of conferences with the media and key public/private leaders in each NCP region to share CP success stories (from each of the 22 NCP delegations), 9. the sponsorship of a mural-creation contest in each of the 22 NCP delegation communities emphasizing prevention/CP themes, 10. the sponsorship of a national video contest for youth featuring prevention/CP themes, and, 11. the securing of international donor/private support to assist in financing the campaign/outreach activities.
1.2.11 Provide technical assistance in the modernization of processes/procedures in the Technical Council.													60%	As detailed in 1.2.08, the Technical Council was disbanded in September 2013 and replaced by the SPCRI. During this period, JSSP personnel provided extensive assistance in the creation of operational/administrative policies and guidelines to properly establish the SPCRI and delineate its functions, to include preparation of two manuals in draft form: the <i>Manual de Organización de la Secretaría de Planificación, Cooperación y Relaciones Internacionales</i> and the <i>Manual de Descripción de Puestos de la Secretaría de Planificación, Cooperación y Relaciones Internacionales</i> . The Organization Manual includes the following key sections: general/specific objectives, legal foundation/justification, organizational structure and organizational chart, and a description of the each unit and corresponding function (the Secretariat, the Institutional Planning Unit (IPU), the Projects Unit, and the International Relations/Cooperation Unit). The Position Description Manual includes the following key sections: general/specific Objectives, legal foundation/justification, and job descriptions for each position detailed by unit. Both manuals were submitted to the DG for approval in December. Implementation of both manuals is expected in the next reporting period. The approved versions of the manuals will be attached to the next report. JSSP technical assistance will shift to the IPU in the next period.
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.													30%	The JSSP continued to actively promote the sustainability of the CP model in planning sessions and coordination activities throughout the institution. During this period, cross-training activities continued in earnest with 15 separate CP evaluation workshops and over 450 NCP officials participating. In addition, the JSSP continued direct support to the CP Unit through the final distribution of 12,000 copies of the CP Manual, 8,000 copies to the NCP and 4,000 to the ANSP (for distribution during the ANSP CP training module).
1.2.11.02 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.													30%	With the aforementioned structural changes in the NCP, the IPU was elevated as key component of the SPCRI. As detailed in 1.2.11, the JSSP provided extensive technical assistance in this area during the reporting period. As mentioned in the last report, an internal survey to measure employee perception and work satisfaction was administered with JSSP assistance (Analytical). The survey also measured the effectiveness of some initiatives put forth in the current strategic plan and served as a baseline to assist in the formulation of a new five-year strategic plan. The completed survey, entitled <i>Quinta Encuesta a Nivel Nacional de Opinión Institucional, Septiembre 2013</i> , was presented to the DG in October 2013. The survey size was 1060 operational officials and civilian personnel, or 4% of the institution at the time of the survey. Some key findings were: 1. the institution's overall ratings trended down as compared to 2012 (with a 10% reduction in the "quality of direction" of the NCP, and a 13% reduction in the overall "welfare of employees"), 2. the transfer of operational personnel resulted in improved professionalism but negatively impacted their families and their economic situation, 3. the quality of coordination with municipal leaders and community organizations was highly rated but coordination efforts with the private sector rated much lower, 4. the quality of coordination with the Salvadoran military was highly rated in combating crime, however, the coordination with the <i>Cuerpos de Agentes Metropolitanos</i> and private security firms was rated much lower, 5. the respondents rated themselves highest in the quality of work performed when dealing with "vulnerable members of the population" (i.e., children, women, adolescents, and the elderly), and 6. the respondents rated themselves lowest in the quality of work performed when dealing with people with different sexual preferences, sex workers, or illegal immigrants. Detailed JSSP assistance will continue in the next period in the development of a new strategic plan. The results of the aforementioned survey will be taken into account in an effort to ensure operational/administrative improvements.
1.2.12 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.													15%	Direct technical assistance to the SAF was delayed during this period by turf battles between the newly created SPCRI and the SAF. The turf battles centered primarily on where the NCP Quality Control Initiative should be housed, the SPCRI or the SAF. Ultimately, the SAF renamed its initiative the "NCP Transformation and Modernization Project" and secured the DG's blessing to spearhead the project. As a first step in this initiative, JSSP and SAF personnel secured the necessary approvals for the attendance of 36 NCP civilian leaders/unit chiefs at the ESEN Leadership and Organizational Change course scheduled for January 2014 (see 1.1.21). These civilian leaders/chiefs figure significantly in the management and supervision of many NCP administrative functions (i.e., personnel, planning, budgeting, logistics, training, and professionalization/modernization activities), and are key counterparts to JSSP personnel. Their participation in the course should significantly benefit the NCP transformation and modernization efforts. JSSP technical assistance to the SAF should increase the next period.
