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JUSTICE SECTOR STRENGTHENING PROJECT

ANNUAL REPORT
(OCTOBER 1, 2013 – SEPTEMBER 30, 2014)

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Prepared by:

**Checchi and Company Consulting, Inc.
1899 L St, NW, Suite 800
Washington, DC 20036**

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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.

TABLE OF CONTENTS

LIST OF ACRONYMS	1
EXECUTIVE SUMMARY.....	4
RESUMEN EJECUTIVO	8
1.0 COMPONENT 1: CRIMINAL JUSTICE REFORM	13
1.1 SUB-COMPONENT 1.1: Elevating the Professional Standards of Justice Sector	
Operators	13
Sector-wide Planning to Achieve a Common Vision Regarding Criminal Justice.....	13
Strengthening of Training Schools.....	15
Leadership and Change Management Programs.....	16
Improving Criminal Investigations, Including Use of Scientific Evidence.....	17
1.2 SUB-COMPONENT 1.2: Improving Current Criminal Justice Procedures and Practices	19
Attorney General’s Office (AGO)	19
National Civilian Police (NCP)	19
Public Defender’s Office	20
Judicial Branch	21
Improving Attention to Victims of Sexual, Gender-Based and Domestic Violence	21
Increasing the Use of Mediation and Alternative Sentencing Options.....	24
Improved Criminal Court Administration	25
Strengthening the <i>Instituto de Medicina Legal</i> (IML)	27
1.3 SUB-COMPONENT 1.3: Community Policing.....	27
2.0 COMPONENT 2: JUDICIAL TRANSPARENCY.....	31
2.1 SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the	
Investigation of Corruption	32
2.2 SUB-COMPONENT 2.2: Strengthening of the National Judicial Council’s Judicial	
Evaluation and Selection Systems.....	34
2.3 SUB-COMPONENT 2.3: Strengthening the Capacity, Efficiency and Accountability of the	
Courts	34
3. COMPONENT 3: CITIZEN PARTICIPATION, HOST COUNTRY OWNERSHIP AND	
WINDOWS OF OPPORTUNITY	37
3.1 SUB-COMPONENT 3A: Citizen Participation	37

3.2	SUB-COMPONENT 3B: Host Country Ownership.....	38
3.3	SUB-COMPONENT 3C: Windows of Opportunity	39

Annexes

Annex A. JSSP FY 2014 Work Plan

LIST OF ACRONYMS

AGO	Attorney General's Office
ANSP	National Academy of Public Security (<i>Academia Nacional de Seguridad Pública</i>)
AMS	Association of Salvadorian Women
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
CSO	Civil Society Organizations
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>)
FOSALUD	National Health Fund (<i>Fondo Solidario para la Salud</i>)
FUNIPRI	Childhood First Foundation (<i>Fundación la Niñez Primero</i>)
FUNDE	<i>Fundación Salvadoreña para el Desarrollo</i>
FUSADES	<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>
FY	Fiscal Year
GOES	Government of El Salvador
IJSSES	Improving the Justice System in El Salvador
IML	Forensic Medicine Institute (<i>Instituto de Medicina Legal</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
JSSP	Justice Sector Strengthening Project
JTS	Judicial Training School
JJO	Juvenile Justice Office
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
MIP	Joint Manual of Investigative Procedures
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
ORMUSA	Salvadorian Women for Peace Organization
PDO	Public Defender’s Office (<i>Procuraduría General de la República</i>)
PIU	Professional Investigations Unit
PEC	Continuing Education Program

RCCs	Rape Crisis Centers
RRUs	Rapid Response Units
SC	Supreme Court
SIGAP	Automated Information Management System for Criminal Procedures
SIGJU	Integrated Judicial Management System
SIN	Sub-Directorate of Investigations
SPCRI	Secretary of Planning, Cooperation and International Relations
UNIMUJERs	Specialized Institutional Units for Attention to Women in Situations of Violence
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
UTE	Executive Technical Unit

EXECUTIVE SUMMARY

Fiscal Year 2014 (FY 2014) was a landmark year for the Justice Sector Strengthening Project (JSSP). In close collaboration with many counterparts in the Government of El Salvador (GOES) and civil society, Project staff carried out a range of activities to strengthen the criminal justice system, boost judicial transparency, forge inter-institutional links, and fortify the relationship between civil society and justice sector institutions.

The FY 2014 Annual Report highlights significant advances made over the past fiscal year, and details specific activities carried out within the fourth quarter. The Project succeeded in leveraging synergies among activities to ensure maximum impact this year and achieve long-term sustainability. A notable example of this is the Community Policing (CP) initiative has generated opportunities to address issues related to sexual and domestic violence, inform local communities of their legal rights, and participate in citizen oversight activities.

This fiscal year the Project implemented the Community Policing Model (CPM) in ten new municipalities. In this vein, JSSP staff continue to assist the National Civil Police (NCP) in implementing, improving, and sustaining the CPM in target communities by providing training/mentoring to NCP staff in existing CP communities, and training staff in new communities. The basic CP course was conducted for 120 mid-level and command-level officials from throughout the country in order to promote linkages between public security and community policing functions at the delegation and sub-delegation levels. In addition, the Project launched a range of outreach initiatives to strengthen civil society representatives' ability to play an active role in the implementation and assessment of the CPM. The Project also supported the incorporation of successful pilot activities such as the Safe Schools Program, entrepreneurial activities for adolescents, sporting events and street theater, which serve to improve community-police relations.

During this reporting period, the Project advanced several activities to strengthen the NCP's operations and procedures. They include providing technical assistance to modernize procedures and processes in a number of NCP divisions/units, supporting the Investigations Sub-Directorate in implementing fundamental reforms, strengthening the Scientific Technical Police Division (DPTC), and assisting in the implementation of a new police career protocol. The JSSP also supported the NCP in developing its new five-year strategic plan with the participation of 800 administrative and technical staff from the NCP.

In FY 2014, JSSP personnel also established effective linkages between public security and community policing functions. Significant linkages were also developed through the establishment of Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in CP areas. To date, the Project has worked closely with the NCP, justice sector institutions, and Civil Society Organization (CSOs) to establish three additional UNIMUJERs, in Sensuntepeque, Chalchuapa and Jiquilisco.

In FY 2014, the Project strengthened inter-institutional collaboration by creating Joint AGO/NCP Investigative Teams (JITs). In particular, the JITs will contribute to the investigation and prosecution of homicides, extortion and sexual violence. To date, the Project has established five JITs—located in Cabañas, San Miguel, Usulután, La Unión, and Morazán—which are now fully operational. The creation of the JITs has required a systematic effort to train prosecutors and police officers in the use of the Joint Manual of Investigative Procedures (MIP).

This fiscal year, the Project made significant advancements in strengthening justice sector institutions' capacity to standardize and improve the skills sets of their staff. JSSP personnel provided technical assistance to the Attorney General's Office (AGO) Training School through the development training modules and implementation of several courses. This period, the Project also supported the Public Defender's Office (PDO) Training School in completing an assessment of institutional training needs and helped the PDO develop its first Training Plan through a series of working sessions that provided the opportunity for internal trainers to start developing the training modules. In conjunction with the Advanced School of Economics and Business (ESEN by its Spanish acronym), the Project provided Leadership and Organizational Change Courses to key officials at the AGO, PDO, Executive Technical Unit (UTE by its Spanish acronym) and Supreme Court (SC).

