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JUSTICE SECTOR STRENGTHENING PROJECT

QUARTERLY REPORT
(APRIL 1 – JUNE 30, 2014)

JULY 20, 2014

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JUSTICE SECTOR STRENGTHENING PROJECT

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(April 1 – June 30, 2014)

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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	National Academy of Public Security (<i>Academia Nacional de Seguridad Pública</i>)
AU	Analysis Unit
CAU	User's Attention Center (<i>Centro de Atención al Usuario</i>)
CONNA	National Council of Childhood and Adolescence (<i>Consejo Nacional de la Niñez y la Adolescencia</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
DPTC	Scientific Technical Police Division (<i>División de Policía Técnica Científica</i>)
DVIs	Domestic Violence Initiatives
ESEN	Advanced School of Economics and Business (<i>Escuela Superior de Economía y Negocios</i>)
FESPAD	Foundation for the Study and Application of Law (<i>Fundación de Estudios para la Aplicación del Derecho</i>)
FOSALUD	National Health Fund <i>Fondo Solidario para la Salud</i>
FUNIPRI	<i>Fundación la Niñez Primero</i>

FUNDAUNGO	<i>Fundación Guillermo Manuel Ungo</i>
FUSADES	<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>
FY	Fiscal Year
GOES	Government of El Salvador
ICTM	Intensive Case Theory Methodology
IDHUCA	Central American University Human Rights Institute (<i>Instituto de Derechos Humanos de la Universidad Centroamericana</i>)
IEL	Illicit Enrichment Law
IJSSES	Improving the Justice System in El Salvador
IG	Inspector General <i>Inspectoría General</i>
IML	Forensics Institute (<i>Instituto de Medicina Legal</i>)
INL	International Narcotics and Law Enforcement Affairs
IPU	Institutional Planning Unit
ISD	Social Initiative for Democracy (<i>Iniciativa Social para la Democracia</i>)
ISDEMU	Salvadorian Institute for Women’s Development (<i>Instituto Salvadoreño para el Desarrollo de la Mujer</i>)
ISNA	Salvadorian Institute for the Integrated Protection of Childhood and Adolescence (<i>Instituto Salvadoreño de Protección Integral de la Niñez y la Adolescencia</i>)
IU	Integrity Unit
JIU	Judicial Investigations Unit
JITs	Joint AGO/NCP Investigative Teams
JJO	Juvenile Justice Office
JO	Judicial Observatory
JP	Justice of the Peace
JSCC	Justice Sector Coordinating Commission
JSSP	Justice Sector Strengthening Project

JTS	Judicial Training School
LEPINA	Special Law for the Protection of Childhood and Adolescence (<i>Ley Especial para la Protección de la Niñez y Adolescencia</i>)
LEIV	Special Integrated Law for a Life Free of Violence for Women (<i>Ley Especial Integral para una Vida Libre de Violencia para las Mujeres</i>)
MC	Mediation Center
MESISIC	Mechanism for Follow-Up on the Implementation of the Inter-American Convention against Corruption
MIP	Joint Manual of Investigative Procedures
MJE	Manual of Judicial Evaluation
MJSP	Ministry of Justice and Public Security <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	Office of Process Distribution (<i>Oficina de Distribución de Procesos</i>)
ORMUSA	<i>Organización de Mujeres Salvadoreñas por la Paz</i>
PDO	Public Defender's Office (<i>Procuraduría General de la República</i>)
PIU	Professional Investigations Unit
PMP	Performance Monitoring Plan
PU	Planning Unit
RCCs	Rape Crisis Centers
RJIWG	Restorative Justice Inter-Sectorial Working Group
RRUs	Rapid Response Units
SAF	Administrative and Finance Sub-directorate

SC	Supreme Court
SAF	Sub-directorate of Administration and Finances (<i>Sub-dirección de Administración y Finanzas</i>)
SENDAS	<i>Asociación Déjame Ayudarte/ Sendas para la Mujer</i>
SIGAP	Automated Information Management System for Criminal Procedures (<i>Sistema de Información y Gestión automatizada del Proceso Penal</i>)
SIGJU	Integrated Judicial Management System (<i>Sistema Integral de Gestión Judicial</i>)
SIN	Sub-Directorate of Investigations
SPCRI	Secretary of Planning, Cooperation and International Relations (<i>Secretaría de Planificación, Cooperación y Relaciones Internacionales</i>)
TWG	Transparency Working Group
UAI	Internal Affairs Unit
UCA	<i>Universidad Centroamericana</i>
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	Executive Technical Unit (<i>Unidad Técnica Ejecutiva</i>)

EXECUTIVE SUMMARY

The Justice Sector Strengthening Project (JSSP) in El Salvador effectively advanced numerous components of the Work Plan during this reporting period. As always, 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 Public Defender's Office (PDO), and the Attorney General's Office (AGO), as well as with civil society organizations (CSOs) and other counterparts.

With the June 1, 2014 change of government, a new Director General (DG) of the NCP took office. Having previously served as the Deputy General, the new DG is very familiar with and welcoming of USAID/JSSP assistance. The DG has affirmed that, going forward, his priorities are consistent and in complete harmony with the JSSP Work Plan.

During this reporting period, JSSP personnel advanced activities including the expansion and strengthening of the Community Policing Model (CPM), the AGO Rapid Response Units (RRUs), the Domestic Violence Initiatives (DVI), and the Attention to Women in Situations of Violence Centers (UNIMUJERs). The Project also made significant progress in the Judicial Evaluation, Criminal Court Administration, and Transparency components by providing significant support to the AGO and PDO Training Schools, the National Judicial Council (NJC) and the SC.

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. During the reporting period, the Transparency Working Group (TWG), which is made up of government, university, and CSO representatives, made significant advances in revising the Probity Law through a highly participatory process. JSSP personnel organized a workshop on international legal standards and aspects of the Salvadorian constitution that could impact the Law's implementation. With continued technical assistance from the Project, TWG is expected to submit a final draft of the Probity Law in December 2014. Moreover, as a parallel exercise the TWG also agreed to observe and make recommendations of ways that civil society can manage or contribute to the upcoming stage of legislative debate, thereby setting the stage for expanded civil society participation.

The JSSP continued to build upon the successes of previous initiatives in order to sustain critical programs and further enhance institutional capabilities. This quarter, Checchi Consulting held three courses to advance a Train-the-Trainer model for public defenders, developing and conducting courses that can then be replicated internally to continue strengthening institutional capacities. JSSP personnel continued to establish effective linkages between the SC, NCP, and AGO. Significant linkages were developed through the establishment of Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in Apopa, Sensuntepeque, and Chalchuapa (to be inaugurated in July 2014), and the specialized UNIMUJER training provided in each corresponding NCP delegation/sub-delegation. The Project also progressed in ensuring the sustainability of the DVI's and RCC's in conjunction with the SC, AGO, and PDO. JSSP personnel continued to follow up and evaluate CPM activities in the established CPM locations in an effort to ensure program sustainability and identify best practices to be applied in the new CPM communities.

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. Como siempre, 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.

Con el cambio de gobierno a partir del 1 de Junio de 2014, tomo posesión del cargo el nuevo Director General (DG) de la NCP, quién se había desempeñado como Sub Director General de la NCP en el periodo de gobierno anterior. El nuevo DG conoce y valora el apoyo de USAID/JSSP y ha afirmado que sus prioridades de cara al futuro, coinciden plenamente con el Plan de Trabajo del JSSP.

Durante este periodo, el personal del JSSP avanzó en las actividades de ampliación y fortalecimiento del Modelo de Policía Comunitaria (CPM por sus siglas en inglés), las Unidades de Solución Temprana (RRUs por sus siglas en inglés) de la AGO, las Unidades de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil (DVI por sus siglas en inglés) y las Unidades Institucionales Especializadas para las Mujeres en Situación de Violencia (UNIMUJERs). El JSSP además tuvo avances significativos en los componentes de Evaluación Judicial, Administración de Tribunales y Transparencia brindó importante apoyo a las Escuelas de Capacitación de la AGO y la PDO, el Consejo Nacional de la Judicatura (NJC por sus siglas en inglés) y a la SC.

El JSSP continuó brindando asistencia técnica a las contrapartes institucionales y a las CSOs para implementar nuevas actividades que permitan mejorar la comprensión y la participación de los ciudadanos en las reformas del Sector Justicia, mejorar la transparencia y reducir la impunidad. Durante el periodo que se informe, la Mesa de Transparencia (TWG por sus siglas en inglés) que se compone de representantes del gobierno, universidades y CSOs, realizó avances importantes en el proceso de revisión de la Ley de Probidad a través de un proceso altamente participativo. El personal del proyecto organizó un taller para los miembros del TWG sobre la normativa jurídica internacional y aspectos de la Constitución salvadoreña que podrían afectar la implementación de la Ley. Con la permanente asistencia técnica del Proyecto, el TWG espera

presentar un proyecto final de la Ley de Probidad en diciembre de 2014. Por otra parte y como un ejercicio paralelo, el TWG también acordó observar y hacer recomendaciones sobre mecanismo de cómo la sociedad civil puede gestionar o contribuir en la siguiente etapa del debate legislativo, a fin de preparar el escenario para una amplia participación de la sociedad civil.

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. En este trimestre Checchi Consulting impartió tres cursos para avanzar en el modelo de Formación a Formadores para defensores públicos; el desarrollo e impartición de estos cursos permitirá que posteriormente puedan ser replicados internamente para continuar fortaleciendo las capacidades institucionales. El personal del proyecto continuó estableciendo coordinaciones efectivas entre la SC, NCP y la AGO. Importantes coordinaciones fueron desarrolladas a través del establecimiento de las UNIMUJERs en Apopa, Sensuntepeque y Chalchuapa (a ser inaugurada en julio 2014) y la capacitación especializada impartida en las correspondientes Delegaciones y Sub Delegaciones de la NCP. El Proyecto también avanzó en garantizar la sostenibilidad de las DVIs y los RCCs por parte de la SC, AGO y la PDO. El personal del Proyecto continuó brindando seguimiento y evaluación de las actividades en las localidades de CPM establecidas en un esfuerzo para garantizar la sostenibilidad del programa e identificar las mejores prácticas para ser replicadas en las nuevas comunidades de CPM.

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

Working closely with the UTE, Checchi Consulting continued to refine a methodology for developing a National Crime Policy (NCrP) that includes crime prevention, combating crime, and criminal penalties. The development of the NCrP will commence upon approval of the methodology. Interviews with the Minister of Justice and Public Security and the Attorney General (AG) are required in order to secure final approval of the methodology, but have faced some delays.

As detailed in previous reports, UTE representatives of the Subcommittee on Institutional Justice and Security Practices and Procedures (*Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad*) and the Information and Statistical Analysis Subcommittee (*Subcomité de Datos y Análisis Estadístico*) are participating in the review and formulation process of the "Monitoring Plan of the Implementation of the Criminal Procedure Code, 2014-2018." The nine indicators undergoing evaluation are:

- Indicator 1 - Number of Cases Resolved that were Opened by the Attorney General's Office (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 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 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.

While indicators six, seven and nine have been measured, there have been significant delays on the part of the SC in delivering the information necessary for measuring the remaining indicators. The Project is reaching out to the President of the Supreme Court to obtain the necessary information to complete the measurement.

As reported last quarter, the SC has suspended all participation in the inter-institutional committees/sub-committees organized through the UTE. While the rift between the institutions has had an adverse effect on the implementation of various activities, JSSP personnel have been working with institutional counterparts to continue advancing and explore other windows of opportunity.

During the reporting period, JSSP personnel continued to assist in developing inter-institutional protocols for joint criminal investigations. The Project supported the development of joint criminal investigation protocols for criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information. The GOES' Forensics Institute (IML by its Spanish acronym), AGO, and the Scientific Technical Police Division (DPTC by its Spanish acronym) evaluated the results in December 2013, but the draft protocols were put on hold as a result of the rift between the SC and UTE. JSSP personnel is scheduling meetings to advance this activity once new leadership has been put in place in the Supreme Court or once the agencies' relationship has improved. It is important to note that although technical assistance has been completed, the Justice Sector Coordinating Commission (JSCC) needs to approve the final information-sharing protocols, which, in turn, is contingent upon the re-establishment of agency ties.