1.2.12.01 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit.													20%	See above. JSSP personnel will continue to provide technical assistance to the Personnel Unit as a subset of the SAF. Relevant proposals pertaining to the Unit are 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 have 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 DG, 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 DG, this area will be addressed in late 2014.
<b>Public Defenders Office (PDO)</b>														

Component/Sub-components/Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
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1.2.14 Provide technical assistance to improve case management practices.													85%	As mentioned in the last report, 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 y Libro de control de archivo de expedientes</i> . Final PGR approval was secured during this period. Procedure/process implementation is scheduled to begin in January 2014. JSSP personnel will provide limited assistance in the implementation process.
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%	
<b>Judicial Branch</b>														
<b>Improving attention to victims of sexual, gender-based and domestic violence</b>														
1.2.19 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).													50%	During the period, JSSP personnel provided extensive technical assistance to 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> . The DVIs in Soyapango, Ciudad Delgado, and San Salvador received 406 victims of violence cases (37 men and 369 women), of these, 60 were minors (18 boys and 42 girls). In the Soyapango, Ciudad Delgado, and San Salvador <i>Ludotecas</i> , 1743 children received professional attention (984 participated in play therapy, 50 received crisis attention, and 709 received nursery care in conjunction with their parents/guardians visit to the DVI). JSSP personnel conducted four specialized training workshops for 120 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 AGO, UTE, IML, United Nations Population Fund (UNFPA) and <i>Fondo Solidario para la Salud (FOSALUD)</i> personnel 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).
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).													20%	During this period, the JSSP assisted the AGO DVI-La Sultana in the preparation of an annual work plan and conducted five familiarization workshops for AGO, FOSALUD, NCP, IML, and SC officials to increase the workload at this recently established DVI. The workshops were very successful as the workload tripled during this reporting period. Due to continuing internal problems in the SC, no additional progress was made to establish new DVIs under SC jurisdiction. Therefore, JSSP personnel continued to coordinate the potential establishment of additional DVIs in the AGO. A suitable location was identified in San Miguel. A plan for the DVI layout was approved by the Deputy AG. The AGO has guaranteed the sustainability of AGO-DVIs, with the permanent assignment of professional personnel and the provision of adequate working space. Pending final AG approval, the AGO DVI-San Miguel will be established during the next period.
1.2.21 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).													25%	Direct technical assistance was provided to the San Salvador and Santa Tecla RCCs during the reporting period. A total of 169 new sexual abuse cases were received, of which, 153 were female victims and 16 were males. Of these, 137 were minors (121 girls and 16 boys). 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).													15%	During this period, a formal meeting was held with the IML Directing Council in the SC to secure the approval for new RCCs and to help sustain the existing facilities. JSSP personnel were informed that the SC would staff the necessary RCC positions beginning on February 1, 2014. However, it appears the prospect of additional RCCs will not be resolved until the presidency of the SC is decided.
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.													25%	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 Administrative Manager and a key magistrate that sufficient staffing positions are included in the 2014 SC budget. The contracting of appropriate personnel by the SC should be finalized in January 2014 (see 1.2.22). In addition, as mentioned previously (see 1.2.19), the AGO has guaranteed full sustainability for the current DVI-La Sultana and all future facilities under AGO jurisdiction.
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.													15%	As detailed in previous reports, the JSSP is coordinating with FOSALUD 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. Uncertainty in the SC has slowed down the design process. Clear progress in this area is not expected until after July 2014.
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.													45%	Due to the continuing uncertainties with the SC, the DVI/RCC sustainability and dissemination plan developed in the last period has yet to be validated by the SC. However, a DVI sustainability plan has been approved by the Deputy AG (see 1.2.23). In addition, JSSP personnel continued dissemination activities during this period, specifically: a sexual violence and gender-crimes workshop was conducted for 140 public school children from the metropolitan area as part of the <i>Programa de Divulgación Legal Popular</i> (a tour of the San Salvador DVI was included); a workshop was conducted for 45 <i>Instituto Salvadoreño del Seguro Social</i> doctors concerning medical negligence and reporting incidents of sexual abuse; women from the Soyapango, Ciudad Delgado, and San Salvador DVI self-help groups participated with a booth at the USAID Partnership for Growth Fair in San Salvador; and program personnel participated in a panel discussion and helped sponsor a forum for 120 people as part of the <i>No Violencia Contra la Mujer</i> day in San Salvador.