Working closely with the AGO, JSSP personnel completed an assessment of the AGO's previous strategic plan and supported the development of a new plan for 2013-2017. To date, the Project has collaborated with the AGO to establish five Rapid Response Units (RRUs)—in Zacatecoluca, Sonsonate, Cabañas (Ilobasco), Cojutepeque (Cuscatlán) and Chalatenango. Three more RRUs—in San Marcos, San Vicente, and Usulután—are in the design phase.

This fiscal year, the Project has achieved extraordinary results in the creation and strengthening of new and pre-existing victims' assistance centers, including Domestic Violence Initiatives (DVI), Rape Crisis Centers (RCCs), UNIMUJERs and Play Therapy Centers. During the first semester of FY 2014, the Project contracted four non-governmental organizations (NGOs)—the Childhood First Foundation (FUNIPRI by its Spanish acronym), the Salvadorian Women for Peace Organization (ORMUSA by its Spanish acronym), Association of Salvadorian Women (AMS by its Spanish acronym) and *Sendas para la Mujer*—to support DVIs and RCCs already in

existence prior to the launch of JSSP. As a result of this technical assistance, the five victims' assistance centers have directly contracted staff from the supporting CSOs and can therefore be considered sustainable.

To date, Checchi Consulting has established three new DVIs located at the San Salvador AGO, Cojutepeque PDO, and the San Miguel AGO. The Cojutepeque PDO and the San Miguel AGO were created during FY 2014. Unfortunately, no new RCCs were created during this reporting period due to the lack of resources in the Supreme Court. Consequently, the Project has reassessed its implementation strategy and will support the creation of RCCs in AGO facilities where forensic doctors from the Forensic Medicine Institute (IML by its Spanish acronym) are currently providing services. In this context, JSSP staff coordinated with the AGO and IML to develop a third RCC in the Cojutepeque AGO. Eight additional play therapy centers also were established at the AGO Human Trafficking Unit in San Salvador, the Cojutepeque PDO, the San Miguel AGO, the Ilobasco AGO, the Zacatecoluca AGO, as well as at the NCP's UNIMUJER offices in Chalchuapa, Sensuntepeque and Jiquilisco.

In FY 2014, JSSP personnel provided technical assistance to help the Supreme Court's Juvenile Justice Office (JJO) and the Salvadorian Institute for Integrated Childhood Development (ISNA by its Spanish acronym) develop programs that promote the use of alternative sentencing and restorative justice options as a strategy for reducing recidivism and preventing youth from entering the juvenile detention system. The Project also helped establish and provided guidance to the Inter-Sectorial Restorative Justice Roundtable, comprised of representatives from public institutions, universities and other CSOs, regarding the development of alternative dispute resolution mechanisms and restorative justice opportunities.

This year, the Project made notable progress in strengthening criminal court administration processes in close collaboration with key counterparts. Checchi Consulting provided technical assistance to the Administrative Systems Unit to develop an institutional protocol to improve the quality of user services, including for those users with disabilities. During this reporting period, the JSSP worked with the Supreme Court to establish two User Attention Centers (CAUs by their Spanish acronym) in San Vicente and Zacatecoluca. JSSP personnel also coordinated with the Supreme Court's Office of Administrative Systems to facilitate case management systems across the Supreme Court's Justice of the Peace Courts in the Isidro Menendez Judicial Complex. As a result, the Project is supporting the Supreme Court in the design of an enhanced Office of Process Distribution (ODP by its Spanish acronym) model to be implemented in Isidro Menéndez.

JSSP-sponsored transparency and anti-corruption activities experienced several challenges during FY 2014, primarily due to the lack of a permanent Supreme Court President. This period, the Project worked to strengthen the Integrity Unit (IU) in the framework of its efforts to

strengthen the Probity Law and the investigation of corruption. The Project conducted a brief assessment of the IU's performance, including the investigative tools at the IU's disposal and its organizational structure and staffing. Based on these results, the Project provided the IU with essential information technology hardware and software to process cases.

The Project also carried out an assessment of efforts to reform the Probity Law, exploring the possibility of developing a draft law that would strengthen and update the GOES' monitoring, investigation and enforcement mechanisms. As part of this activity, the Project has made significant progress in the development of a draft Probity Law with the support of key stakeholders from the GOES and civil society that will be presented to the Legislative Assembly at the beginning of FY 2015. JSSP staff also has successfully provided technical support to the Supreme Court's Professional Investigation Unit (PIU) and the Judicial Investigations Unit (JIU), helping them update their administrative processes and procedures to reduce bottlenecks. To this end, JSSP trained PIU and JIU staff in investigative techniques, evidence handling, and mediation tools.

In FY 2014, the Project successfully completed an assessment to validate the need for reform in the National Judicial Council's (NJC) judicial evaluation manual. The assessment also considered several management and administrative issues affecting the Judicial Training School (JTS), including the state of its working environment, operational processes, and organizational culture. As a result of this effort, the Project proposed a series of concrete recommendations for improvement and develop a new Operations Manual defining roles and responsibilities. In addition, the JSSP has supported the JTS in the implementation of an extensive continued education program for judges, with the participation of national and international legal experts.

This period, JSSP personnel also focused on exploring various mechanisms for strengthening the capacity, efficiency and accountability of the court system. In order to make the public management of information more transparent, JSSP personnel collaborated with the Supreme Court's Office of Access to Public Information (OAPI) to develop criteria for classifying information. The Project also launched other activities to further this objective, including providing technical support for the decentralization of responses to public information requests, and training for judges and other justice sector officials regarding transparency, access to public information, and anti-corruption.

During FY 2014, the Project gained momentum and formed partnerships with key GOES counterparts that it will continue to leverage for the duration of the contract. Consequently, Checchi Consulting envisions a highly effective FY 2015 that will result in the consolidation and successful implementation of various strategies aimed at strengthening the Salvadoran justice sector.

RESUMEN EJECUTIVO

El Año Fiscal 2014 (FY 2014) fue un año que marcó precedente para el Proyecto Fortalecimiento del Sector de Justicia (JSSP por sus siglas en inglés). En estrecha colaboración con diferentes contrapartes del Gobierno de El Salvador (GOES) y la sociedad civil, el personal del Proyecto llevó a cabo una serie de actividades para fortalecer el sistema de justicia penal, impulsar la transparencia judicial, forjar vínculos inter-institucionales, y fortalecer la relación entre la sociedad civil y las instituciones del sector justicia.

En el Informe Anual del FY 2014, se destacan los avances relevantes realizados durante el año fiscal, y se detallan las actividades específicas realizadas en el cuarto trimestre. El Proyecto tuvo éxito en aprovechar las sinergias entre las actividades para garantizar el máximo impacto de este año y alcanzar la sostenibilidad a largo plazo. Un ejemplo notable de esto es la iniciativa de Policía Comunitaria (CP por sus siglas en inglés) la cual ha establecido una plataforma para abordar temas relacionados con la violencia de género, informar a las comunidades locales de sus derechos ante la justicia y participar en las actividades de contraloría ciudadana.