This quarter the JSSP started providing training to members of the first Joint AGO/NCP Investigative Teams (JIT) in Ilobasco/Cabañas. The 10 prosecutors and 15 NCP investigators reviewed the theory and practical applications of the MIP to establish a framework for mutual collaboration and coordination in carrying out criminal investigations. This JIT will particularly contribute to the investigation and prosecution of homicides, extortion and sexual violence.

During the reporting period, the Project coordinated with counterparts in the AGO and NCP to print 2,000 additional copies of the Joint Manual of Investigative Procedures (MIP by its

Spanish acronym), which will be distributed during the next reporting period. In addition, the Evidentiary Law Treaty will be printed and distributed during the last quarter of 2014.

Strengthening of Training Schools

The JSSP conducted several self-help/mental health workshops for 100 AGO personnel focused on reducing and managing workplace stress. In the framework of JSSP's efforts to strengthen the AGO Training School, the Project organized a three-day workshop for internal trainers and prosecutors to review the Instructional Module Course Legal Crime Theory and then impart the first course to 25 prosecutors in the eastern zone of El Salvador. The involvement of the trainers in this exercise builds on a meeting held with the AG last quarter to ensure the effectiveness and sustainability of the activity. JSSP personnel also provided training to 25 prosecutors on awareness of gender and victims of violence in the Prosecutors' Office in Santa Ana.

This quarter, JSSP personnel supported a range of capacity-building activities for the Public Defender's Office (PDO) through the PDO Training School. Specifically, the Project completed the development of teaching guides on the Criminal Litigation and Actual and Personal Rights. The teaching guides on Civil Procedure, Sentencing, Appeals, Special Law for the Protection of Childhood and Adolescence (LEPINA by its Spanish acronym), the Special Integrated Law for a Violence-Free Life for Women (LIEV by its Spanish acronym), and the international legal framework are nearly completed, and will be distributed in the coming months. Checchi Consulting carried out two courses on awareness of gender-based violence in the framework of this activity—one for 25 attorneys, and one for a mixed group of 25 public defenders, prosecutors from the PDO, and doctors from the National Health Fund (FOSALUD by its Spanish acronym). Finally, a total of 120 attorneys from the PDO attended self-help/mental health workshops to better cope with workplace stress and other challenges.

This quarter, Checchi Consulting held three courses to advance a Train-the-Trainer model for public defenders, developing and implementing courses that can then be replicated internally to continue strengthening institutional capacities. Fifty-one public defenders attended trainings on Case Theory, Rules of Evidence, and Techniques for Conducting Interrogations, Objections, and Opening and Closing Arguments. The Project plans to provide training to AGO prosecutors through the next quarter, and will revisit training to the public defenders in February 2015.



Checchi Consulting has continued providing support to the PDO Training School in completing an assessment of the institution's training needs and helped the PDO develop its first Training Plan through a series of working sessions with the Thematic Area Coordinators. These sessions also provided the opportunity for internal trainers to start developing the training modules laid out in the Training Plan; the first

course will focus on Habeas Corpus, International Protection Systems, and Freedom of Movement under U.S. law. In addition, between April and June, JSSP personnel trained 54 defense attorneys on Rules of Evidence and Oral Argument Techniques. JSSP personnel taught a course on Criminal Law Theory to 27 certified trainers from the PDO, AGO, and the Courts. The training module, which focused on the Human Rights of Women, was developed in collaboration with the AGO and PDO. The PDO trainers are expected to start teaching the course during the next reporting period.

Leadership and Change Management Programs

As detailed in the last report, the first scheduled police-commander certificate course, Leadership and Organizational Change, began in March 2014. In June, the Project supported the second module in this course to 35 police commissioners, which was taught at the Advanced School of Economics and Business (ESEN by its Spanish acronym), by ESEN staff. A third ESEN course will also be offered to NCP officials this year. With JSSP sponsorship, approximately 200 commanders will receive this course module between March and December 2014.

Improving Criminal Investigations, Including Use of Scientific Evidence

This quarter, JSSP personnel collaborated with the AGO/NCP to form the JIT of Ilobasco/Cabañas. The JIT's methodology was also initiated in San Miguel, and next quarter its members will receive training in the process and protocols for carrying out and overseeing joint investigations. The project also advanced planning of the next JIT in Soyapango, and started coordinating the first changes to the AGO's work methodology.

JSSP personnel continued to establish effective linkages between the SC, NCP, and AGO. Significant linkages were developed through the establishment of Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in Apopa, Sensuntepeque, and Chalchuapa (to be inaugurated in July 2014), and the specialized UNIMUJER training provided in each corresponding NCP delegation/sub-delegation. The Project supported two sessions to coordinate work at the Sensuntepeque UNIMUJER, bringing together staff from the Sensuntepeque AGO, the Sensuntepeque delegation and police investigators to develop rape investigation strategies. Prosecutors and investigators from the area held two additional meetings to discuss specific cases. Finally, Checchi Consulting collaborated with the *Instituto Salvadoreño para el Desarrollo de la Mujer* (ISDEMU) from Cabañas to hold two training workshops for women community leaders; 35 trainees attended each workshop.

As detailed in the last report, with JSSP assistance the AGO successfully implemented the Automated Information Management System for Criminal Procedures (*Sistema de Información y Gestión Automatizada del Proceso Penal*, SIGAP by its Spanish acronym) in every AGO unit and mentored AU personnel in the use of the SIGAP terminal as an essential investigative/analytical tool to support of specific investigations and in identifying criminal trends/patterns. While the Project had planned to provide additional training and mentoring as needed throughout 2014 in support of the AU, this quarter the AGO indicated that it does not require additional training or material assistance in this area.

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

Attorney General's Office (AGO)

To date, the Project has collaborated with Government of El Salvador counterparts to establish three Rapid Response Units (RRU's): Soyapango, Chalatenango, and Zacatecoluca. A fourth, in Ilobasco, is under implementation, while three more (San Marcos, San Vicente, and Usulután) are in the design phase.

As reported previously, 100% of AGO cases from January 2013 have been fully entered into the SIGAP. Indeed, the main source of information for strengthening RRUs is the AGO's SIGAP, which has the most up-to-date, reliable information through the present. This information is expected to be made available during the next quarter. However, the Project has found that there is no valid data available for the previous years—from the SIGAP or other sources—therefore limiting the scope of measurement. Regulations are in place to ensure that all future

cases are entered in an effective and timely manner. JSSP personnel continued to promote the use of the system in all AGO training and mentoring activities.

National Civilian Police (NCP)

With the June 1, 2014 change of government, a new Director General (DG) of the NCP took office. Having previously served as the Deputy General, the new DG is very familiar with and welcoming of USAID/JSSP assistance. The DG has affirmed that, going forward, his priorities are consistent and in complete harmony with the JSSP Work Plan. These priorities are:

1. Direct support to the Institutional Planning Unit in the formulation of a new, five-year strategic plan;
 2. Direct support to the Sub-Directorate of Investigations (SIN) to strengthen its management policies/procedures, professional development of investigators, coordination with the AGO, and the quality of investigations throughout the country;
 3. The modernization of the Administrative-Finance Sub-Directorate (SAF), to include direct assistance to the Personnel Unit and the career development process; and
 4. The strengthening of the Community Policing Unit and continuing roll-out of the CPM.
- Additional details of the JSSP's work in these four areas is provided below.

During this period, JSSP personnel completed technical assistance to the NCP Inspector General's (IG) Internal Affairs Unit (UAI by its Spanish acronym). This technical assistance included: 1. Specialized training for 57 UAI personnel conducted by DPTC instructors in the use of forensic evidence in police investigations, as well as case analysis training conducted by *División Elite Contra el Crimen Organizado* (DECO) officials; 2. A completed proposal for the certification of UAI personnel; 3. A completed proposal for the assignment of full-time analysts to the unit; and, 4. The submission of a proposed guide for compiling UAI statistical data to track key information (i.e., cases opened, cases investigated, referrals to the AGO, case results, cases resulting in arrest and/or disciplinary action, etc.). A final report was provided to both IG and NCP authorities. As approved by the new DG, direct technical assistance to the SIN will begin in July 2014. A new SIN Sub-Director was appointed in June 2014. This Sub-Director worked very closely with JSSP personnel during the USAID-funded Improving the Justice System in El Salvador (IJSES) project.

As outlined in the last report, joint training/strengthening activities are currently under development as part of the formulation of the joint criminal investigative protocol. The implementation of the JTI initiative is expected to serve as a catalyst. As previously mentioned, the JSSP is including DPTC personnel in many of its training activities. The appointment of the new SIN Sub-Director should also facilitate this process as he previously served as the commander of the DPTC.

As mentioned in the last report, JSSP personnel have established effective linkages between public security and community policing (CP) functions at the delegation and sub-delegation levels through the CP program. During this period, the JSSP conducted CP training for 120 mid-level and command-level officials from throughout the country in order to promote these linkages. The vast majority of these officials are responsible for public security functions in their respective delegations/sub-delegations. In addition, significant linkages were also developed through the establishment of UNIMUJERs in Apopa, Sensuntepeque, and Chalchuapa (to be inaugurated in July 2014), and the specialized UNIMUJER training provided in each corresponding NCP delegation/sub-delegation.

As detailed in previous reports, the Technical Council was disbanded in September 2013 and replaced by the *Secretaría de Planificación, Cooperación y Relaciones Internacionales* (SPCRI). The previous DG approved two manuals that were prepared with extensive JSSP assistance to properly establish the SPCRI and delineate its functions: 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*. During this period, JSSP personnel provided significant technical assistance to the Institutional Planning Unit (IPU) (one of the SPCRI units) in the evaluation of the out-going strategic plan and the development of the new NCP five-year strategic plan. In June 2014, the JSSP sponsored 26 regional strategic plan evaluation/development workshops in which 245 NCP officials (both operational and administrative) participated to ensure widespread input in drafting the new plan. At the specific request of the new DG, JSSP assistance will continue during the next period in the drafting/presentation of the new 5-year plan.

The JSSP continued to actively promote the sustainability of the CPM in planning sessions and coordination activities throughout the institution. During this period, cross-training activities continued in earnest with 40 separate CP evaluation/follow-up workshops with over 586 NCP officials participating. In addition, CPM sustainability was promoted as part of the aforementioned leadership and CP training activities provided to police commanders (with 155 participants).

During this period, JSSP personnel provided only limited technical assistance to the SAF as a change in SAF leadership was implemented. As stated above, the new DG will make SAF modernization/strengthening a priority during his administration. This will especially be the case for the Personnel Unit. The JSSP will reengage with the new SAF leadership in July 2014.

Public Defender's Office

This quarter, the PDO began to implement 15 new case management processes and procedures that were developed and approved with JSSP assistance. This stage will enable the agency to practice and refine their application to improve its operations as intended.

In addition, Checchi Consulting started establishing the third JSSP DVI in collaboration with the PDO in Cojutepeque this quarter. The JSSP assisted the PDO in remodeling



Play therapy facility before and after intervention in the PDO DVI office in Cojutepeque.

and equipping the DVI facility. Gender and DVI training is in process for the new facility's designated PDO operators.