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).													50%	During this period, the JSSP sponsored an evaluation workshop with AGO, FOSALUD, MINSAL, IML and other SC representatives to review the first phase of the certification/training of medical doctors in treating victims of sexual abuse (wherein six regional courses were conducted and 240 doctors trained). In addition, JSSP personnel sponsored a workshop with 35 directors/chiefs of hospitals and medical clinics to discuss the formal complaint process when attending medical personnel are denounced as aggressors in incidents of sexual abuse. During the next period, the second phase of the certification/training of medical doctors in treating victims of sexual abuse will be developed and submitted for validation. As in the first phase, the development process will be coordinated with various government institutions and CSOs.
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.													30%	See above.
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).													15%	As mentioned in the last report, 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.													30%	During this period, JSSP personnel initiated an open-competition process to sub-contract out the establishment and supervision work for the 15 <i>Ludotecas</i> . Several proposals were reviewed and a winning bid/proposal was selected by the JSSP evaluation committee (FUNIPRI). In January 2014, all relevant documents will be submitted to USAID for review and final approval. In addition, JSSP personnel initiated trauma-therapy tutoring for eight <i>ludoteca</i> attendees to specialize them in dealing with children who are traumatized by sexual abuse. This tutoring will continue in the next reporting period. Also, as mentioned in 1.2.20 and 1.3.13, during the next period, new <i>ludotecas</i> will be established as part of the DVI in San Miguel (AGO) and the UNIMUJER in Sensuntepeque (NCP).
<b>Increasing the use of mediation and alternative sentencing options</b>														

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1.2.29 Provide technical assistance in completing the Santa Ana and San Miguel Mediation Centers (MCs) to ensure regional access to services.													25%	As mentioned previously, political/administrative uncertainty have led to numerous delays throughout the SC. The MC assessment completed in the previous period has been provided to all the corresponding magistrates and the SC Legal Manager. During this period, JSSP personnel conducted ongoing mentoring for 15 operators in the San Salvador <i>Derecho Privado y Social</i> , Soyapango, and Ciudad Delgado MCs. In addition, a successful site visit was conducted in San Miguel with SC systems administration personnel to verify suitability requirements for a possible MC establishment. The JSSP continues to await guidance from the SC regarding the establishment of future MCs, as well as the disposition of the current centers. See also 1.2.30.
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.													30%	The establishment of a Mediation Coordination Office in one of the recommendations included in the aforementioned MC assessment. The assessment and many other key issues are under consideration by a SC Modernization Commission (comprised of five magistrates) that was convened during this period.
1.2.31 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.													25%	During this period, the JSSP conducted a two-day restorative justice workshop for 32 participants of the <i>Instituto Salvadoreño para la Protección de la Niñez y la Adolescencia</i> (ISNA), MJSP, CSOs, AGO, and SC representatives (magistrates, judges, MCs, and Juvenile Justice Office). The successful workshop was delivered in two sections, the first focusing on theoretical concepts, and the second, practical exercises/lessons learned from the MCs and AGO. As part of this activity, the Restorative Justice Inter-Sectorial Working Group was established with the following participants: ISNA, SC, MJSP, AGO, PDO, <i>Consejo Nacional de la Niñez y la Adolescencia</i> , <i>Servicio Social Pasionista</i> , <i>Fundación Quetzalcoatl</i> , <i>Fe y Alegria</i> , the <i>Centro de Formación Laboral de la Alcaldía Municipal de San Salvador</i> , the <i>Universidad Centroamericana</i> (UCA), and other international donors. The general objectives of the working group were established, as well as monthly meeting schedules and protocols. The working group will primarily focus on coordination and training activities to expand restorative-justice opportunities and facilitate the efforts of member institutions. JSSP personnel will continue to sponsor working group meetings/activities during 2014.
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.													25%	See above. The JSSP will assist the SC Juvenile Justice Office and ISNA in the development of relevant programs through the Restorative Justice Inter-Sectorial Working Group.