En este año fiscal el Proyecto implementó el Modelo de Policía Comunitaria (CPM por sus siglas en inglés) en diez nuevos municipios. En efecto, el personal del JSSP continúa prestando asistencia a la Policía Nacional Civil (NCP por sus siglas en inglés) en la implementación, mejora y sostenibilidad del CPM en las comunidades seleccionadas mediante la capacitación/tutoría para el personal de la NCP en las comunidades de CP ya existentes y la capacitación del personal en las nuevas comunidades. Se impartió el curso básico de CP a 120 oficiales del nivel ejecutivo de todo el país, a fin de promover los vínculos entre la seguridad pública y las funciones de policía comunitaria a nivel de delegación y subdelegación. Además, el Proyecto puso en marcha una serie de iniciativas de divulgación para fortalecer la capacidad de los representantes de la sociedad civil, para que desempeñen un rol activo en la implementación y evaluación del CPM. El Proyecto también apoyó la incorporación de actividades piloto exitosas, tales como el Programa de Escuelas Seguras, las actividades de emprendimiento para los adolescentes, eventos deportivos y teatro en la calle; las cuales promueven una mejor relación entre la comunidad y la policía.

Durante este período, el proyecto avanzó en varias actividades para fortalecer las operaciones y procedimientos de la NCP. Estas incluyen brindar asistencia técnica para modernizar los procedimientos y procesos en algunas divisiones/unidades de la NCP; el apoyo a la Subdirección de Investigaciones en la implementación de reformas fundamentales; el fortalecimiento de la

División de la Policía Técnica y Científica (DPTC); y contribuir en la implementación de un nuevo protocolo de la carrera policial. El JSSP también apoyó a la NCP en el desarrollo de su nuevo plan estratégico quinquenal, con la participación de 800 miembros del personal administrativo y técnico de la NCP.

En el año fiscal 2014, el personal del JSSP también estableció vínculos efectivos entre la seguridad pública y las funciones de policía comunitaria. Vínculos significativos que también fueron desarrollados a través de la creación de Unidades Institucionales de Atención Especializada para las Mujeres en Situación de Violencia (UNIMUJER) en las zonas de CP. Hasta la fecha, el Proyecto ha trabajado en estrecha colaboración con la NCP, las instituciones del sector justicia, y Organizaciones de la Sociedad Civil (CSOs por sus siglas en inglés) para establecer tres UNIMUJER adicionales, en Sensuntepeque, Chalchuapa y Jiquilisco.

En el año fiscal 2014, el Proyecto fortaleció la colaboración interinstitucional mediante la creación de Equipos de Investigación Conjunta entre la AGO/NCP (JITs por sus siglas en inglés). En particular, los JITs contribuirán en la investigación y persecución de homicidios, extorsiones y violencia sexual. Hasta la fecha, el Proyecto ha establecido cinco JITs en los departamentos de Cabañas, San Miguel, Usulután, La Unión y Morazán, y ya están en pleno funcionamiento. La creación de los JITs ha requerido un esfuerzo sistemático para capacitar a fiscales y agentes policiales en el uso del Manual Único de Investigación Interinstitucional (MIP por sus siglas en inglés).

Este año fiscal, el Proyecto realizó avances significativos en el fortalecimiento de capacidades del personal de las instituciones del sector de justicia, para estandarizar y mejorar una serie de habilidades. El personal del JSSP brindó asistencia técnica a la Escuela de Formación de la Fiscalía General de la República (AGO por sus siglas en inglés) a través del desarrollo de módulos de formación e impartió varios cursos de formación. En este período, el Proyecto también apoyó a la Escuela de Formación de la Procuraduría General de la República (PDO por sus siglas en inglés) en la realización de un diagnóstico de necesidades de capacitación institucional y apoyó a la PDO para desarrollar su primer Plan de Formación a través de una serie de sesiones de trabajo que brindaron la oportunidad para que los formadores internos iniciaran con el desarrollo de módulos de capacitación. Junto a la Escuela Superior de Economía y Negocios (ESEN), el Proyecto impartió cursos de Liderazgo y Cambio Organizacional a funcionarios clave en la AGO, PDO, Unidad Técnica Ejecutiva (UTE) y la Corte Suprema de Justicia.

Trabajando en estrecha colaboración con la AGO, el personal del JSSP completó una evaluación del anterior plan estratégico de la AGO y apoyó el desarrollo de un nuevo plan para el período 2013-2017. Hasta la fecha, el Proyecto ha colaborado con la AGO para establecer cinco Unidades de Solución Temprana (RRUs por sus siglas en inglés); en Zacatecoluca, Sonsonate,

Cabañas (Ilobasco), Cojutepeque (Cuscatlán) y Chalatenango. Tres RRUs más en San Marcos, San Vicente y Usulután están en fase de diseño.

Este año fiscal, el Proyecto ha alcanzado resultados extraordinarios en la creación y fortalecimiento de centros de atención a víctimas, nuevos y preexistentes, que incluye a las Unidades de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil (DVI por sus siglas en inglés), los Centros de Atención de Víctimas en Crisis por Abuso Sexual (RCCs por sus siglas en inglés), UNIMUJER y Ludotecas. Durante el primer semestre del año fiscal 2014, el Proyecto contrató cuatro organizaciones no gubernamentales (NGOs por sus siglas en inglés): la Fundación la Niñez Primero (FUNIPRI), la Organización de Mujeres Salvadoreñas por la Paz (ORMUSA), la Asociación para la Autodeterminación y Desarrollo de la Mujer Salvadoreña (AMS) y Sendas para la Mujer; para apoyar a las DVIs y a los RCCs ya existentes, antes de la puesta en marcha del JSSP. Como resultado de esta asistencia técnica, los cinco centros de víctimas han contratado directamente al personal de las NGOs de apoyo; y por lo tanto, pueden considerarse sostenibles.

Hasta la fecha, Checchi Consulting ha establecido tres nuevas DVIs ubicadas en AGO San Salvador, PDO Cojutepeque, y AGO San Miguel. La DVI de la PDO Cojutepeque y DVI de la AGO San Miguel, fueron creadas durante el año fiscal 2014. Desafortunadamente, no fue posible crear nuevos RCCs durante este período, debido a la falta de recursos en la Corte Suprema de Justicia. En consecuencia, el Proyecto ha reevaluado su estrategia de ejecución y apoyará la creación de los RCCs en instalaciones de la AGO, donde médicos forenses del Instituto de Medicina Legal (IML) están actualmente prestando sus servicios. En este contexto, el personal del JSSP coordinó con la AGO y el IML para desarrollar un tercer RCC en la AGO Cojutepeque. Ocho Ludotecas adicionales se establecieron también en la Unidad de Trata de Personas en la AGO en San Salvador, en la PDO Cojutepeque, en la AGO San Miguel, en la AGO de Ilobasco, en la AGO Zacatecoluca; así como en las instalaciones de UNIMUJER de la NCP, en Chalchuapa, Sensuntepeque y Jiquilisco.

En el año fiscal 2014, el personal del JSSP brindó asistencia técnica para apoyar a la Unidad de Justicia Juvenil de la Corte Suprema de Justicia y el Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia (ISNA) en el desarrollo de programas que promuevan el uso de sentencias alternas de conflicto y justicia restaurativa, como un estrategia para reducir la reincidencia y prevenir que jóvenes ingresen al sistema de detención de menores. El Proyecto además apoyó la creación de la Mesa Intersectorial de Justicia Restaurativa, integrada por representantes de instituciones públicas, universidades y otras CSOs, y le brindó orientación sobre el desarrollo de mecanismos de resolución alterna de conflictos y justicia restaurativa.