Judicial Branch

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

JSSP personnel continued to provide ample legal assistance to the existing DVI's this quarter. The DVI's in Soyapango, Ciudad Delgado, San Salvador, San Miguel and Cojutepeque received 589 victims of violence (498 women and 91 men); of these 57 were minors (43 girls and 14 boys). In the Soyapango, Ciudad Delgado and San Salvador play therapy centers, 1,228 children received professional attention (1,228 participated in play therapy and 64 received crisis attention). JSSP personnel also conducted three specialized training workshops for 90 DVI/Rape Crisis Center operators, prosecutors, and affiliated judges/court secretaries from the focal areas. The workshops focused on LEPINA, the Use and Objectives of the Gesell Chamber, and Sexual Violence. A team working session was also carried out for 15 staff members from the Ciudad Delgado DVI, in order to streamline the DVI's management and coordination procedures. During this reporting period, JSSP personnel held three meetings with the Executive Committee to evaluate and coordinate the incorporation of cases attended by the DVIs and RCCs. These meetings served as an opportunity to hold a working session to integrate

the Andrés Bello University, incorporating students from the university graduate programs into the SC's Units. A proposal was developed and submitted to the SC for their review and approval.

This quarter, JSSP personnel also supported the launch of a DVI in the Cojutepeque PDO. In the framework of this activity, the Project coordinated various meetings with the project stakeholders, including FOSALUD, which will assign a doctor to the facility, as well as leadership from the PDO's the Gender Unit, the Cojutepeque Office, and CSO *Fundación La Niñez Primero* (FUNIPRI). This included a three-day meeting with 20 representatives from the agencies and NGO's to define the operational processes and personnel profiles. Checchi Consulting collaborated with its partners to identify, remodel, equip and furnish, and inaugurate the new space. The Project carried out a second five-day training on LEPINA and the use and objectives of Gesell Chambers for 25 staff from the AGO's Women and Youth Unit and DVI. Finally, as part of the Project's ongoing support and oversight process, the Project organized a course on investigative strategies for rape cases, and twenty participants attended a working session for the DVI in the San Miguel AGO.

During the reporting period, Checchi Consulting continued to collaborate with FUNIPRI to advance the objective of implementing 15 new play therapy centers. During this period, staff reached out to institutional partners to organize the implementation of a new play therapy space and crisis attention room in the Ilobasco AGO, which will be inaugurated in collaboration with the RRU in July 2014. The Project also advanced the implementation of play therapy centers in the DVI of the PDO in Cojutepeque, and in the UNIMUJER of the NCP in Chalchuapa. In addition, JSSP personnel carried out two day-long trainings for UNIMUJER staff from the centers in San Miguel and Ilobasco, teaching the use of play and recreational activity as part of therapy. Furthermore, in the next period the new play therapy centers will be established as part of the SC's DVI in Chalatenango, and the UNIMUJER in Jiquilisco and Cara Sucia, as well as a center proposed by the AGO's Human Trafficking Unit.

Direct technical assistance was provided to the San Salvador and Santa Tecla RCCs during the reporting period. A total of 186 new sexual abuse cases were received, of which, 168 were female victims and 18 were males. Of these, 153 were minors (136 girls and 17 boys). The IML has not been able to secure the approval from the IML Directive Council to establish new Rape Crisis Centers, which has delayed expansion of the RCCs into four future locations.

Significant advances were made with the SC, AGO, and PDO to ensure the sustainability of the DVIs and RCCs. JSSP personnel met with the SC President to negotiate conditions to ensure the sustainability of the additional DVIs, RCCs, and play therapy centers in the SC, which are proposed in the Chalatenango SC and the Sonsonate IML. Furthermore, the AGO has guaranteed complete continuity of the current DVI in San Miguel by contracting the play therapy center staff after receiving technical assistance from FUNIPRI. Similarly, the PDO has also

indicated that it will contract the necessary staff required to operate the play therapy center in Cojutepeque. As detailed in the last report, JSSP personnel continue to coordinate with the SC regarding the possibility of implementing a case management system in the DVIs/RCCs that, through an alarm system in cases of recurring domestic violence cases, would permit judges to assess the risks faced by victims of domestic violence in order to avoid further harm. However, the system design and approval process, which has faced delays as a result of uncertainty surrounding leadership under the administration of the acting SC President, will continue through the next quarter.

Developing and implementing a sustainability plan for the DVIs/RCCs is an important step in ensuring that JSSP's institutional partners take ownership over activities and can ensure continuity. This quarter, Checchi Consulting focused on raising the awareness of staff of the AGO, PDO and FOSALUD regarding the victim referral process to Victim's Attention Units. JSSP personnel also organized visits of USAID officials to the UNIMUJER in the NCP of Apopa and Sensuntepeque, as well as the RCC in Santa Tecla, and arranged USAID participation in the Gender Roundtable.

JSSP continues to await the IML's official validation of the training plan that the Project had helped the agency develop. As discussed in previous reports, this plan will improve coordination between the PDO, IML and NCP.

Increasing the Use of Mediation and Alternative Sentencing Options

As mentioned in previous reports, political/administrative uncertainty have led to numerous delays throughout the SC, so there are no advances to report regarding this objective. According to the President, the establishment of future MCs and the disposition of the current centers will be resolved at the highest level of the SC (*Pleno de la CSJ*). However, no timetable for this decision was provided.

As detailed in past reports, a Restorative Justice Inter-Sectorial Working Group (RJIWG) was established made up of members from universities and other CSOs, as well as public institutions. During this period, the JSSP continued to facilitate and provide guidance to the working group in developing alternative methods to resolve conflicts and restorative justice opportunities. Specifically, this quarter the Project organized four working sessions to review the Restorative Justice Manual, and also organized a forum, which was attended by 25 people. JSSP personnel also organized four training sessions on the Restorative Justice Manual and its potential applications in the Salvadorian legal system, which were attended by members of the RJIWG.

The JSSP continued to assist the SC Juvenile Justice Office (JJO) and ISNA in the development of relevant programs through the RJIWG, engaging public and non-governmental entities so that they have an understanding of and can eventually support alternative justice mechanisms

with a focus on restorative justice. During this period, JSSP personnel sponsored a forum on institutional adjustments to the juvenile justice system, which was attended by 120 people, and a course on basic juvenile justice concepts, which was facilitated by the JJO and attended by 32 people, including representatives of justice sector institutions, CSO's that work on violence prevention issues and related to violence prevention. Checchi Consulting also supported a follow-up course on introductory restorative justice, facilitated by the JJO, which was attended by representatives of many of the same organizations that attended the course on juvenile justice. The Project also advanced a workshop on community interventions as part of a strategy to launch pilot projects in the framework of this activity, and provided technical and logistical support for a workshop on the jurisdiction of LEPINA, facilitated by the JJO and Italian NGO Soleterre, with the goal of bringing together support for an International Forum on Restorative Justice.

The possible expansion of the Juvenile and Restorative Mediation Center is one of the topics currently under consideration by the SC. JSSP staff also discussed the topic with the PDO's Mediation and Conciliation Service and the National Coordinator of the PDO to identify possible strategies for advancing this shared objective.

Improved Criminal Court Administration



User's Attention Unit Inauguration in Zacatecoluca.

During this period, the Project inaugurated the new User's Attention Center (CAU by its acronym in Spanish) in Zacatecoluca. The event was attended by 75 people including the Director of Democracy and Governance of USAID, representatives from UNICEF, SC magistrates, managers and mid-level officials, NCP delegates, and representatives of the AGO, PDO, and Ministry of Defense, among others.

In June, the Project organized the inauguration of the new CAU in San Vicente. Seventy-five people representing GOES entities including SC, NCP, AGO, PDO and judges, as well as CSO's and other stakeholders, participated in the event.

As reported last quarter, the SC recently completed a successful electronic notification pilot program in San Marcos, and has expressed its interest in replicating it with JSSP support. The JSSP is preparing to assist the SC with an assessment of the possible expansion of the San Marcos electronic notification pilot program to other locations, focusing on identifying favorable conditions for implementation. This includes analysis of resource needs, sustainability issues, level of institutional support, methodology, timing, and other relevant factors. However, the SC must make a formal request in order to move forward with assessment, design and implementation.



This quarter, the JSSP took the lead in developing a draft of the Courts' Protocol for Attention to Users, as the activity had been delayed due to uncertainty regarding the leadership in the SC. The draft was submitted to the SC for feedback. The Project also started planning a course on attending people with disabilities this quarter, to be directed at the operators of the CAUs. It is currently pending a formal request from the SC.

This quarter, JSSP personnel met with the SC Magistrate to discuss implementation of an evaluation of institutional capacities to allow virtual declarations in summary and ordinary proceedings. The Magistrate requested that the Project reallocate the resources for this activity to support the SC's priority activities. JSSP staff also held meetings with the SC to discuss the scope of the Office of Process Distribution (ODP by its Spanish acronym). The SC has indicated that it wants to establish new ODP's and expand their reach to incorporate not only Justices of the Peace Courts, but also the courtrooms dealing with Penitentiary Security and Execution of Sentences, Transportation, and Sentencing Specialists, among others in Isidro Menéndez. The activity is pending the SC's submission of a formal request for this new scope in order to modify the scope of work and provide the support requested by the SC.

Strengthening the *Instituto de Medicina Legal (IML)*

As mentioned in previous reports, the certification process of key laboratory procedures will be addressed in conjunction with the updating of the IML Strategic Plan. An expert consultant was

contracted to spearhead this process with IML officials. Final approval is pending from the IML Directive Council.

As mentioned in previous reports, the IML approved a Joint Training and Technical Assistance Plan that the JSSP had assisted the IML in developing in order to facilitate coordination with the NCP and AGO. IML, AGO, and NCP personnel will participate in the proposed training. The course content is currently under review by IML; it includes workshops detailing the laboratory services provided by IML, types of evidence required for each one of these services, evidentiary requirements for a successful prosecution, and the proper use/presentation of evidence in trial. Approval from IML is still pending.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING

The implementation of the CPM in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta was completed this quarter, with the final 70 NCP officers completing the CP basic training course in Chalchuapa and Olocuilta. In addition, 120 mid-level and command-level officials from throughout the country completed the CP basic course during this period. The new NCP DG also approved four new sub-delegations/communities for CPM expansion in 2014/2015: Apopa, Suchitoto, Ilobasco, San Luis La Herradura (La Paz), and Cara Sucia (Ahuachapán). In accordance with this approval, in June 2014, JSSP personnel initiated CPM planning and organization activities with the respective Delegation/Sub-Delegation chiefs.

Successful entrepreneurial and vocational training programs continued in Chalchuapa, Jiquilisco, and Ciudad Barrios. Five public schools in Chalchuapa, two in Jiquilisco, and two in Ciudad Barrios are actively participating with JSSP support. These programs are developed/coordinated through the CPSEAP process. JSSP personnel also provided training support for 300 students, teachers, local authorities, and NCP personnel in the Safe Passage Program (*Corredores Escolares Seguros*) in Zacatecoluca (La Paz) in an effort to curb violence to/from school.



Students learn baking as part of a school entrepreneurship training program in Jiquilisco.

During this period, direct planning and organizational support to municipal and community leaders continued in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, Olocuilta, and Jiquilisco. A total of 681 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 2,582 community leaders) in the established CPM communities from the IJSES Project, specifically: Nahuizalco, Quezaltepeque, Panchimalco, Ciudad Delgado, San Marcos, Atiquizaya, Mejicanos, Sensuntepeque, San Vicente, Chalatenango, San Francisco Gotera, and Cojutepeque. The JSSP will initiate direct planning/organizational support to municipal and community leaders in Apopa, Suchitoto, Ilobasco, San Luis La Herradura, and Cara Sucia in the next reporting period. Community outreach and specific training activities in the new CPM locations arise from the aforementioned planning sessions. During this period, 10,401 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.

JSSP personnel continued 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 1,550 NCP officers received follow-up training and 28 evaluation sessions were conducted with delegation/sub-delegation officials in the new and established CPM areas. In addition, 13 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations (Apopa, Suchitoto, Ilobasco, San Luis de la Herradura, and Cara Sucia) to facilitate successful implementation and control the quality of services across cases and sites.

During this period, the JSSP inaugurated a new DVI in Cojutepeque, a community that the Project has supported through its CP component. The SC President also approved the location for the Chalatenango DVI that has been in the planning stages for some time. Pending approval by the SC and IML, new RCC's are still being considered for Sonsonate and Usulután; this would complement CP activities that are already underway in both areas.