1.2.33 Assist in expanding the Juvenile and Restorative Mediation Center to an additional location.													10%	See 1.2.30. The possible expansion of the Juvenile and Restorative Mediation Center is one of the topics under consideration by the SC Modernization Commission.
1.2.34 Provide technical assistance in implementing the Restorative Justice Manual.													10%	The final approval/implementation of the Restorative Justice Manual is an agenda topic of the Restorative Justice Inter-Sectorial Working Group. It will be addressed in the coming months. See 1.2.31.
<b>Improved criminal court administration</b>														
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.													15%	The establishment of new CAUs is another activity still under deliberation by SC officials. The aforementioned SC Modernization Commission is reviewing the topic. Political considerations are once again central to the discussion. JSSP personnel repeatedly engaged both top-level and mid-level officials on this matter during the period. A final decision may not be reached for several months.
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.													50%	JSSP and SC officials continued to address data migration and system installation matters during this period. Approximately 80% of this process has now been completed. JSSP equipment enhancements for the ODP are in the procurement process. The SC will make staffing assignments during the next period. The ODP inauguration is expected within the next few months unless political considerations arise.
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.													20%	As mentioned in the last report, the development of an institutional protocol is in process to improve the quality of user services (including those with disabilities). During this period, JSSP personnel continued to assist with the development of the protocol as well as the formulation of an SC structural-improvement plan to improve access for all users. Reportedly, the SC Modernization Commission is reviewing the plan. The JSSP expects to move forward on this activity during the next period.
1.2.38 Provide roll-out support of the JP Model Court innovations and case management techniques to all 15 JP courts in Isidro Menéndez.													0%	Pending completion of 1.2.36. Roll-out support is expected to begin in the next period.
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 Menéndez, incorporating the ODP, CAU, and other innovative case flow and hearing/trial management techniques.													0%	
<b>Strengthening the IML</b>														
1.2.40 Provide technical assistance in the certification of key laboratory procedures (implemented in the previous project).													10%	The certification process of key laboratory procedures will be addressed in conjunction with the updating of the IML Strategic Plan. During this period, the JSSP contracted with an expert consultant to spearhead this process with IML officials. The JSSP will proceed once final approval is granted by the IML Directing Council.
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.													20%	By inter-institutional agreement, forensic evidence collection/processing training is being conducted by the AGO Training School and the ANSP. The bulk of this training will take place pending completion of the forensic evidence protocols (see 1.1.06). In addition, detailed JSSP technical assistance will commence with creation and implementation of the JITS.
1.2.42 Assist in the acquisition of relevant software and the implementation of the IML case-tracking system ( <i>Sistema Médico-Legal</i> ).													10%	During this reporting period the International Red Cross offered to donate to IML a proven software program to assist in the identification of missing persons. The IML Director requested JSSP assistance to implement a network to effectively run the software. Accordingly, in the next few months, the JSSP will provide some equipment and technical assistance to facilitate this case/information-tracking request.
1.2.43 Provide direct support in implementing the IML Strategic Plan developed with Program assistance during the previous contract.													10%	See 1.2.40.
<b>SUB-COMPONENT 1.3: Community Policing (CP)</b>														
1.3.01 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.													35%	As detailed in the last report, the expansion of the CPM into additional communities is ongoing in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. During this reporting period, 465 NCP officers completed the CP basic training course, specifically: 300 in Chalchuapa, 21 in Jiquilisco, 40 in Ciudad Barrios, and 104 in Olocuilta. The CP basic course has now been completed for all NCP personnel in Puerto de La Libertad, Jiquilisco, and Ciudad Barrios. The JSSP and NCP are in the process of identifying the five new delegations/communities for CPM expansion in 2014. Apopa will be one of the five, pending final approval by the DG and USAID.
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.													25%	See 1.3.01. As mentioned above, the selection of the five 2014 CPM communities will take place in the next couple of months. As always, possible synergies with other USG activities will be explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials. 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.													100%	Completed. As detailed previously (see 1.2.11.01), JSSP personnel finalized the printing/distribution of 12,000 copies of the CP Manual (8,000 copies for the NCP and 4,000 for the ANSP).

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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.													20%	Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, Olocuilta, and Jiquilisco. A total of 450 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 782 community leaders) in the established CPM communities from the USES 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.													20%	See above. Much of the planning and organizational support detailed above is a required first step in the formulation of the CPSEAPs. The CPSEAPs for Puerto de La Libertad, Ciudad Barrios, and Jiquilisco were completed during this reporting period. A JSSP sponsored community assessment was initiated in Chalchuapa. The process will commence in Olocuilta in January 2014.