Este año, el proyecto hizo notables progresos en el fortalecimiento de la administración de despachos judiciales, en estrecha colaboración con contrapartes clave. Checchi Consulting

brindó asistencia técnica a la Unidad de Sistemas Administrativos para desarrollar un protocolo institucional que mejore la calidad de los servicios al usuario, incluso para los usuarios con discapacidades. Durante este período, el JSSP trabajó con la CSJ para establecer dos Centros de Atención al Usuario (CAU) en San Vicente y Zacatecoluca. El personal del JSSP también coordinó con la Unidad de Sistemas Administrativos de la CSJ para facilitar el sistema de gestión de casos en los Juzgados de Paz de la CSJ en el Centro Judicial Isidro Menéndez. Como resultado, el Proyecto está apoyando a la CSJ en mejorar el modelo de una Oficina de Distribución de Procesos (ODP) que se ejecutará en Isidro Menéndez.

Las actividades de transparencia y anticorrupción financiadas por el JSSP experimentaron varios desafíos durante el año fiscal 2014, principalmente debido a la falta de un Presidente permanente de la CSJ. En este período, el Proyecto trabajó para fortalecer la Sección de Probidad (IU por sus siglas en inglés) en el marco de sus esfuerzos para fortalecer la Ley de Probidad y la investigación de la corrupción. El Proyecto llevó a cabo un diagnóstico del desempeño de la IU, incluyendo las herramientas de investigación de las que dispone, de su estructura organizativa y de personal. Sobre la base de estos resultados, el Proyecto equipó a la IU, con hardware y software básico para procesar casos.

El Proyecto también llevó a cabo una evaluación de los esfuerzos de reforma de la Ley de Probidad, para explorar la posibilidad de desarrollar un proyecto de ley que fortalezca y actualice el cumplimiento de mecanismos de seguimiento e investigación del Gobierno de El Salvador (GOES). Como parte de esta actividad, el Proyecto ha logrado avances significativos en el desarrollo de un proyecto de Ley de Probidad, con el apoyo de actores clave del GOES y la sociedad civil, que será presentado a la Asamblea Legislativa a principios del año fiscal 2015. El personal del JSSP también ha brindado con éxito, asistencia técnica a la Sección de Investigación Judicial (JIU por sus siglas en inglés) y al Departamento de Investigación Profesional (PIU por sus siglas en inglés) de la CSJ, apoyándolos en actualizar sus procesos y procedimientos administrativos para reducir los cuellos de botella. Con este fin, el JSSP capacitó al personal de la JIU y la PIU, en técnicas de investigación, manejo de evidencia y herramientas de mediación.

En el año fiscal 2014, el proyecto completó con éxito una evaluación para certificar la necesidad de una reforma al Manual de Evaluación Judicial del Consejo Nacional de la Judicatura (NJC por sus siglas en in inglés). La evaluación también exploró algunos aspectos administrativos que conciernen a la Escuela de Capacitación Judicial (JTS por sus siglas en inglés), incluyendo el ambiente de trabajo, los procesos operativos y la cultura organizacional y de gestión. Como resultado de este esfuerzo, el Proyecto propuso una serie de recomendaciones concretas para mejorar y desarrollar de un nuevo Manual de Operaciones, definiendo roles y responsabilidades. Además, el JSSP ha apoyado el JTS en la implementación de un amplio programa de formación continua para jueces, con la participación de expertos jurídicos nacionales e internacionales.

Este período, el personal del JSSP también se orientó en la exploración de diversos mecanismos para el fortalecimiento de la capacidad, la eficiencia y la rendición de cuentas del sistema judicial. A fin de hacer que la información de la gestión pública sea más transparente, el personal del JSSP colaboró con la Oficina de Acceso a la Información Pública (OAPI por sus siglas en inglés) para desarrollar criterios para la clasificación de la información. El Proyecto también puso en marcha otras actividades para promover este objetivo, que incluye brindar asistencia técnica para la descentralización de las respuestas a las solicitudes de información pública y la formación de los jueces y otros funcionarios del sector justicia en materia de transparencia, acceso a la información pública, y la lucha contra la corrupción.

Durante el año fiscal 2014, el Proyecto cobró relevancia y formó alianzas con contrapartes claves del GOES que se continuarán aprovechando en toda la duración del contrato. En consecuencia, Checchi Consulting prevé un año fiscal altamente eficaz para el 2015, que dará lugar a la consolidación y aplicación exitosa de diversas estrategias orientadas a fortalecer el sector de justicia salvadoreño.

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

National Crime Policy - In Fiscal Year 2014 (FY 2014), Checchi Consulting worked closely with the Executive Technical Unit (UTE by its Spanish acronym) to refine a methodology for developing a National Crime Policy (NCrP), which would incorporate elements of crime prevention, combating crime, and criminal penalties. Justice Sector Strengthening Project (JSSP) personnel completed an assessment of all pertinent documentation and conducted several interviews with key justice sector actors. As part of this effort, the JSSP and the UTE developed an initial document describing what constitutes an effective NCrP, identified legislative and other government actions taken in recent years that inform the NCrP, and articulated various justice sector agency heads' vision of the NCrP.

Implementation of Criminal Procedure Code – This fiscal year, the Project made significant advances in completing an evaluation of the implementation of the Criminal Procedure Code (CPC). The Project contracted a technical specialist to strengthen the UTE's in-house statistical organization and analysis practices. Initially, the UTE agreed to create a permanent position for a statistician by the end of FY 2014. However, the UTE has been unable to secure funding for this position through the 2014 budget appropriation process, so the Project will continue to provide technical support to the UTE through FY 2015 at the institution's request. This effort has been critical to UTE's effort in monitoring and evaluating the implementation of the CPC. This year, members of the UTE's Subcommittee on Institutional Justice and Security Practices and Procedures and the Information and Statistical Analysis Subcommittee participated 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; and
- Indicator 9 - Percentage of Criminal Justice System Operators That Have Received Specialized Criminal Training as Compared to a Baseline.

To date, UTE and JSSP staff have compiled available information from the participating institutions for indicators from the Monitoring Plan. In the course of conducting data collection, questions arose regarding data reliability and the availability of information from various institutions. As a result, JSSP personnel is conducting an in-depth analysis of preliminary results with the UTE in order to make adjustments to indicator definitions and data collection methodologies.

In the latter half of FY 2014, JSSP personnel began the process of assisting the UTE and the NJC in the drafting of an Annotated Criminal Procedure Code. On August 2, 8 and 15, seventeen editors, commentators, and justice sector experts attended a series of JSSP-sponsored working sessions and monitoring workshops to give feedback on the annotated CPC in coordination with the UTE and NJC. In addition, the Project contributed to the publication "Judicial Ethics: From Rules to Practice," which was developed with support from the Judicial Training School. This publication was sent to the Director of the Judicial Training School for final review and approval. The publication is expected to be distributed during the first quarter of FY 2015.

Inter-Institutional Protocols – In the framework of this effort, this fiscal year the Project coordinated with the AGO and NCP to finalize, approve and print 2,000 additional copies of the Joint Manual of Investigative Procedures (MIP). One thousand copies of this updated version were printed and distributed during the last quarter of 2014. During the third and fourth quarters of FY 2014, the JSSP launched a systematic effort to train prosecutors and police

officers in the use of the MIP as part of a Project-sponsored initiative to create Joint Investigative Teams (JITs) in all 14 geographic departments of the country.