Three workshops were held at the UNIMUJER in Sensuntepeque to define and follow up on a process for moving victims through the system ("*ruta de atención*"). Thirty participants from the NCP, Ministry of Health, FOSALUD, IML, PDO, the Sensuntepeque Mayor's Office, and CSO's. This workshop incorporated awareness-building of the issue of attending victims, and addressed the new theme of creating safe spaces for victims, which will be set up at the Mayor's Office. Two workshops were organized at the Apopa UNIMUJER, bringing together 30 representatives of the NCP, Ministry of Health, PNG and FOSALUD to discuss concrete cases and evaluate the level of agency coordination, identifying lessons learned and best practices. JSSP personnel also led a workshop on Attention to Victims for 35 staff from the NCP's Citizen's Attention Offices this quarter.

This quarter, JSSP personnel conducted an informational workshop in the police headquarters in Chalchuapa, teaching 45 members of the Violence Prevention Committee about the work of the UNIMUJER. JSSP personnel organized a series of working meetings with 35 CSO

representatives to develop a training course for the staff of the UNIMUJER's in Sensuntepeque, Apopa, Mejicanos, Suchitoto and Cara Sucia, as well as the UNIMUJER's in Chalchuapa and Jiquilisco. In June 2014, the third UNIMUJER (Chalchuapa-NCP Sub-Delegation) was equipped and personnel received training. The facility will be inaugurated in July 2014. In addition, the NCP approved Jiquilisco was approved as the fourth UNIMUJER location, and the remodeling process is underway. In the framework of this activity, JSSP personnel conducted site visits to the NCP Sub-Delegations in Suchitoto and Cara Sucia in order to ascertain their suitability for the establishment of UNIMUJERs; final approval is pending.

During this period, 174 victims (165 females and 9 males) received professional assistance at the UNIMUJER-Apopa, and 64 victims (64 females) received professional assistance at the Sesuntepeque UNIMUJER. Of these, 60 were minors (54 girls and 6 boys). In order to capitalize on the program synergies between the CPM and UNIMUJER in the area, the CPM was expanded to Apopa during this period.

In order to effectively measure CP impact and better inform NCP officials and community leaders, as well as other interested parties, four baseline surveys were initiated during this period in Apopa, Suchitoto, Ilobasco, and San Luis de la Herradura. Results will be available during the next reporting period. Going forward, several follow-up surveys will be completed in the next period in existing CPM communities.

As stated in previous reports, gender sensitivity training and the proper treatment of women victims of violence was incorporated into the basic CP course. During this reporting period, the Project conducted two coordination workshops to streamline efforts at Sensuntepeque, bringing together the municipality's AGO, police and delegation to review strategies for investigating rape cases. Prosecutors and investigators also met to discuss specific cases in the framework of this training. Checchi Consulting also collaborated with ISDEMU from the department of Cabañas to hold two trainings on women's rights for 35 women leaders from the local community.

2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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

During the period of April through June 2014, JSSP personnel assisted Integrity Unit (IU) officials in completing an organizational plan that will be integrated into the SC Institutional Strategic Plan. Among other issues, this plan will address accountability procedures within the unit, as well as specific training needs (especially relating to new computer equipment donated by the JSSP). The organizational plan, which includes a strategy and roadmap, was presented to officials representing the Court of Accounts, municipalities, and various public agencies, and will continue to be shared with stakeholders, but still needs to be presented to the Supreme Court for official approval. JSSP plans to conduct a workshop on financial analysis for IU staff in November, pending an official request from the IU. In addition, this quarter, JSSP staff donated two computer servers, one laptop, one multi-media projector, and one scanner to the IU.

During the reporting period, the TWG made significant advances in revising the Probity Law, through a highly participatory process. JSSP personnel organized a workshop for the members of the TWG, which is made up of government, university, and CSO representatives. Participants practiced analyzing constitutionality and making adjustments to the Organization of American States' model law, taking into account the Mechanism for Follow-Up on the Implementation of the Inter-American Convention against Corruption (MESISIC by its acronym in Spanish). The TWG will continue to refine its analysis, with additional support from JSSP personnel and contracted experts, and is expected to submit a final draft of the Probity Law in December 2014. Moreover, as a parallel exercise the TWG also agreed to make note of how civil society can manage or contribute to the upcoming stage of legislative debate.

This quarter, JSSP personnel assisted the PIU in developing a proposal to update current procedures for filing complaints against private attorneys and judges in the short term, meeting

with the leadership of both offices to discuss the current regulations for this process. A draft for addressing this issue in the short term is expected to be ready next quarter; the next step is a proposal for an integrated reform over the long term. To date, the Project has conducted four trainings on "*Fundamentación de Resoluciones*" to 40 IU, PIU, and JIU participants. The next step is a workshop on composition and writing for unit staff, expected to be held in November 2014, and a course on drafting resolutions, which is currently set for December 2014. However, both of these courses are pending an official approval from the SC.

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

As detailed in the last report, JSSP personnel completed all assessment meetings/workshops associated with the proposed judicial-evaluation and selection-system reforms and proposed key modifications for the evaluation and selection processes. During this period, JSSP personnel continued to track progress in obtaining the NJC's approval of the Manual of Judicial Evaluation, which was presented in January 2014. Approval is still pending.

This quarter, the Project distributed 3,500 copies of "*Ventana Jurídica 11*," a training publication that covers January through June 2014 and will be used for training and informational purposes. The Project has started the process of assisting the UTE and the NJC in the drafting of an Annotated Criminal Procedure Code. This publication is expected to be completed during the first quarter of 2015.

The assessment of the JTS institutional capacities and training processes is almost complete. During the reporting period, JSSP personnel worked with the NJC to set a new timeframe, agreeing to move forward with completing the evaluation and presenting the corresponding recommendations for organizational restructuring. JSSP personnel also carried out a diagnostic workshop with 40 justice officials from the NJC's JTS to update the profiles of judges and magistrates relating to Juvenile Criminal Justice. The Project presented the results of the organizational climate assessment conducted last quarter to 50 justice officials, and continued to advance in the drafting of a manual detailing new organizational processes of the JTS. In addition, the JSSP presented a proposal to reorganize the administrative positions of the JTS to ensure consistency with the new organizational processes. The manual and the administrative reorganization proposals are pending approval from the NJC.

This quarter, Checchi Consulting launched a series of continuing professional education courses starting with a continuing specialization program in the eastern zone of the country, for 40 Justices of the Peace to advance in their judicial careers by attending Sentencing Tribunals. The Project also held two three-day classes for 30 participants—one on applying constitutional principles to criminal proceedings, and one on Criminal Law Theory.

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

As detailed in past reports, there continues to be little support for the Court Case Management Tracking System (SIGJU by its acronym in Spanish) in the current administration. Therefore, the Project is exploring other automated methods to establish effective information linkages in domestic, gender-based, and sexual violence cases. In this context, the SC President expressed an interest in test out a case tracking system for use in the Civil Chamber and JSSP personnel have prepared to move forward with a system assessment and design, pending a formal request from the SC. In addition, current SC officials are not receptive to the creation of an Administrative Unit so the activity will be revisited in FY 2015 as part of the new JSSP Work Plan. As an alternative, JSSP and SC officials agreed to provide administrative and financial training to key personnel, in coordination with the General Legal and Administrative Managers. JSSP reached out to the SC to explore the possibility of carrying out training in administrative and financial decision-making; further advance is pending a response from the SC.

While the JSSP-sponsored assessment of the Office of Access to Public Information (OAPI) was approved by the SC President during the last period, it was delayed pending the approval of the OAPI. The consultants have been contracted and have presented their methodology, so they are ready to advance when the Access to Public Information Unit's presents their consent to implement this activity. As previously reported, JSSP personnel have determined that the establishment of a unified case number at the national level is not currently permissible according to SC rules. Therefore, this activity will be revisited as part of the development of the new Work Plan for the next fiscal year.

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

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

In order to foster two-way communications and develop respect between SC counterparts and CSOs, the Project contracted an expert in inclusive working group methodologies to facilitate the creation of a harmonious workplace based on communication and mutual respect between civil society organizations and the SC, creating the necessary conditions for revising the Law of Probity.

The Small Grants Program provides an opportunity for CSOs and their citizen constituents to participate more actively in the public policy making process and in demanding more judicial transparency and accountability. This quarter the Project focused on compiling information into a bulletin, which will be distributed to citizens along with copies of the Access to Public Information Law. This informational bulletin will give an overview of the structure and functions of the GOES, with an emphasis on the court system so that citizens better understand their rights. The Law and bulletin will be distributed next quarter

This quarter, the Project ordered 2,000 copies of the Access to Public Information Law, which are currently being printed. They will be distributed by the Access to Public Information Institute during activities being supported by the JSSP in collaboration with the OAPI of the Supreme Court. To date, 120 people in the municipalities of Nahuizalco, San Marcos, El Puerto de la Libertad and Panchimalco have received training in citizen participation strategies, including transparency, the Right of Access to Justice, and the Access to Public Information Law.



Checchi Consulting will support the 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. This activity will launch in Fiscal Year 2015, pending the implementation of a strategy to develop observatories and increasing citizen participation. As detailed in previous reports, JSSP personnel conducted a diagnostic of potential CSOs interested in creating a new Judicial Observatory (JO), designed to have multiple partners from public institutions, universities and NGOs. As a result of this effort, the Project decided to modify its implementation strategy by focusing on strengthening existing civil society observatories instead of creating a new Judicial Observatory. In this context, the JSSP will design a series of capacity building activities tailored to the needs and interests of each civil society partner.

3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

JSSP personnel is evaluating the engagement strategy to implement future activities under this component with the UTE, the AGO Training School, the JTS, and the PDO Training School. A new approach will be presented as part of the new JSSP Work Plan for the next fiscal year.

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. JSSP support for the TWG and the establishment of the Judicial Observatory are excellent examples of these efforts.

JSSP WORK PLAN

LIFE OF ACTIVITY WORK PLAN (APRIL 1 - JUNE 30 , 2014)
 USAID - CHECCHI AND COMPANY CONSULTING, INC.
 PROJECT: JUSTICE SECTOR STRENGTHENING PROJECT