1.3.06 Conduct relevant training and outreach activities in each CP community.													20%	Community outreach and specific training activities in the new CPM locations arise from the aforementioned planning sessions. During this period, 2340 students and community members participated in JSSP-supported outreach/training activities, to include: crime prevention forums, cultural events, sports tournaments, street festivals, vocational fairs, 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, 6798 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.													20%	During this period, JSSP and NCP personnel coordinated the successful development of entrepreneurial/vocational-training proposals with community leaders in Chalchuapa and Jiquilisco. Five public schools in Chalchuapa and one in Jiquilisco were selected to initiate programs in the next period, with JSSP support. JSSP personnel also provided limited support to NCP summer schools in Panchimalco and Quezaltepeque during the reporting period. The Quezaltepeque students received a high-level visit from a USAID-Washington representative, during which their successful bread-baking and jam-making skills were displayed. 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.													20%	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.													20%	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 1065 NCP officers received follow-up training and 15 evaluation sessions were conducted with delegation/sub-delegation officials in the new and established CPM areas. In addition, 54 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 and other interested parties.													35%	As detailed in the previous reports, the JSSP contracted with Analitika to perform the relevant baseline and follow-up surveys. During this period, public perception follow-up surveys were completed in four established CPM locations: Atiquizaya, Cojutepeque, San Francisco Gotera, and San Vicente. These results will be available for the next report. Two control- community baseline surveys were also completed in Santiago Nonualco (La Paz Department), and Chapelitque (San Miguel Department). 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.													15%	See above. The results of the follow-up surveys will be discussed in the next report. 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.													30%	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, two victim-assistance workshops (five days each) were conducted in the Ciudad Delgado DVI to familiarize NCP community-policing officials and area public school teachers (70 total participants) with assistance protocols and to generate potential case referrals. In addition, three similar workshops were conducted at the Soyapango DVI for 105 representatives of the Soyapango, Ilopango, and San Martin NCP delegations/sub-delegations. The courses were very successful.
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.													20%	During this period, 151 victims (130 females and 21 males) received professional assistance at the UNIMUJER-Apopa. Of these, 46 were minors (36 girls and 10 boys). As evidenced by these numbers, the UNIMUJER-Apopa has been very productive/successful in its first few months of operation. In December 2013, approval was received from USAID to proceed with the establishment of a UNIMUJER in the NCP Sensuntepeque Delegation. Sensuntepeque is a CPM location. The JSSP completed all necessary remodeling and training of personnel during this period. The opening of the facility is expected in late January. As reported previously (see 1.3.01), in an effort to capitalize on program synergies (CPM/UNIMUJER), the CPM will be expanded to Apopa during the next 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.													10%	See above.
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.													25%	During this period, JSSP personnel sponsored two workshop with 30 AGO, NCP, IML, FOSALUD, FOSALUD, and MINSAL officials to develop/validate a Victim's Assistance Manual to guide and direct the work of UNIMUJER operators. In addition, a local-network directory to public services was also developed and distributed among the participating institutions.
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.													30%	As stated in previous reports, gender sensitivity training and the proper treatment of women victims of violence was incorporated into the basic CP course. A total of 465 CP officers received this training during the period.
<b>COMPONENT 2: Judicial Transparency</b>														
<b>SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption</b>														
<b>Strengthening of the Integrity Unit (IU) (2.1.A)</b>														

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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 Corte de Cuentas), as well as the investigative tools at its disposal, organization and staffing.												100%	Completed. As outlined in the last report, the assessment of the Integrity Unit (IU) was completed. During this period, the JSSP assisted the SC and IU with the implementation of some of the assessment recommendations. An IU modernization plan was formulated to include information-processing enhancements and specific training requirements (i.e., financial analysis, detection of double accounting, money laundering, investigative techniques, and the detection of corrupt activities).
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).												60%	During this period, JSSP personnel conducted two workshops for 10 IU officials in the topics of administrative sanctions and the preparation of draft resolutions. Additional training will be provided in the next period in the following topics: the detection of corrupt activities, financial analysis, and specialized investigative techniques specific to the unit.