In FY 2014, the JSSP Work Plan contemplated providing technical assistance to the UTE in the development of additional inter-institutional protocols concerning victims' rights, forensic evidence, information sharing and witness protection. However, the Project was unable to advance in the development of these inter-institutional protocols as a result of the lack of support from key justice sector actors, such as the decision of the Supreme Court to suspend its participation from all inter-institutional committees/subcommittees organized by the UTE.

Strengthening of Training Schools

This fiscal year, the Project made significant advancements in strengthening justice sector institutions' capacity to standardize and improve their staff's skills sets. For example, JSSP personnel provided technical assistance to the trainers certified by the Project's Inter-Institutional Justice Sector Train-the-Trainers course held in early FY 2014. By utilizing a Train-the-Trainers approach for justice sector institutions, JSSP personnel have been developing and teaching courses to PDO and AGO trainers, who have replicated more than 10 courses internally to continue strengthening institutional capacities. The participating institutions reviewed and approved the module and accompanying criteria.

Attorney General's Office (AGO) – JSSP personnel provided technical assistance to the Attorney General's Office (AGO) Training School through the development of training modules and implementation of several courses. The Project also carried out stress reduction workshops for prosecutors in order to promote better attorney-client interactions. In close collaboration with the AGO, the Project successfully established and equipped a regional AGO Training School in San Miguel. The AGO completed minor remodeling of the spaces, while JSSP developed the organizational methodology and provided information technology and office furniture to equip the facilities.

On August 12, 14, 19 and 26, Checchi Consulting carried out a series of workshops with the AGO Training School in Soyapango. These workshops served to both monitor and assess the implementation of a working methodology for prosecutors to address rape, homicide and extortion cases. On September 2, 3, 5 and 16, Checchi Consulting conducted a monitoring and evaluation workshop to assess progress towards the implementation of the Model Regional Office of the Attorney General's Office in Soyapango. Twenty-eight participants evaluated the office's methodology for investigating rape, homicide and extortion cases. From September 24-26, twenty-two prosecutors attended a new course on Case Theory and Rules of Evidence, aimed at increasing the capacity of prosecutors to investigate complex cases.

Public Defender's Office (PDO) – This year, the Project supported the Public Defender's Office (PDO) Training School in completing an assessment of institutional training needs. The JSSP also helped the PDO develop its first Training Plan through a series of working sessions that provided the opportunity for internal trainers to start developing the training modules. The Project facilitated the development of the following training modules to be implemented by the PDO: civil procedure, criminal procedure, sentencing, the Special Law for the Protection of Childhood and Adolescence (LEPINA by its Spanish acronym), the Special Integrated Law for a Life Free of Violence for Women (LEIV for its acronym in Spanish), international legal instruments, gender-based violence, and legal arguments.

In addition, on July 7-11 and July 21-25, JSSP staff trained 18 public defenders from the PDO in San Miguel, teaching a course on defense strategy in criminal proceedings. On August 13 and 15 the Project carried out a gender-based violence course in Santa Ana, which was attended by 28 public defenders from the PDO in the western area of the country. The JSSP also facilitated this gender-based violence course in other locations. For example, the Project trained 27 public defenders from San Miguel on September 4 and 5, and 28 public defenders from San Salvador on September 8 and 10.

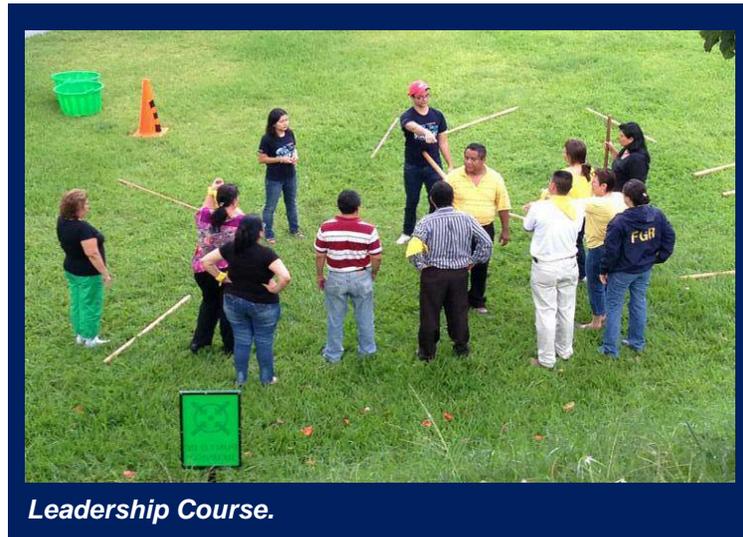
From August 20-22 and 26-27, JSSP personnel carried out a management skills training for 25 management-level staff of the PDO. In September, the Project carried out the first training session in management skills for 25 supervisors and coordinators from the Public Defender's Office. This training will be completed during the next reporting period.

On August 22 and 29, the JSSP conducted a course on the application of psychological tools to serving vulnerable groups for 22 psychologists from the PDO's Family, Gender and Psychosocial Prevention and Adoptions Units. On August 27, twenty-five social workers from the PDO's Family, Gender and Psychosocial Prevention Units participated in a course on social research and attention to vulnerable groups. A second group of 23 social workers from these PDO Units attended the same training on September 1.

Leadership and Change Management Programs

In conjunction with the Advanced School of Economics and Business (ESEN by its Spanish acronym), JSSP personnel provided Leadership and Organizational Change Courses to key officials at the AGO, PDO, UTE and Supreme Court. ESEN instructors and officials from justice sector institutions gained experience working with inter-institutional groups. During a December 2013 training that was provided to 35 representatives from various justice sector institutions, ESEN instructors indicated that they had honed their process and identified several advantages of providing training to organizationally diverse groups.

Over the past year, Project personnel has closely collaborated with the National Civil Police (NCP) and ESEN to develop and conduct Leadership and Change Management courses for 84 police commanders and mid-level NCP officials in order to strengthen the NCP's strategic management and opportunities for advancement. At the beginning of FY 2014, the Director General (DG) approved a 68-hour leadership course for police commanders; JSSP staff obtained additional approval



from USAID to include NCP civilian leaders/unit chiefs in the course. These individuals figure significantly in the management and supervision of many NCP administrative functions and are key counterparts to JSSP personnel. The vetting of candidates through United States Embassy channels was carried out, and the course launched in January 2014. With JSSP sponsorship, approximately 200 commanders received this training between March and December 2014. In the framework of this effort, JSSP coordinated with the ESEN to conduct a new leadership course for 15 prosecutors from the AGO and 24 staff of the NCP from August 12-22.

Improving Criminal Investigations, Including Use of Scientific Evidence

Joint AGO/NCP Investigative Teams – During the last six months, the Project has made an extraordinary effort toward creating Joint AGO/NCP Investigative Teams (JITs). In particular, the JITs will contribute to the investigation and prosecution of homicides, extortion and sexual violence cases. Prosecutors and police investigators have been trained in the theory and practical applications of the MIP to establish a framework for mutual collaboration and coordination in carrying out criminal investigations. The establishment of JITs also involves identifying, forming and training staff for these initiatives, as well as defining the basic organization and functions of the JIT units, and formulate/validate the JIT training module. This approach will also involve NCP analysts and staff from the Forensic Medicine Institute (IML by its Spanish acronym) in the establishment of JITs and staff training. To date, the Project has established five JITs—in Cabañas, San Miguel, Usulután, La Unión, and Morazán—which are now fully operational. During this quarter, the Project continued to strengthen the JITs' capacities, providing training to 25 AGO prosecutors and investigators from the NCP in Cabañas. On July 15-17 and July

29-31, JSSP personnel conducted the first and second training courses on investigation techniques for 25 AGO prosecutors and NCP investigators who make up the JITs in the departments of San Miguel, La Unión, Morazán and Usulután. The JITs model will be replicated in nine other geographic departments during the remaining period of the contract. In this regard, JSSP personnel also made significant headway toward putting into place the institutional support and systems to launch JITs in Sonsonate, Ahuachapán, and Santa Ana in the coming months.