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
COMPONENT I: CRIMINAL JUSTICE REFORM														
SUB-COMPONENT 1.1: Elevating the professional standards of justice sector operators.														
Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (CPC) (1.1A).														
Sector-wide planning to achieve a common vision regarding criminal justice:														
1.1.01 Provide technical assistance in developing a National Crime Policy (NCP) to include: crime prevention, combatting crime, and criminal penalties.													30%	This quarter, Checchi Consulting continued to refine a methodology for developing a National Crime Policy (NCP) that includes crime prevention, combating crime, and criminal penalties. The development of the NCP will commence upon approval of the methodology. Interviews with the Minister of Justice and Public Security and the Attorney General (AG) of the UTE are required in order to secure final approval, but have faced some delays.
1.1.01.01 Provide technical assistance in the dissemination and implementation of the new policy.													0%	Pending completion of 1.1.01.
1.1.02 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop and implement the Second Strategic Plan.													35%	As detailed in previous reports, representatives of the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> and the <i>Subcomité de Datos y Análisis Estadístico</i> are participating in the review and formulation process of the "Monitoring Plan of the Implementation of the Criminal Procedures Code, 2014-2018". There have been delays on the part of the SC in delivering the information necessary for measuring some indicators. In late June, the Court authorized the release of information by all Courts. This process is expected to move forward next quarter, and should permit measurement of the remaining indicators.
1.1.03 Assist in the development of inter-institutional protocols for victim rights.													10%	This quarter, the development of inter-institutional protocols remained stalled as a result of the stalled partnership between the SC and UTE. As reported last quarter, the SC has suspended all participation in the inter-institutional committees/ sub-committees organized through the UTE until UTE leadership changes when the new president takes his seat in June 2014.
1.1.3.01 Assist in implementing victim rights protocols in the corresponding institutions.													0%	See 1.1.03.
1.1.04 Assist in developing universal, inter-institutional protocols for witness protection.													0%	See 1.1.03.
1.1.4.01 Assist in implementing witness protection protocols in the corresponding institutions.													0%	See 1.1.03.
1.1.05 Assist in developing inter-institutional protocols for joint criminal investigations.													50%	As detailed in the last report, all available institutional/ inter-institutional documentation was reviewed by the corresponding committees to develop the joint criminal investigation protocols for criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information and the IML, AGO, and the <i>División de Policía Técnica Científica</i> (DPTC) evaluated the results in December 2013. However, the draft protocols have been put on hold as a result of the rift between the SC and UTE.
1.1.5.01 Assist in implementing the joint criminal investigation protocols.													0%	Pending completion of 1.1.05.
1.1.06 Assist in developing coordination protocols for collecting and processing forensic evidence.													50%	Draft protocols for collecting and processing forensic evidence, which were developed based on documentation reviews and then evaluated by IML, AGO, and DPTC in December 2013, will be submitted to the SC and UTE once better working relationships exist between these institutions.
1.1.6.01 Assist in the implementation of the forensic evidence protocols.													0%	Pending completion of 1.1.06.
1.1.07 Strengthen the UTE Statistical Unit by contracting a technical specialist until March 2014.													100%	As detailed in previous reports, the JSSP hired a computer / statistics specialist to strengthen the UTE's statistical unit. JSSP and UTE personnel had agreed that the UTE would be responsible for filling this position as May 2014; while the UTE was unable to do so in 2014, it has committed to incorporating the cost of the position into its budget in the future. Therefore, this quarter JSSP personnel extended the consultant until the first quarter of Calendar Year 2015.
1.1.08 Provide technical assistance to the UTE Statistical Unit in completing CPC Evaluation for 1st year of implementation.													90%	See 1.1.02. Completing the measurement of the six remaining indicators depends on information provided by the SC, and has therefore been affected by the divide between the SC and UTE.
1.1.8.01 Assist in developing inter-institutional protocols for sharing information within the justice sector.													80%	Although technical assistance has been completed, the Justice Sector Coordinating Commission (JSCC), made up of the SC and UTE, needs to approve the final information-sharing protocols. This will not occur until relations between the SC and UTE have been re-established with the change of UTE leadership.
1.1.09 Conduct workshops and seminars to improve the use of IT in justice sector institutions.													0%	Pending completion of 1.1.08.01.
1.1.10 Conduct a feasibility assessment regarding the use of Court electronic notifications.													20%	The JSSP is preparing to assist the SC with an assessment of the possible expansion of the San Marcos electronic notification pilot program to other locations, focusing on identifying favorable conditions for implementation. This includes analysis of resource needs, sustainability issues, level of institutional support, methodology, timing, and other relevant factors. However, the SC must make a formal request in order to move forward with assessment, design and implementation.
1.1.10.01 If deemed feasible, assist in implementing an electronic notification pilot program in Santa Ana during the base period.													20%	See 1.1.10
1.1.10.02 As appropriate, assist in implementing a second electronic notification pilot in Isidro Menendez during option period.													5%	See 1.1.10
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%	This quarter, JSSP personnel met with the SC Magistrate to discuss implementation of an evaluation of institutional capabilities to allow virtual declarations in summary and ordinary proceedings. The Magistrate requested that the Project reallocate the resources for this activity to support the SC's priority activities.
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).													50%	This quarter, the Project coordinated with counterparts in the AGO and NCP to print 2,000 additional copies of the MIP, which will be distributed during the next reporting period. The Evidentiary Law Treaty will be printed and distributed during the last quarter of 2014. This quarter JSSP Personnel started providing training to members of the first JIT in Ilobasco/ Cabañas. The 10 prosecutors and 15 NCP investigators reviewed the theory and practical applications of the MIP.
1.1.14 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices protocol.													35%	See 1.1.03. Advancement is contingent upon leadership changes from the new presidential administration.
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%	See 1.1.03. Advancement is contingent upon leadership changes from the new presidential administration.
Strengthening of Training Schools														
1.1.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.													90%	JSSP personnel conducted several self-help/mental health workshops for 100 AGO personnel. In the framework of JSSP's efforts to strengthen the AGO Training School, the Project supported a three-day workshop for internal trainers and prosecutors. Internal trainers met to review the Instructional Module Course Legal Crime Theory and impart the first course to 25 prosecutors in the eastern zone. The involvement of the trainers in this exercise builds on a meeting held with the AG last quarter, to ensure the effectiveness and sustainability of the activity. The Project also provided training to 25 prosecutors on awareness of gender and victims of violence in the Prosecutors' Office in Santa Ana.

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1.1.16.01 Assist in establishing and equipping a regional AGO training center in Santa Ana.													90%	As mentioned in the last report, the JSSP assisted the AGO in completing the layout of the Santa Ana AGO School. JSSP completed the procurement of audiovisual equipment for the facility, which will be donated during the next reporting period.
1.1.16.02 Assist in establishing and equipping a regional AGO training center in San Miguel.													100%	Completed last quarter. The San Miguel AGO Training School was inaugurated on March 25, 2014. The JSSP provided approximately \$9,000 in equipment and furniture donations to complete the facility.
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.													90%	This quarter, JSSP personnel supported a range of capacity-building activities for the PDO through the PDO Training School. Specifically, the Project completed the development of teaching guides on the Criminal Litigation and Actual and Personal Rights. The teaching guides on Civil Procedure, Sentencing, Appeals, LEPINA, LIVE, and the international legal framework are nearly completed, and will be distributed in the coming months. Checchi Consulting carried out two courses on awareness of gender-based violence in the framework of this activity—one for 25 attorneys, and one for a mixed group of 25 public defenders, prosecutors from the PDO, and doctors from FOSALUD. Indeed, five doctors from FOSALUD participated in each of these activities. Finally, a total of 120 attorneys from the PDO attended self-help/mental health workshops to better cope with workplace stress and other challenges.
1.1.18 Assist in designing and implementing the basic studies curricula for public defenders and mediators, including training-impact evaluation methodologies.													90%	This quarter, Checchi Consulting held three courses to advance a train-the-trainer model for public defenders, developing and implementing courses that can then be replicated internally to continue strengthening institutional capacities. Fifty-one defense attorneys attended trainings on Case Theory, Rules of Evidence, and Techniques for Conducting Interrogations, Objections, and Opening and Closing Arguments. The Project has continued to support the PDO Training School in completing a diagnostic of the institution's training needs and helped the AGO develop its first Training Plan through a series of working sessions with the Deputy Prosecutors and Thematic Area Coordinators. These sessions also provided the opportunity for internal trainers to start developing the training modules laid out in the Training Plan; the first course will focus on Habeas Corpus, International Protection Systems, and the United States' Right to Freedom of Movement.
1.1.19 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula.													90%	JSSP personnel taught a course on Criminal Law Theory to 27 certified PDO trainers from the PDO, AGO, and the Courts. The training module, which was on the Human Rights of Women, was developed in collaboration with the AGO and PDO. The PDO trainers are expected to start teaching the course in July.
1.1.20 Carry out training replicas by trained instructors as part of the inter-institutional training program (evidentiary issues, orality, litigating civil responsibility).													30%	As indicated above, certified PDO trainers continue to assist in the development of the training modules in the PDO. Between April and June, Checchi Consulting trained 54 defense attorneys on the Rules of Evidence and Oral Argument Techniques. The Project plans to provide training to prosecutors through the next quarter, and will revisit training to the defenders in February 2015.
Leadership and Change Management Programs														
1.1.21 Provide technical assistance to the NCP in designing a Leadership and Community Policing certificate course for police commanders.													100%	Completed.
1.1.21.01 Assist in the implementation of the police-commander certificate courses (2 are anticipated).													80%	As detailed in the last report, the first scheduled police-commander certificate course, Leadership and Organizational Change, began in March 2014. In June, the Project supported the second module in this course to 35 police commissioners, which was taught at the <i>Escuela Superior de Economía y Negocios</i> (ESEN), by ESEN staff. A third ESEN course will also be offered to NCP officials this year. With JSSP sponsorship, approximately 200 commanders will receive this course module between March and December 2014.
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.													40%	See above.
1.1.23 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials.													70%	The final ESEN leadership course for the AGO is scheduled for August 2014.
1.1.24 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials.													100%	Completed.
1.1.25 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials.													100%	Completed.
1.1.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.													100%	Completed.
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%	To commence in FY 2015.
Improving criminal investigations, including use of scientific evidence (1.1.B)														
1.1.01B Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations.													100%	Completed.
1.1.01B.01 Provide technical assistance in developing an inter-institutional protocol (AGO/NCP) for coordinating investigative criteria and activities.													65%	As previously reported, institutional and inter-institutional documentation on criminal investigations, evidence gathering, forensic evidence processing, and the sharing of investigative information served as a basis of developing joint criminal investigation protocols. The results of the review were validated in December 2013 by the justice sector institutions (IML, AGO, and the División de Policía Técnica Científica), and the approved master document to coordinate NCP-AGO investigative activities through the JIT's is currently going to press. These manuals, which JSSP personnel will distribute to the AGO and NCP next quarter, will be used to train members of JITs, as well as in the implementation and monitoring of JIT operations.
1.1.01B.02 Assist the AGO and NCP in the implementation of the approved investigative protocol.													20%	See above.
1.1.02B Provide technical assistance in establishing AGO/NCP joint investigative teams (JITs) in each of the 14 National Departments (8 during the base period, and 3 additional JITs each option year).													30%	This quarter, JSSP personnel collaborated with the AGO/NCP to form the JIT of Ilobasco/Cabañas. The JIT's base was also established in San Miguel, and next quarter its members will receive training in the process and protocols for carrying out and overseeing joint investigations. The Project also advanced planning of the next JIT in Soyapango, and started coordinating the first changes to the AGO's work methodology.
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</i> - UCATI).													0%	See above.
1.1.03B Provide technical assistance to enhance linkages between justice sector institutions (Community Policing, Domestic Violence Initiatives [DVIS], Rape Crisis Centers [RCCs], and AGO units) by facilitating investigative partnerships between prosecutors and investigators in pursuing homicide, sexual crime, and domestic violence cases.													45%	JSSP personnel continued to establish effective linkages between the SC, NCP, and AGO. Significant linkages were developed through the establishment of UNIMUIERS in Apopa, Sensuntepeque, and Chalchuapa (to be inaugurated in July 2014), and the specialized UNIMUIER training provided in each corresponding NCP delegation/sub-delegation. The Project supported two sessions to coordinate work at the Sensuntepeque UNIMUIER, bringing together staff from the Sensuntepeque AGO, the Sensuntepeque delegation and police investigators to develop rape investigation strategies. Prosecutors and investigators from the area held two additional meetings to discuss specific cases. Finally, Checchi Consulting collaborated with ISDEMU from Cabañas to hold two training workshops on Women's Rights for women community leaders; 35 trainees attended each workshop.
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.
1.1.05B Strengthen the AU through appropriate training and mentoring.													50%	As detailed in the last report, with JSSP assistance the AGO successfully implemented the SIGAP in every AGO unit and mentored AU personnel in the use of the SIGAP terminal as an essential investigative/analytical tool to support of specific investigations and in identifying criminal trends/patterns. While the Project had planned to provide additional training and mentoring as needed throughout 2014 in support of the AU, this quarter the AGO indicated that it does not require additional training or material assistance in this area.
1.1.05B.01 Provide appropriate crime analysis training to the AU to effectively utilize video technology software.													0%	The AGO has indicated that it no longer requires technical assistance in this area.
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.