2.1.02.01 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.												10%	See 2.1.01. During 2014, in support of the aforementioned modernization plan, the JSSP will provide appropriate information-processing enhancements to the IU. In consultation with SC officials, the necessary equipment was identified during this period.
2.1.03 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.												40%	As outlined in the previously report, a JSSP-sponsored international study tour for several SC unit chiefs to learn best international practices/investigative techniques for auditing purposes has been approved by the SC. The proposed five-day visit will take place in Costa Rica, including visits to 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> . Final approval has been requested from USAID. Pending approval, the visit is scheduled to take place during the next period.
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%	Completed.
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.												40%	As detailed in the last report, 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. During this period, the JSSP conducted a comparative analysis of proposed updates to the IEL with the specific legislation that is currently under consideration by the Salvadoran Legislature.
<b>Strengthening of the SC Investigation Units (2.1.B)</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.												85%	As mentioned in the last report, JSSP personnel successfully completed the assessments of the PIU and the JIU 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 this period, JSSP personnel continued to work with SC officials to validate the assessments and begin implementing plans to reduce case/complaint backlog and to improve unit efficiency/effectiveness. The implementation process will require some legal reform, and will therefore take most of 2014 to complete.
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.												70%	The JSSP conducted four <i>Fundamentación de Resoluciones</i> workshops for 40 IU, PIU, and JIU participants during the reporting period. One additional follow-up workshop is contemplated each year to properly reinforce the course concepts.
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.												10%	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.												10%	See 2.1.01B. The virtual queuing proposal, among other recommendations, is subject to final approval by SC officials (anticipated in late 2014).
<b>SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems</b>													
2.2.01 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems.												70%	During this period, JSSP personnel completed all assessment meetings/workshops associated with the proposed judicial-evaluation and selection-system reforms (see below). An updated Manual of Judicial Evaluation (MJE) reflecting the proposed reforms will be presented to the NJC in January 2014. The recommendations will be provided in the next report.
2.2.02 In coordination with the NJC, Judicial Evaluation Working Group, SC and Mesa Judicial, 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.												50%	As indicated above, a JSSP-sponsored review/assessment of the MJE, to include the recommendations to establish new evaluation parameters and criteria, commenced in the last period. During this reporting period, five workshops were conducted to evaluate the application and suitability of the MJE, as well as to propose relevant updates. Thirty magistrates, judges, NJC ( <i>Unidad Técnica de Evaluación</i> ), and other key judicial representatives participated in the workshops. The updated MJE is expected to be approved in the next few months.
2.2.03 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria.												5%	Training considerations were included in the aforementioned workshops. Pending MJE approval/implementation.
2.2.04 Develop and publish training manuals and materials.												15%	During this period, 1000 bulletins and 3000 brochures were published with JSSP assistance to inform JPs regarding a specialization program for JP who aspire to professional advancement (see 2.2.06). The bulletins/brochures describe the following information: prerequisites to be admitted to the Judicial Training School (JTS) program, the required background for candidates, and the specific content for the specialization program.
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.												60%	The assessment of the JTS institutional capacities and training processes/procedures commenced during the previous period. During this period, JSSP personnel conducted two workshops with 69 JTS officials, internal/external instructors (2), to fully evaluate the JTS capacities and effectiveness. The assessment will be finalized in the next reporting period.
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.												80%	As outlined in the last report, the priority of the JTS is to establish a continuing, specialized training/development program for JPs 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 (see 2.2.04). By agreement with the NCJ and JTS, JSSP personnel will assist in the design of this program. During this period, the JSSP sponsored ten workshops with 323 NJC officials, JTS representatives, judges, and CSOs (with ties to the sector) to facilitate the design/implementation process. The draft plan will be completed in February 2014.
2.2.07 Upon approval, assist the JTS in the implementation of 2-3 pre-judicial professional studies courses per year.												35%	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.												10%	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%	As mentioned in the last report, the evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation is underway. JSSP and NCJ personnel have 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. By decision of the NJC, completion of the evaluation has been postponed until July 2014, in an effort to better focus on the priorities listed in 2.2.02 and 2.2.06.

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<b>SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts</b>														
<b>Improved case management (2.3A)</b>														
2.3.01A Provide technical assistance to improve the <i>Sistema Integral de Gestión Judicial</i> (SIGIU) 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 SIGIU. There is very little support for the SIGIU in the current administration. Accordingly, JSSP personnel will revisit the matter later in FY 2014. If SC support for the SIGIU can not be secured, JSSP personnel will pursue other automated methods to establish effective information linkages in domestic, gender, and sexual violence cases.