Inter-Institutional Coordination –

The implementation of the JIT model is serving as a catalyst for joint training/strengthening activities in the JSSP framework; for example, the JSSP included personnel from the NCP's Scientific Technical Police Division



Joint Investigative Team from San Miguel

(DPTC by its Spanish acronym) in many of its training activities. The Project also focused on providing technical assistance to enhance linkages among justice sector institutions by facilitating investigative partnerships between prosecutors and police investigators in pursuing homicide, sexual and domestic violence cases.

JSSP personnel conducted a range of trainings for staff from JITs and victims' assistance centers during FY 2014. For example, in February 2014, the Project conducted an evaluation session with DVI operators and NCP officials from Soyapango, San Martin, and Ilopango. These officials reported the following significant improvements in the handling of domestic/family violence and sexual crime cases: a 33% improvement in the quality/utility of formal complaints filed; a 66% improvement in victim assistance (as measured by victim perception); and a 68% improvement in the quality of legal assistance provided (as measured by victim perception). In addition, JSSP personnel conducted two mentoring sessions focused on investigative techniques for serial rape cases, which were attended by prosecutors and NCP investigators from the Ilobasco area.

Analysis Unit (AU) - With JSSP assistance, the AGO successfully implemented the Automated Information Management System for Criminal Procedures (SIGAP by its Spanish acronym) in

every AGO unit during this fiscal year. The Project also worked closely with Analysis Unit (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 to the AU as needed throughout 2014, during the third quarter of the fiscal year the AGO indicated that it did 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)

In FY 2014, JSSP personnel completed an assessment of the AGO's previous strategic plan and supported the development of a new plan for 2013-2017. Borrowing heavily from the old plan, the new plan was approved by the Attorney General at the beginning of FY 2014. To date, the Project has collaborated with the AGO to establish five Rapid Response Units (RRU's)—in Zacatecoluca, Sonsonate, Cabañas (Ilobasco), Cojutepeque (Cuscatlán) and Chalatenango. Three more—in San Marcos, San Vicente, and Usulután—are in the design phase. The main source of information for strengthening RRUs is the AGO's Information and Automated Process Management System (SIGAP), which has the most up-to-date, reliable information. The Project trained all RRU staff in the use of the SIGAP. JSSP personnel provided training and technology to facilitate the SIGAP's implementation and promote its use among prosecutors and other AGO personnel, and helped the AU gain authorization to access the information, which is closely protected. JSSP personnel provided technical assistance in developing a module to strengthen SIGAP capacity and make it more user-friendly. While it is important to note that the Project found that the SIGAP's measurement capacity is limited because there is no valid data available prior to January 2013, regulations are in place to ensure that all future cases are entered in an effective and timely manner. The Project also designed and implemented five courses in Intensive Case Theory Methodology (ICTM) for criminal investigations (surpassing the goal of four), training 90 prosecutors in accusatory system techniques. On July 22, JSSP personnel conducted a Case Theory class for 25 NCP investigators and AGO prosecutors from Soyapango's JIT office, which is serving as a model to explore and hone replicable concepts.

National Civilian Police (NCP)

With the June 2014 change of government, a new Director General of the NCP took office. The new Director General is very familiar with and welcoming of USAID/JSSP assistance and affirmed that, going forward, his priorities are consistent and in complete harmony with the JSSP Work Plan. In FY 2014, JSSP personnel advanced numerous activities to strengthen the NCP's criminal justice practices and procedures; these efforts will continue in FY 2015. They include

providing technical assistance to modernize procedures and processes in a number of NCP divisions/units, supporting the Investigations Sub-Directorate (SIN by its Spanish acronym) in implementing fundamental reforms, strengthening the DPTC through increased collaboration with the Forensics Division (IML by its Spanish acronym), and assisting in the implementation of a new police career protocol. In FY 2014, JSSP personnel also established effective linkages between public security and community policing (CP) functions. Significant linkages were also developed through the establishment of Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in CP areas. JSSP personnel finalized a plan for a public-affairs campaign to emphasize the Public Security Sub-Directorate's prevention and CP work. This campaign was approved by the previous Director General in February 2014. At the beginning of FY 2014, the Director General approved two manuals that were prepared with extensive JSSP assistance to properly establish the Secretary of Planning, Cooperation and International Relations (SPCRI by its Spanish acronym) and delineate its functions: the SPCRI Organization Manual and the SPCRI Job Description and Functions Manual.

In March 2014, the evaluation methodology for the previous five-year strategic plan was approved by the Director General and implemented with JSSP assistance. During the third and fourth quarter of FY 2014, JSSP personnel supported the NCP in developing its new five-year strategic plan with the participation of 800 administrative and technical staff from the NCP. Concurrently, the Project is facilitating an assessment of the previous five-year plan. On August 11, JSSP personnel initiated direct technical assistance to the Investigations Sub-Directorate to enhance investigative procedures at the Sub-Directorate and delegation levels. At the request of the Sub-Director General, initial on-site mentoring and technical assistance is being focused on the San Salvador Central delegation. On August 26 and 27, the JSSP sponsored a workshop for 60 NCP and National Academy of Public Security (ANSP by its Spanish acronym) officials designated to oversee the planning and evaluation process in the 22 NCP delegations and the ANSP. From September 8–26, JSSP personnel continued to provide assistance to the Investigations Sub-Directorate to enhance investigative procedures at the Sub-Directorate and delegation levels, focusing on-site mentoring and technical assistance at the San Salvador Metropolitan Region. This quarter, JSSP personnel completed a detailed assessment of NCP administrative/operational procedures and requirements in the region, and presented the assessment (including various recommendations) to the Sub-Director General and regional commander for validation and follow-up.

Public Defender's Office

During the first semester of FY 2014, the JSSP successfully collaborated with PDO officials to conduct a series of working sessions to review and modify 15 case management practices, and provided technical assistance to help the institution implement them. However, the Project

faced delays regarding the implementation of other capacity-building efforts; specifically, the JSSP adjusted the timeframes for providing support to strengthen the Sentence Execution Unit and expand the regional coverage of the PDO Investigations Unit.