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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.													50%	This quarter, Checchi Consulting strengthened linkages between the AU and DVI and Family Mediation Center, ensuring that the connections are in place to facilitate the flow of information between entities.
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.
SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices														
Attorney General's Office (AGO)														
1.2.01 Conduct a brief assessment to identify the key contributions and areas for improvement of the Rapid Response Units (RRUs) in order to ensure quality implementation in other AGO offices. The evaluation will also explore the RRU impact in the work of the PGR and Justices of the Peace courts.													80%	The main source of information for strengthening RRUs is the AGO's SIGAP, which has the most up-to-date, reliable information from January 2013 through the present. This information is expected to be made available during the next quarter. However, the Project has found that there is no valid data available for the previous years--from the SIGAP or other sources--therefore limiting the scope of measurement.
1.2.02 Assist with an assessment of the AGO's current strategic plan.													100%	Completed.
1.2.03 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.													80%	To date, the Project has collaborated with GOES counterparts to establish three RRUs: Soyapango, Chalatenango, and Zacatecoluca. A fourth, in Ilobasco, is under implementation, while three more (San Marcos, San Vicente, and Usulután) are in the proposal phase.
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.													100%	Completed. The participating prosecutors have finished updating the information.
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.													100%	Completed.
1.2.07 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software.													100%	Completed.
National Civilian Police (NCP)														
1.2.08 In accordance with NCP priorities, provide technical assistance in the modernization of processes/procedures in the following police divisions/units: Investigations Sub-Direction (SIN), Public Security Sub-Direction, Technical Council, Administrative Sub-Direction, Personnel Unit, Professional Development Unit, Promotions Board, Planning Unit, and the Community Policing Unit.													40%	With the June 1, 2014 change of government, a new Director General (DG) of the NCP took office. Having previously served as the Deputy General, the new DG is very familiar with and welcoming of USAID/JSSP assistance. The DG has affirmed that, going forward, his priorities are consistent and in complete harmony with the JSSP Work Plan. These priorities are: 1. direct support to the Institutional Planning Unit in the formulation of a new, five-year strategic plan; 2. direct support to the Sub-Directorate of Investigations (SIN) to strengthen its management policies/procedures, professional development of investigators, coordination with the AGO, and the quality of investigations throughout the country; 3. the modernization of the Administrative-Finance Sub-Directorate (SAF), to include direct assistance to the Personnel Unit and the career development process; and 4. the strengthening of the Community Policing Unit and continuing roll-out of the CPM. Additional details of the JSSP's work in these four areas is provided below.
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.													40%	During this period, JSSP personnel completed technical assistance to the IG Internal Affairs Unit (UAI). This technical assistance included: 1. specialized training for 57 UAI personnel conducted by <i>División Técnica y Científica</i> (DPTC) instructors in the use of forensic evidence in police investigations, as well as case analysis training conducted by <i>División Elite Contra el Crimen Organizado</i> (DECO) officials; 2. a completed proposal for the certification of UAI personnel; 3. a completed proposal for the assignment of full-time analysts to the unit; and, 4. the submission of a proposed guide for compiling UAI statistical data to track key information (i.e., cases opened, cases investigated, referrals to the AGO, case results, cases resulting in arrest and/or disciplinary action, etc.). A final report was provided to both IG and NCP authorities. As approved by the new DG, direct technical assistance to the SIN will begin in July 2014. A new SIN Sub-Director was appointed in June 2014. This Sub-Director worked very closely with JSSP personnel during the previous USAID-funded IJSES project.
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).													15%	As outlined in the last report, joint training/strengthening activities are currently under development as part of the formulation of the joint criminal investigative protocol (see 1.1.05). The implementation of the JIT initiative is expected to serve as a catalyst. Currently, the JSSP is including DPTC personnel in many of its training activities (see above). The appointment of the new SIN Sub-Director should also facilitate this process as he previously served as the commander of the DPTC.
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.													40%	As mentioned in the last report, JSSP personnel have established effective linkages between public security and CP functions at the delegation and sub-delegation levels through the CP program. During this period, the JSSP conducted CP training for 120 mid-level and command-level officials from throughout the country in order to promote these linkages (see 1.3.01). The vast majority of these officials are responsible for public security functions in their respective delegations/sub-delegations. In addition, significant linkages were also developed through the establishment of UNIMUJERS in Apopa, Sensuntepeque, and Chalchuapa (to be inaugurated in July 2014), and the specialized UNIMUJER training provided in each corresponding NCP delegation/sub-delegation.
1.2.11 Provide technical assistance in the modernization of processes/procedures in the Technical Council.													80%	As detailed in previous reports, the Technical Council was disbanded in September 2013 and replaced by the <i>Secretaría de Planificación, Cooperación y Relaciones Internacionales</i> (SPCRI). The previous DG approved two manuals that were prepared with extensive JSSP assistance to properly establish the SPCRI and delineate its functions: 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> . During this period, JSSP personnel provided significant technical assistance to the Institutional Planning Unit (IPU) (one of the SPCRI units) in the evaluation of the out-going strategic plan and the development of the new NCP five-year strategic plan. In June 2014, the JSSP sponsored 26 regional strategic plan evaluation/development workshops in which 245 NCP officials (both operational and administrative) participated to ensure widespread input in drafting the new plan. At the specific request of the new DG, JSSP assistance will continue during the next period in the drafting/presentation of the new 5-year plan.
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.													80%	The JSSP continued to actively promote the sustainability of the CPM in planning sessions and coordination activities throughout the institution. During this period, cross-training activities continued in earnest with 40 separate CP evaluation/follow-up workshops with over 586 NCP officials participating (see 1.3.09). In addition, CPM sustainability was promoted as part of the aforementioned leadership and CP training activities provided to police commanders (with 155 participants, see 1.2.11.01).
1.2.11.02 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.													70%	The JSSP provided extensive technical assistance in this area during the reporting period (see 1.2.11).
1.2.12 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.													35%	During this period, JSSP personnel provided only limited technical assistance to the SAF as a change in SAF leadership was implemented. As stated above, the new DG will make SAF modernization/ strengthening a priority during his administration. This will especially be the case for the Personnel Unit. The JSSP will reengage with the new SAF leadership in July 2014.
1.2.12.01 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit.													35%	See above. JSSP personnel will continue to provide technical assistance to the Personnel Unit in the next period as a subset of the SAF.
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.													35%	As detailed in previous reports, JSSP personnel presented relevant documents and proposals pertaining to the Professional Development Unit and Promotions Board (from the IJSES) to the previous DG and SAF Sub-Director. Some of these proposals were adopted by the NCP and were very instrumental in facilitating promotional opportunities for officials and agents alike. As stated above, these topics are a priority for the new DG. JSSP personnel will reinstate technical assistance in this area in July 2014.
1.2.13.01 Assist in the implementation of the new police career protocol.													25%	See above.
Public Defenders Office (PDO)														
1.2.14 Provide technical assistance to improve case management practices.													100%	Completed. The PDO independently began to implement 15 new case management processes and procedures that were developed and approved with JSSP assistance. This stage will enable the agency to practice and refine their application to improve its operations as intended.

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1.2.15 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.													100%	Completed.
1.2.16 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions.													0%	JSSP technical support will begin for this activity during the next period.
1.2.17 Assist PDO in the strengthening of the Sentence Execution Stage Unit.													5%	This quarter, the Project developed the TORs to contract an expert to assess regarding the criminal area of the Sentence Execution Unit.
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%	The aforementioned assessment and the Penitentiary Pilot Plan are expected to be completed in November 2014. At that point, JSSP personnel will coordinate with PDO officials to provide training on topics related to the execution of sentencing in the framework of this activity.
Judicial Branch														
Improving attention to victims of sexual, gender-based and domestic violence														
1.2.19 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).													75%	JSSP personnel continued to provide ample legal assistance to the existing DVIs. The DVI's in Soyapango, Ciudad Delgado, San Salvador, San Miguel, and Cojutepeque received 589 victims of violence (498 women and 91 men); of these 57 were minors (43 girls and 14 boys). In the Soyapango, Ciudad Delgado, San Salvador, San Miguel, and Cojutepeque play therapy centers, 1,228 children received professional attention (1,228 participated in play therapy and 64 received crisis attention). JSSP personnel also conducted three specialized training workshops for 90 DVI/RCC operators, prosecutors, and affiliated judges/court secretaries from the focal areas. The workshops focused on LEPINA, the Use and Objectives of the Gesell Chamber, and Sexual Violence. A team working session was also carried out for 15 staff members from the DVI of the Ciudad Delgado court, in order to streamline the Center's management and coordination. During this reporting period, Project staff held three meetings with the Executive Committee to evaluate and coordinate the incorporation of cases attended by the Victim's Units and Crisis Centers. These meetings served as an opportunity to hold a working session to integrate the Andrés Bello University, incorporating Masters students from the university into the SC's Units. A proposal was developed and submitted to the SC.
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).													50%	This quarter, JSSP personnel also supported the launch of a DVI in the Cojutepeque PDO. In the framework of this activity, the Project coordinated various meetings with the project stakeholders, including FOSALUD, which will assign a doctor to the facility, as well as leadership from the PDO's the Gender Unit, the Cojutepeque Office, and Fundación La Niñez Primero (FUNIPRI). This included a three-day meeting with 20 representatives from the agencies and NGO's to define the operational processes and personnel profiles. Checchi Consulting collaborated with its partners to identify, remodel, equip and furnish, and inaugurate the new space. The Project carried out a second five-day training on LEPINA and the use and objectives of Gesell Chambers for 25 staff from the AGO's Women and Youth Unit and DVI. Finally, as part of the Project's ongoing support and oversight process, the Project organized a course on investigative strategies for rape cases, and twenty participants attended a working session for the DVI in the San Miguel AGO.
1.2.21 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).													75%	Direct technical assistance was provided to the San Salvador and Santa Tecla RCCs during the reporting period 186 new sexual abuse cases were received, of which, 168 were female victims and 18 were males. Of these, 153 were minors (136 girls and 17 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).													20%	The IML has not yet approved the establishment of a new Rape Crisis Center.
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.													60%	During this period, significant advances were made with the SC, AGO, and PDO to ensure the sustainability of the DVIs and RCCs. JSSP personnel met with the SC President to negotiate conditions to ensure the sustainability of the additional DVIs, Rape Crisis Centers and play therapy centers in the SC, which are proposed in the Chalatenango SC and the Sonsonate IML. Furthermore, the AGO has guaranteed complete continuity of the current DVI in San Miguel by contracting the play therapy centers after they receive 6 months of support from FUNIPRI, and the PDO has also indicated that it will contract the child psychologists and the lawyer of the play therapy center in Cojutepeque.
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.													25%	As detailed in the last report, JSSP personnel continue to coordinate with the SC regarding the possibility of implementing a case management system in the DVIs/RCC that, through an alarm system in cases of recurring domestic violence cases, would permit judges to assess the risks faced by victims of domestic violence in order to avoid further harm. The system design and approval process, which has faced delays as a result of uncertainty surrounding leadership under the new presidential administration, will continue through the next quarter.
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.													60%	Developing and implementing a sustainability plan for the DVIs/RCCs is an important step in ensuring that JSSP's institutional partners take ownership over activities and can ensure continuity. This quarter, Checchi Consulting focused on raising the awareness of staff of the AGO, PDO and FOSALUD regarding the victim referral process to Victim's Attention Units. JSSP personnel also organized visits of USAID officials to the UNIMUJER in the NCP of Apopa and Sensuntepeque, as well as and the RCC in Santa Tecla, and arranged USAID participation in the Gender Roundtable.
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).													65%	See 1.2.27 and 1.2.26. JSSP continues to await the IML's official validation of the training plan that the Project had helped the agency develop. As discussed in previous reports, this plan will improve coordination between the PDO, IML and NCP.
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.													45%	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).													20%	See 1.1.23.
1.2.28 Assist in the establishment of several play therapy centers (ludotecas) in AGO and PGR offices, and conduct relevant training and monitoring.													65%	Checchi Consulting continued to collaborate with FUNIPRI to advance the objective of implementing 15 play therapy centers. During this period, staff reached out to institutional partners to organize the implementation of a new play therapy space and crisis attention room in the Ilobasco PDO, which will be inaugurated in collaboration with the RRU in July 2014. The Project also advanced the implementation of play therapy centers in the DVI of the AGO in Cojutepeque, and in the UNIMUJER of the AGO in Chaichuapa. In addition, JSSP personnel carried out two day-long trainings for UNIMUJER staff from the centers in San Miguel and Ilobasco, teaching the use of play and recreational activity as part of therapy. Furthermore, as discussed in 1.2.20 and 1.3.13, in the next period the new play therapy centers will be established as part of the SC's DVI in Chalatenango, and the UNIMUJER in Jiquilisco and Cara Sucia, as well as others proposed by the AGO's Human Trafficking Unit.
Increasing the use of mediation and alternative sentencing options														
1.2.29 Provide technical assistance in completing the Santa Ana and San Miguel Mediation Centers (MCs) to ensure regional access to services.													35%	As mentioned in previous reports, political/administrative uncertainty have led to numerous delays throughout the SC so there are no advances to report regarding this objective. According to the President, the establishment of future MCs and the disposition of the current centers will be resolved at the highest level of the SC (Pleno de la CSJ). However, no timetable for this decision was provided.
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.													35%	See above.
1.2.31 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.													60%	As detailed in past reports, a Restorative Justice Inter-Sectorial Working Group was established with the following participants: ISNA, SC, MISP, 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 (UCA), and other international donors. During this period, the JSSP continued to facilitate and provide guidance to the working group in developing alternative methods to resolve conflicts and restorative justice opportunities. Specifically, this quarter the Project organized four working sessions to review the Restorative Justice Manual, and also organized a movie forum, which was attended by 25 people.