2.3.02A Assist the SC in implementing the SIGIU 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 SIGIU.													0%	
2.3.04A Assist in improving the SIGIU report generator.													0%	
2.3.05A Provide limited equipment in support of SIGIU improvements/updates.													0%	
2.3.06A Provide relevant SIGIU training to judges and support staff in system use and reporting features.													0%	
<b>Assess feasibility of a SC Administrative Unit (2.3B)</b>														
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.													20%	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 December 2013, 15 SC officials completed the two-week course (see 1.1.25). The course was very well received by the SC representatives. 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.
2.3.02B Assist in the design and implementation of the new unit or otherwise assist in streamlining SC administrative/financial decision making.													0%	
<b>Strengthening of the SC's Office of Access to Public Information (OAPI)</b>														
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.													15%	As outlined in the previous report, JSSP personnel organized a Transparency Working Group (TWG) with government, university, and CSO representatives. 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. The JSSP is awaiting SC approval to begin the OAPI assessment.
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%	
<b>Judicial training program in new transparency and other procedures and policies (2.3C)</b>														
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%	
<b>COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity</b>														
<b>Citizen Participation (3A)</b>														
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%	Completed.
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).													80%	As detailed in the last report, JSSP personnel successfully organized 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, three meetings/workshops were conducted with 19 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 (USAM), 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> . In addition to the organizations mentioned above, the following new institutions/CSOs joined the TWG: <i>Fundación Alternativa, Instituto de Estudios Jurídicos de El Salvador, el Círculo de Abogados Salvadoreños, ESEN, Tribunal de Ética Gubernamental, Concentración Democrática Nacional, Iglesia Luterana</i> , and the IU of the SC. In addition, JSSP personnel conducted a Transparency and Anti-Corruption workshop for 40 <i>Universidad de El Salvador</i> students to further advance efforts in this area.
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.													20%	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. In this period, several meetings were held with interested groups, to include: <i>Instituto de Derechos Humanos de la UCA (IDHUCA), Fundación de Estudios para la Aplicación del Derecho (FESPAD), Iniciativa Social para la Democracia (ISD), Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES), Fundación Nacional para el Desarrollo (FUNDE), Fundación Guillermo Manuel Ungo (FUNDAUNGO)</i> , and the USAM. JSSP technical assistance and relevant training will accelerate during the next reporting period.
3A.04 Develop and implement an action plan with the Judicial Observatory aimed at defining concrete strategies to increase citizen participation.													20%	In progress. See above.

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3A.05 Create/strengthen a forum consisting of the Judicial Observatory and other major CSOs that will focus on justice and transparency issues.													25%	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.													20%	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.													20%	During this period, the JSSP co-sponsored the presentation of the "Informe de Monitoreo de Transparencia a la Gestión de la Corte Suprema de Justicia, Periodo 2012-2013" authored by ISD. Approximately 100 participants were in attendance. As detailed in 3A.02 and 3A.03, several other organizations/CSOs were enlisted during this period to assist in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency. These new organizations/CSOs include: <i>Fundación Alternativas, Instituto de Estudios Jurídicos de El Salvador, el Círculo de Abogados Salvadoreños, ESEN, Tribunal de Ética Gubernamental, Concentración Democrática Nacional, Iglesia Luterana</i> , and the UI. In addition, successful meetings were held with FESPAD, ISD, and the USAM to learn from their citizen-participation experiences, especially relating to criminal justice, transparency, and anti-corruption. The JSSP is currently considering these last three organizations as potential small grant recipients.
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%	
<b>Host Country Ownership (3B)</b>														
3B.01 Design a feasibility study of possible methods for USAID/El Salvador to engage directly with the Government of El Salvador (GOES) in future projects.													10%	No additional progress was made during this period. The activity will be re-visited after the establishment of the new government in June 2014.
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.													30%	Individual assessments of the management capabilities of the UTE, the AGO Training School, the JTS, and the PGR Training School are underway. The assessments are being conducted by JSSP technical personnel. The assessments are scheduled for completion in July 2014.
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%	
<b>Windows of Opportunity (3C) (subject to written instructions from USAID)</b>														
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.													20%	In progress, such as the establishment of the TWG and the JO. See 3A.02 and 3A.03.

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