Judicial Branch

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

Pre-existing Domestic Violence Initiatives (DVIs) and Rape Crisis Centers (RCCs) –

This fiscal year, the Project advanced a range of activities with local non-governmental organizations, the IML and other justice sector institutions to strengthen attention to victims of sexual, gender-based and domestic violence. During the first semester of FY 2014, the Project contracted four non-governmental organizations (NGOs)—the Childhood First Foundation (FUNIPRI by its Spanish acronym), the Salvadorian Women for Peace Organization (ORMUSA by its Spanish acronym), Association of Salvadorian Women (AMS by its Spanish) and *Sendas para la Mujer* - to support Domestic Violence Initiatives (DVIs) and Rape Crisis Centers (RCCs) in existence prior to the launch of the JSSP. In FY 2014, JSSP personnel successfully provided technical assistance to strengthen the three pre-existing DVIs in Soyapango, San Salvador and Ciudad Delgado, and two pre-existing RCCs in the San Salvador and Santa Tecla IML offices. JSSP personnel conducted trainings on attending victims of violence, using the Gesell chamber, and gender-based violence issues for the operators and associated judges, justice institution staff and court staff. The Project also provided “rape kits” for victims attended by the RCCs, and offered mentoring to improve the centers’ administration. As a result of this technical assistance, the five victims’ assistance centers have directly contracted staff from the supporting CSOs and can therefore be considered self-sufficient. On September 17 and 24, the JSSP held the first two self-help/mental health workshops for DVI staff in order to strengthen the services provided at the centers. Twelve people participated in the first workshop, and 20 participated in the second.

New Victims’ Assistance Centers - To date, the Project has established three new DVIs located at the San Salvador AGO, Cojutepeque PDO, and the San Miguel AGO. The Cojutepeque PDO and the San Miguel AGO were created during FY 2014. To establish these centers, JSSP personnel coordinated various meetings with key stakeholders to delegate roles, responsibilities and logistics. The Project also identified additional opportunities for establishing DVIs, RCCs and play therapy centers, and will advance this effort in FY 2015. During this quarter, representatives of the Supreme Court, National Health Fund (FOSALUD by its Spanish acronym), and NCP collaborated to develop plans for the staffing, training, and location of the next DVI to be implemented with the support of the Supreme Court. The group visited Chalatenango to meet with members of the Domestic Violence Prevention Committee of Chalatenango in order to provide an overview of the model and request the Committee’s

assistance in engaging institutions involved in victims' assistance to request personnel for the center.

Unfortunately, no new RCCs were created during this reporting period due to the lack of resources in the Supreme Court. Consequently, the Project has reassessed its implementation strategy and will support the creation of RCCs in AGO facilities where forensic doctors from the IML are currently providing services. In this context, JSSP staff coordinated with the AGO and IML during this quarter in order to develop a third RCC in the Cojutepeque AGO. The Project expects to inaugurate this center during the first quarter of FY 2015. Given that a new Supreme Court President was recently elected, the Project is optimistic about the opportunities to establish new RCCs inside Supreme Court/IML facilities.

Play Therapy Centers - During the second and third quarter of FY 2014, additional play therapy centers were established at the Cojutepeque PDO, the San Miguel AGO, the Ilobasco AGO, as well as at and the NCP's UNIMUJER offices in Chalchuapa, Sensuntepeque and



Jiquilisco. On July 2, the Project inaugurated the play therapy center at the AGO in Ilobasco. In July, JSSP staff coordinated with the AGO's Human Trafficking Unit to assess the feasibility of implementing a play therapy center to attend to the children and youth who have been victims of human trafficking. The parties also visited the AGO's regional office in San Marcos to implement an additional play

therapy center. On September 19 and 23, the Project completed new play therapy centers in the Regional Attorney General's Office in Zacatecoluca and the Human Trafficking Unit in San Salvador.

Management of Domestic, Gender-Based and Sexual Violence Cases - The Project launched a feasibility study to develop an alarm system that will permit judges to categorize cases and assess the risks faced by victims of domestic violence. The JSSP will build upon all of these advances in the next fiscal year. During the second half of FY 2014, the Project conducted trainings on the victim referral process to raise the awareness of staff of the AGO, PDO and National Health Fund (FOSALUD by its Spanish acronym). The Project also supported the

IML in the design of a certification program for government-employed forensic medical doctors. In addition, JSSP personnel worked with IML officials to develop a training plan to improve the level of coordination between the IML, AGO, and NCP; the plan is currently awaiting the IML's review and approval.

On July 7 and 11, Checchi Consulting organized meetings with the Director of the AGO's central region office in San Salvador in order to evaluate the work of the victims' assistance centers in the area. Prosecutors from the San Miguel DVI met with management staff from the AGO's central region office and DVI in San Salvador, and agreed to update their intervention criteria using the San Miguel DVI as a model. As a result, this quarter the Project provided technical assistance to the DVI in San Salvador in expanding its intervention criteria to include cases of rape. On August 14, 21 and 28, the Project conducted three trainings for 30 doctors from public health institutions each day, training a total of 90 doctors to be better prepared to provide expert testimonies in legal proceedings. On September 8-11, the Project hosted a delegation of seven Guatemalan officials specializing in attending women victims of violence. On September 9, the Project organized a workshop on best practices in attending women victims of violence, which was attended by the seven-member Guatemalan delegation and 25 officials from El Salvador.

JSSP personnel provided ample legal assistance to the existing DVI's throughout the fiscal year. The DVIs in Soyapango, Ciudad Delgado, San Salvador, San Miguel and Cojutepeque served 2,217 victims of violence (1,906 women and 311 men); of these 238 were minors (175 females and 63 males). In the Soyapango, Ciudad Delgado, San Salvador, San Miguel and Cojutepeque play therapy centers, 4,525 children received professional attention (4,525 received play therapies and 553 received crisis attention). A total of 696 new sexual abuse cases were received in the San Salvador and Santa Tecla RCCs in FY 2014, of which, 625 were female victims and 71 were males. Of these, 560 were minors (493 females and 67 males).

Increasing the Use of Mediation and Alternative Sentencing Options

Restorative and Juvenile Justice - In FY 2014, JSSP personnel provided technical assistance to help the Supreme Court's Juvenile Justice Office (JJO) and the Salvadorian Institute for Integrated Childhood Development (ISNA by its Spanish acronym) develop programs that promote the use of alternative sentencing and restorative justice options as a strategy for reducing recidivism and preventing youth from entering the juvenile detention system. In the framework of this effort, JSSP personnel conducted trainings for key stakeholders in government and civil society to learn about juvenile justice and alternative dispute resolution.

Chief among these stakeholders were judges, who learned about alternative sentencing options to utilize in juvenile justice cases. The Project also helped establish and provided guidance to the Inter-Sectorial Restorative Justice Roundtable, made up of representatives from public institutions, as well as universities and other CSOs, regarding the development of



Inter-Sectorial Restorative Justice Roundtable

of alternative dispute resolution mechanisms and explore restorative justice opportunities. This quarter the Roundtable continued to work in updating the Restorative Justice Manual, with a focus on the juvenile justice, mediation and reconciliation sections. During the next fiscal year, the Project plans to support the Roundtable in the publication and implementation of the Manual, particularly through the design and execution of juvenile justice pilot activities with the participation of CSOs, ISNA and the Supreme Court.

Project activities in juvenile justice significantly increased during the last quarter of FY 2014 with the hiring of a full-time juvenile justice specialist. On July 11, Project staff carried out the first workshop to identify opportunities to improve the juvenile court system. Participating judges presented case studies, discussing their experiences and the challenges facing the juvenile justice system in El Salvador. They also reviewed a strategic plan that promotes better workload distribution among the judges. The plan will also create inter-institutional coordinating mechanisms to address the complexities of processing, rehabilitating, and reintegrating juveniles

in conflict with the law. On August 18-20, the JSSP conducted a course on victimology for 60 representatives of justice sector institutions and civil society organizations. On September 8-10 and September 16-18, the Project collaborated with the Supreme Court's Juvenile Justice Unit to implement courses on criminology issues linked to juveniles. Forty-seven justice sector officials participated in the first workshop and 35 participated in the second, including magistrates and judges specializing in childhood and adolescence, prosecutors, public defenders, ISNA officials, and NGO representatives. On September 19, the Project supported the second workshop directed by the leadership of the Supreme Court's Juvenile Justice Unit, in which 17 judges collaborated to define strategies for monitoring and making connections among key juvenile justice issues.