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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.												60%	See above. The JSSP continues to assist the SC Juvenile Justice Office (JJO) and ISNA in the development of relevant programs through the Restorative Justice Inter-Sectorial Working Group, engaging public and non-governmental entities so that they have an understanding of and can eventually support alternative justice mechanisms with a focus on restorative justice. During this period, JSSP personnel sponsored a forum on institutional adjustments to the juvenile justice system, which was attended by 120 people, and a course on Basic Juvenile Justice, which was facilitated by the JJO and attended by 32 people, including representatives of justice sector institutions, CSO's that work on violence prevention issues and related to violence prevention. Checchi Consulting also supported a follow-up course on Basic Restorative Justice, facilitated by the JJO, which was attended by representatives of many of the same organizations that attended the course on juvenile justice. The Project also advanced a workshop on community interventions as part of a strategy to launch pilot projects in the framework of this activity, and provided technical and logistical support for a workshop on the jurisdiction of the Protection of Childhood and Adolescence Law, facilitated by the JJO and Italian NGO Soletierre, with the goal of bringing together support for an International Forum on Restorative Justice.
1.2.33 Assist in expanding the Juvenile and Restorative Mediation Center to an additional location.												25%	See 1.2.29 and 1.2.33. The possible expansion of the Juvenile and Restorative Mediation Center is one of the topics under consideration by the SC. JSSP staff also discussed the topic with the PDO's Mediation and Conciliation Service and the National Coordinator of the PDO to identify possible strategies for advancing this shared objective.
1.2.34 Provide technical assistance in implementing the Restorative Justice Manual.												60%	See 1.2.31. The Project organized four training sessions on the Restorative Justice Manual and its potential applications in the Salvadorean legal system, which were attended by members of the Restorative Justice Roundtable.
Improved criminal court administration													
1.2.35 Assist in establishing new <i>Centros de Atención al Usuario</i> (CAUs) in each of the 12 remaining departments, 6 during the base period, and 3 in each of the option years.												30%	The Project inaugurated the new User's Attention Center in Zacatecoluca in May. The event was attended by 75 people including the Director of Democracy and Governance of USAID, representatives from UNICEF, SC magistrates, managers and mid-level officials, NCP delegates, and representatives of the AGO, PDO, and Ministry of Defense, among others. In June, the Project organized the inauguration of the new User's Attention Center in San Vicente. Seventy-five people representing GOES entities including SC, NCP, AGO, PDO, the Ministry of Defense and judges, as well as CSO's and other stakeholders, participated in the event.
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.												60%	This quarter, JSSP personnel met with representatives of the SC to discuss the scope of the ODP. The SC has indicated that it wants to expand the ODPs' reach to incorporate not only Justices of the Peace, but also Justices of Penitentiary Security and Execution of Sentences, Transportation, and Sentencing Specialists, among others. The Project is pending the SC's submission of a formal request to conduct this activity.
1.2.36.01 Assist in establishing new ODPs in San Miguel, San Vicente and Sonsonate during the option years.												10%	While the SC expressed an interest in establishing new ODP's, this activity did not advance during the reporting period.
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.												80%	This quarter, the JSSP took the lead in developing a draft of the Courts' Protocol for Attention to Users, as the activity had been delayed due to uncertainty regarding the change in presidential administrations. The draft was submitted to the SC for feedback. The Project also started planning a course on attending people with disabilities this quarter, to be directed at the operators of the User Attention Centers. It is currently pending a formal request from the SC.
1.2.38 Provide roll-out support of the JP Model Court innovations and case management techniques to all 15 JP courts in Isidro Menendez.												0%	
1.2.39 If approved by the SC, assist in designing and implementing 2 Model Criminal Instruction Courts and 2 Model Criminal Trial Courts in Isidro Menendez, incorporating the ODP, CAU, and other innovative case flow and hearing/trial management techniques.												0%	
Strengthening the IML													
1.2.40 Provide technical assistance in the certification of key laboratory procedures (implemented in the previous project).												10%	As mentioned in previous reports, the certification process of key laboratory procedures will be addressed in conjunction with the updating of the IML Strategic Plan. An expert consultant was contracted to spearhead this process with IML officials. Final approval is pending from the IML Directing Council. No additional progress in expected until after the change of government in June 2014.
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.												50%	As mentioned in previous reports, the IML approved a Joint Training and Technical Assistance Plan that the JSSP had assisted the IML in developing in order to facilitate coordination with the NCP and AGO. The course content is currently under review by IML. Approval from IML is still pending.
1.2.42 Assist in the acquisition of relevant software and the implementation of the IML case-tracking system (<i>Sistema Médico-Legal</i>).												30%	
1.2.43 Provide direct support in implementing the IML Strategic Plan developed with Program assistance during the previous contract.												10%	No progress was made during this period inasmuch as the President of the Criminal Chamber (who oversees the IML Directive Council) is resisting technical support for IML at this time (see 1.2.40.). No additional progress in expected until after the change of government in June 2014.
SUB-COMPONENT 1.3: Community Policing (CP)													
1.3.01 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.												60%	During this period, the implementation of the CPM in Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta was completed, with the final 70 NCP officers completing the CP basic training course in Chalchuapa and Olocuilta. In addition, 120 mid-level and command-level officials from throughout the country completed the CP basic course during this period. The new NCP DG also approved four new sub-delegations/communities for CPM expansion in 2014/2015: Apopa, Suchitoto, Ilobasco, San Luis La Herradura (La Paz), and Cara Sucia (Ahuachapán). In accordance with this approval, in June 2014, JSSP personnel initiated CPM planning and organization activities with the respective Delegation/Sub-Delegation chiefs.
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.												55%	See 1.3.01. As mentioned above, the selection of the five 2014/2015 CPM communities was completed.
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.
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.												40%	During this period, direct planning and organizational support to municipal and community leaders continued in Chalchuapa, Puerto de La Libertad, Ciudad Barrios, Olocuilta, and Jiquilisco. A total of 681 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 2582 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. The JSSP will initiate direct planning/organizational support to municipal and community leaders in Apopa, Suchitoto, Ilobasco, San Luis La Herradura, and Cara Sucia in the next reporting period.

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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.													35%	See above. Much of the planning and organizational support detailed above is required for the formulation of the CPSEAPs. As detailed in the previous report, the CPSEAPs for Puerto de La Libertad, Ciudad Barrios, Jiquilisco, and Chalchuapa have been completed. The Olocuilta CPSEAP is underway.
1.3.06 Conduct relevant training and outreach activities in each CP community.													40%	As mentioned in the previous report, community outreach and specific training activities in the new CPM locations arise from the aforementioned planning sessions. During this period, 10,401 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.
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.													40%	Successful entrepreneurial and / vocational -training programs continued in Chalchuapa, Jiquilisco, and Ciudad Barrios. Five public schools in Chalchuapa, two in Jiquilisco, and two in Ciudad Barrios are actively participating with JSSP support. These programs are developed/coordinated through the CPSEAP process. JSSP personnel also provided training support for 300 students, teachers, local authorities, and NCP personnel in the Safe Passage Program (Corredores Escolares Seguros) in Zacatecoluca (La Paz) in an effort to curb violence when children and youth are traveling to and from school.
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.													40%	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 the Safe Passage Program mentioned above.
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.													40%	JSSP personnel continued 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 1550 NCP officers received follow-up training and 28 evaluation sessions were conducted with delegation/sub-delegation officials in the new and established CPM areas. In addition, 13 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations (Apopa, Suchitoto, Ilobasco, San Luis de la Herradura, and Cara Sucia) to facilitate successful implementation and quality control.
1.3.10 In conjunction with strategic partner Analitika, conduct relevant baseline and follow-up surveys in each CP roll out location (and pertinent control communities) to effectively measure CP impact and better inform NCP officials and community leaders, as well as other interested parties.													45%	Four baseline surveys were initiated during this period (Apopa, Suchitoto, Ilobasco, and San Luis de la Herradura). Results will be available in July/August 2014. Several follow-up surveys will be completed in the next period in existing CPM communities.
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.													25%	See above. Relevant crime statistics will be provided on an annual basis by the NCP.
1.3.12 Provide technical assistance in establishing DVIs and/or RCCs in some CPM communities to create programmatic synergies focused on gender issues and, thereby, increase CPM impact.													45%	During this period, the JSSP inaugurated a new DVI in Cojutepeque (a CP community). The SC President also approved the location for the Chalatenango DVI that has been in the planning stages for some time. Pending SC/IML approval, new RCCs are still being considered for Sonsonate and Usulután (both under CP coverage). Three workshops were held at the UNIMUJER in Sensuntepeque to define and follow up on a process for moving victims through the system ("ruta de atención"). Thirty participants from the NCP, MINSAL, FOSALUD, IML, PGR, the Sensuntepeque Mayor's Office, and CSO's. This workshop incorporated awareness-building of the issue of attending victims, and addressed the new theme of creating safe spaces for victims, which will be set up at the Mayor's Office. Two workshops were organized at the Apopa UNIMUJER, bringing together 30 representatives of the NCP, MINSAL, PNG and FOSALUD to discuss concrete cases and evaluate the level of agency coordination, identifying lessons learned and best practices. JSSP personnel also led a workshop on Attention to Victims for 35 staff from the NCP's Citizen's Attention Offices this quarter.
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.													35%	During this period, 174 victims (165 females and 9 males) received professional assistance at the UNIMUJER-Apopa, and 64 victims (64 females) received professional assistance at the Sensuntepeque UNIMUJER. Of these, 60 were minors (54 girls and 6 boys). In June 2014, the third UNIMUJER (Chalchuapa-NCP Sub-Delegation) was equipped and the training of personnel was conducted. The facility will be inaugurated in July 2014. In addition, Jiquilisco was approved as the fourth UNIMUJER location by the NCP. The remodeling process is underway. JSSP personnel also conducted site visits to the Suchitoto and Cara Sucia NCP Sub-Delegations to gauge their suitability for UNIMUJER establishment. Final approval is pending for Suchitoto and Cara Sucia. All of these locations are CPM locations.
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.													15%	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.													40%	During this period, JSSP personnel conducted an informational workshop in the police headquarters in Chalchuapa, teaching 45 members of the Violence Prevention Committee about the work of the UNIMUJER. JSSP personnel organized a series of working meetings with CSO's to develop a training course for the staff of the UNIMUJERs in Sensuntepeque, Apopa, Mejicanos, Suchitoto and Cara Sucia, as well as the UNIMUJER's in Chalchuapa and Jiquilisco. The training itself had 35 participants.
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.													45%	As stated in previous reports, gender sensitivity training and the proper treatment of women victims of violence was incorporated into the basic CP course. During this reporting period, the Project conducted two coordination workshops to streamline efforts at Sensuntepeque, bringing together the municipality's AGO, police and delegation to review strategies for investigating rape cases. Prosecutors and investigators also met to discuss specific cases in the framework of this training. Checchi Consulting also collaborated with ISDEMU from the department of Cabañas to hold two trainings on women's rights for 35 women leaders from the local community.
COMPONENT 2: Judicial Transparency														
SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption														
Strengthening of the Integrity Unit (IU) (2.1.A)														
2.1.01 Conduct a brief assessment of the IU relative to its performance and coordination levels with other anti-corruption entities (such as the AGO and the <i>Corte de Cuentas</i>), as well as the investigative tools at its disposal, organization and staffing.													100%	Completed.
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).													85%	During this reporting period, JSSP personnel assisted Integrity Unit (IU) officials in completing an organizational plan that will be integrated into the SC Institutional Strategic Plan. Among other issues, this plan will address accountability procedures within the unit, as well as specific training needs (especially relating to new computer equipment donated by the JSSP, see 2.1.02.01). The organizational plan, which includes a strategy and roadmap, was presented to officials representing the Court of Auditors, municipalities, and various public agencies, and will continue to be shared with stakeholders, but still needs to be presented for official approval. JSSP plans to conduct a workshop on financial analysis for IU staff in November, pending an official request from the IU. In addition, this quarter, JSSP staff donated two computer servers, one laptop, one multi-media projector, and one scanner to the IU.
2.1.02.01 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.													100%	Completed. This quarter, JSSP staff donated two computer servers, one laptop, one multi-media projector, and one scanner to the IU.
2.1.03 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.													100%	Completed.
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.													70%	During the reporting period, the Transparency Working Group (TWG) made significant advances in revising the Probity Law, through a highly participatory process. JSSP personnel organized a workshop for the members of the TWG, which is made up of government, university, and CSO representatives. Participants practiced analyzing constitutionality and making adjustments to the OAS' model law, taking into account the Mechanism for Follow-Up on the Implementation of the Inter-American Convention against Corruption (MESISIC). The TWG will continue to refine its analysis, with additional support from JSSP personnel and contracted experts. TWG is expected to submit a final draft of the Probity Law in December 2014. Moreover, as a parallel exercise the TWG also agreed to observe and make recommendations of ways that civil society can manage or contribute to the upcoming stage of legislative debate, thereby setting the stage for expanded civil society participation.

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Strengthening of the SC Investigation Units (2.1.B)														
2.1.01B Provide technical support in updating procedures in both the SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) to enhance their investigative capabilities.													90%	As discussed in previous reports, JSSP personnel successfully completed the assessments of the PIU and the JIU and worked with SC officials to begin implementing plans to reduce case/ complaint backlogs by improve unit efficiency/ effectiveness. The next step will be to build the institutions' capacity to apply mediation techniques to the reconciliation process, teaching them to utilize diagnostic techniques and improving both offices' information systems. 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.													30%	This quarter, JSSP personnel assisted the PIU in developing a proposal to update current procedures for filing complaints against private attorneys and judges in the short term, meeting with the leadership of both offices to discuss the current regulations for this process. A draft for addressing this issue in the short term is expected to be ready next quarter; the next step is a proposal for an integrated reform over the long term.
2.1.03B Provide relevant training to drafters in the preparation of draft resolutions.													70%	To date, the Project has conducted four trainings on "Fundamentación de Resoluciones" to 40 IU, PIU, and JIU participants. The next step is a workshop on composition and writing for unit staff, expected to be held in November 2014, and a course on drafting resolutions, which is currently set for December 2014. However, both of these courses are pending an official request from the SC.
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.													30%	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.													20%	See 2.1.01B. Advancement of this activity is contingent upon a formal request from the SC, regarding the need to install a control system to attend visitors to User's Attention Centers via a virtual queue.
SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems														
2.2.01 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems.													85%	As detailed in the last report, JSSP personnel completed all assessment meetings/workshops associated with the proposed judicial-evaluation and selection-system reforms and proposed key modifications for the evaluation and selection processes. During this period, JSSP personnel continued to track progress in obtaining the NJC's approval of the Manual of Judicial Evaluation, which was presented in January 2014. Approval is still pending.
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.													75%	See above.
2.2.03 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria.													10%	See above.
2.2.04 Develop and publish training manuals and materials.													30%	This quarter, the Project distributed 3,500 copies of the "Ventana Jurídica 11," a training publication that covers January through June 2014 and was dedicated to the 20th anniversary of the Dr. Arturo Zeledón Castrillo Training School. The Project has started the process of drafting the Annotated Criminal Procedure Code at the request of the UTE and NJC.
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.													90%	The assessment of the JTS institutional capacities and training processes is nearing completion. This quarter, JSSP personnel carried out a diagnostic workshop with 40 justice officials from the CNJ's JTS to update the profiles of judges and magistrates relating to Juvenile Criminal Justice. The Project also presented the results of the organizational climate assessment conducted last quarter to 50 justice officials, and continued to advance in mapping organizational processes in collaboration with the directors, deputies, and administrative sections of the JTS.
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.													100%	Completed.
2.2.07 Upon approval, assist the JTS in the implementation of 2-3 pre-judicial professional studies courses per year.													45%	This quarter, Checchi Consulting launched a series of continuing professional education courses starting with a continuing specialization program in the eastern zone of the country, for 40 Justices of the Peace to advance in their judicial careers by attending Sentencing Tribunals. The Project also held two three-day classes for 30 participants—one on applying constitutional principles to criminal proceedings, and one on Criminal Law Theory.
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.													50%	This quarter, the Project continued to facilitate meetings between the NJC and SC to determine the level of weight to be afforded to each course during the promotion process.
2.2.09 In coordination with the JTS and SC, conduct a brief evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation.													60%	The assessment of the JTS institutional capacities and training processes is almost complete. As detailed in previous reports, the NJC had decided to postpone the completion of the evaluation of the pre-judicial professional studies program and its impact on judge selection the NJC in order to focus on the aforementioned JSSP-supported activities. This quarter, JSSP personnel worked with the NJC to set a new timeframe, agreeing to move forward with completing the evaluation and presenting the corresponding recommendations for organizational restructuring.
SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts														
Improved case management (2.3.A)														
2.3.01A Provide technical assistance to improve the Sistema Integral de Gestión Judicial (SIGJU) web-based, case-tracking system to enhance its suitability to function in a non-integrated justice center environment.													15%	As detailed in past reports, there continues to be little support for the Court Case Management Tracking System (SIGJU) in the current administration. Therefore, the Project is exploring other automated methods to establish effective information linkages in domestic, gender-based, and sexual violence cases. In this context, the SC President expressed an interest in test out a case tracking system for use in the Civil Chamber and JSSP personnel have prepared to move forward with a system assessment and design, pending a formal request from the SC.
2.3.02A Assist the SC in implementing the SIGJU in the 31 criminal courts (15 JP, 10 Instruction, and 6 Trial Courts) at Isidro Menendez.													0%	
2.3.03A Assist in integrating the ODP and CAU applications and unified case number into the SIGJU.													0%	
2.3.04A Assist in improving the SIGJU report generator.													0%	
2.3.05A Provide limited equipment in support of SIGJU improvements/updates.													0%	
2.3.06A Provide relevant SIGJU training to judges and support staff in system use and reporting features.													0%	
Assess feasibility of a SC Administrative Unit (2.3B)														
2.3.01B If approved by the SC, conduct a study regarding the feasibility of establishing a streamlined SC Administrative Unit to make final decisions on administrative and financial issues, or devise other methods to streamline the administrative decision-making process.													20%	As mentioned last quarter, current SC officials are not receptive to the creation of an Administrative Unit so the proposal activity will be revisited in FY 2015 as part of the new JSSP Work Plan. As an alternative, JSSP and SC officials agreed to provide administrative and financial training to key personnel, in coordination with the General Legal and Administrative Managers. JSSP reached out to the SC to explore the possibility of carrying out training in administrative and financial decision-making; further advance is pending a response from the SC.
2.3.02B Assist in the design and implementation of the new unit or otherwise assist in streamlining SC administrative/financial decision making.													20%	See above.
Strengthening of the SC's Office of Access to Public Information (OAPI)														

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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.												20%	While the JSSP-sponsored assessment of the OAPI was approved by the SC President during the last period, it was delayed pending the Access to Public Information Unit's formal request, in order to comply with a recent USAID regulation that has been applied to this case retroactively. The consultants have been contracted and have presented their methodology, so they are ready to advance when they formally receive approval.
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.												10%	As previously reported, JSSP personnel have determined that the establishment of a unified case number at the national level is not currently permissible according to SC rules. Therefore, this activity will be revisited as part of the development of the new Work Plan for the next fiscal year.
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%	See 2.3.03B.
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.												10%	See 2.3.03B.
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.												10%	See 2.3.03B.
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.												5%	See 2.3.03B.
Judicial training program in new transparency and other procedures and policies (2.3C)													
2.3.01C Once the aforementioned activities are approved/implemented, provide assistance to the SP in designing/conducting a general training course in their use for judges, administrative, and clerical staff to be offered at the regional level (2 during the base period, and one in the option years).												5%	See 2.3.03B.
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.												5%	See 2.3.03B.
COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity													
Citizen Participation (3A)													
3A.01 Develop a Grants Manual outlining rules and procedures for prospective sub-awardees in accordance with USAID policy that will receive assistance from the Small Grants Program (SGP).												100%	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).												100%	Completed. This quarter, the Project ordered 2,000 copies of the Access to Public Information Law, which are currently being printed. They will be distributed by the Access to Public Information Institute. To date, 120 people in the municipalities of Nahuizalco, San Marcos, El Puerto de la Libertad and Panchimalco have received training in citizen participation strategies, including transparency, the Right of Access to Justice, and the Access to Public Information Law.
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.												30%	As detailed in previous reports, JSSP personnel conducted a diagnostic of potential CSOs interested in creating a new Judicial Observatory (JO), designed to have multiple partners from public institutions, universities and NGOs. As a result of this effort, the Project decided to modify its implementation strategy by focusing on strengthening existing civil society observatories instead of creating a new Judicial Observatory. In this context, the JSSP will design a series of capacity building activities tailored to the needs and interests of each civil society partner.
3A.04 Develop and implement an action plan with the Judicial Observatory aimed at defining concrete strategies to increase citizen participation.												25%	In progress. See above.
3A.05 Create/strengthen a forum consisting of the Judicial Observatory and other major CSOs that will focus on justice and transparency issues.												25%	See 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%	See 3A.03.
3A.07 Foster two-way communications and develop respect between SC counterparts and CSOs. To this end, joint training and inclusive working group methodologies will be utilized whenever possible.												45%	This quarter, the Project contracted an expert in inclusive working group methodologies. This expert will facilitate the creation of a harmonious workplace based on communication and mutual respect between civil society organizations and the SC, creating the necessary conditions for revising the Law of Probity.
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.												40%	This quarter the Project focused on compiling information into a bulletin, which will be distributed to citizens along with copies of the Access to Public Information Law (described in 3A.02). This informational bulletin will give an overview of the structure and functions of the GOES, with an emphasis on the court system so that citizens better understand their rights. The Law and bulletin will be distributed next quarter.
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%	This activity will launch in 2015, pending the implementation strategy for the observatories and JSSP efforts aimed at increasing citizen participation.
Host Country Ownership (3B)													
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 revisited 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%	JSSP technical personnel are conducting individual assessments of the management capabilities of the UTE, the AGO Training School, the JTS, and the PGR Training School. 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%	
Windows of Opportunity (3C) (subject to written instructions from USAID)													
3C.01 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity.												20%	In progress, such as the establishment of the TWG and the JO. See 3A.02 and 3A.03.

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