On July 25, JSSP personnel organized a workshop on the reintegration of juvenile delinquents. One hundred and thirty representatives of the mayor's offices of San Salvador, Lourdes, Colon and Ciudad Arce gathered to exchange experiences and identify clear steps for addressing challenges in this arena. On August 15, Project staff carried out the second workshop on the juvenile court system, helping participants develop an action plan to improve the jurisdiction's administrative and technical capacity to attend cases through the use of alternative dispute resolution. On August 21-22, JSSP staff coordinated with the Juvenile Justice Office to conduct a workshop on negotiation and mediation. Taught by a representative of the PDO to 40 officials from municipalities throughout the country, this workshop was the result of a series of community interventions which have sought to strengthen the capacities of municipalities to manage the issue of juvenile justice and prevent juvenile violence.

Mediation Centers – In FY 2014, political and administrative uncertainty led to numerous delays throughout the Supreme Court, especially regarding the topic of new mediation centers. When Project personnel met with the Supreme Court President at the beginning of FY 2014, he indicated that the establishment of future mediation centers and the disposition of the current centers will be resolved at the highest levels of the Supreme Court, but a decision was never made. When the new Supreme Court President took office during this quarter, JSSP staff met with him to revisit the Project's scope of work, including assistance to strengthen existing mediation Centers and establish new centers in Santa Ana and San Miguel. The new President of the Supreme Court has expressed a willingness to explore the possibility of establishing new mediation centers. However, no timetable for this decision was provided.

Improved Criminal Court Administration

This year, the Project made notable progress in strengthening criminal court administration in close collaboration with key counterparts. The JSSP provided technical assistance to the Information and Administrative Systems Unit to develop an institutional protocol to improve the quality of user services, including for users with disabilities. The JSSP took the lead in

developing a draft of the Courts' Protocol for Attention to Users, an activity that had been delayed due to uncertainty around potential changes in the presidency of the Supreme Court. The Project submitted the draft to the Supreme Court for feedback and expects to finalize the document during the first semester of FY 2015. In FY 2014, JSSP personnel secured the Supreme Court President's approval to proceed with the establishment of additional User Attention Centers (CAUs by their Spanish acronym) in judicial centers. The Project successfully launched two CAUs in San Vicente and Zacatecoluca. These new facilities carry great importance given that this activity underwent significant deliberation by Supreme Court officials in the first half of the fiscal year.

With the election of a new Supreme Court President, the Project is now in a position to make further progress in the establishment of additional CAUs. On July 1, JSSP personnel organized a visit to the San Francisco Gotera Municipal Judicial Center to assess whether the site is suitable for setting up a new CAU. The Supreme Court's Administrative Systems Office will make a list of the items necessary for setting up the CAU. On August 18-19 and 21-22, the Project carried out two workshops on court administration for 74 clerks, judges and court administrators working in the CAUs. To complement this effort, on August 20 the Project collaborated with the leadership of the Supreme Court's Office of Administrative Systems to hold a meeting with justice sector institutions to coordinate, plan, and monitor initiatives to strengthen and expand the number of CAUs and Process Distribution Offices (ODP by its Spanish acronym).

JSSP personnel also coordinated with the Supreme Court's Office of Administrative Systems to facilitate case management systems across the Supreme Court's Justice of the Peace Courts in the Isidro Menendez Judicial Complex. In FY 2014, the Project focused on providing training to staff in the existing ODPs in Santa Ana and San Salvador, as well as piloting case management systems that can be replicated in the new offices that will be established over the duration of the contract. The Supreme Court indicated that it wants to establish new ODP's and expand their reach to incorporate not only Justice of the Peace Courts, but also courtrooms dealing with Penitentiary Security, Execution of Sentences, Transportation, and Sentencing cases, among others in Isidro Menéndez. As a result, the scope of this activity will be expanded in FY 2015 to explore the possibility of implementing a broader ODP model in Isidro Menéndez.

This fiscal year, the JSSP also began analyzing options to assist the Supreme Court with an assessment of the possible expansion of the San Marcos electronic notification pilot program to San Salvador, 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.

Strengthening the *Instituto de Medicina Legal*

In FY 2014, Project personnel focused on linking assistance to the IML with other inter-institutional technical assistance efforts. In this regard, the IML has been a critical actor in the functioning of the RCCs. JSSP personnel laid a strong foundation for focused support for updating and implementing the IML Strategic Plan, and advancement will depend upon the GOES' ability to address the internal difficulties faced by the Supreme Court and the IML management authorities. These internal challenges have also affected planned efforts to assist the IML in the certification of key laboratory procedures given that the certification process is linked to the development and approval of a new Strategic Plan.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING

Capacity-Building Initiatives - In FY 2014, Checchi Consulting successfully assisted the NCP in publishing 12,000 Community Policing manuals and distributing them to the NCP and ANSP. JSSP personnel also re-secured authorization from the new NCP Director General to continue detailing three experienced CPM Sub-commissioners to the Project to spearhead and coordinate all basic and follow-up CP activities. Given the opportunity to expand activities associated with the implementation of the CPM, this quarter Project discussed with the Director General the possibility of detailing a fourth NCP officer to assist with the implementation of CP activities sponsored by the JSSP. This fiscal year the Project also provided technical assistance and limited equipment to expand the community policing model to a total of 10 new municipalities, and will continue to do so to reach a total of 15 new municipalities over the contract period. In this vein, JSSP staff continue to assist the NCP in implementing, improving, and sustaining the CP Model (CPM) in target communities by providing training/mentoring to NCP staff in existing CP communities, and training staff in new communities.

In order to strategically expand the CPM, the Project has supported the strategic selection of CP communities taking into consideration various factors including local crime rates, potential for community involvement, and commitment of NCP at the sub-delegation and delegation levels. The JSSP continued to promote the sustainability of the CP model in planning sessions and coordination activities throughout the institution, as well as through the aforementioned Leadership and Change Management Course.

During this quarter, JSSP personnel began implementing the CPM in Apopa, Suchitoto, Ilobasco, Cara Sucia and San Luis la Herradura. During July 1-31, the basic CP course was conducted for 45 police officers in Apopa, as well as 49 command-level officials in Chalchuapa, Santa Ana, and San Salvador. From August 11-29, the basic CP course was conducted for 80 police officers across the aforementioned locations, as well as 70 command-level officials in the

central region, San Francisco Gotera, Chalchuapa, and Ciudad Barrios. From September 1-30, basic community policing training was conducted for 127 police officers in San Francisco Gotera, Chalchuapa, Ciudad Barrios, and Apopa, as well as 81 command-level officials in the central and eastern regions. The Project also provided CP follow-up mentoring to NCP officers/agents in 13 community policing communities established under the USAID-funded Improving the Justice System in El Salvador (IJSES) Program.

This fiscal year, the JSSP conducted CP training for 120 mid-level and command-level officials from throughout the country in order to promote linkages between public security and community policing functions at the delegation and sub-delegation levels. The vast majority of these officials are responsible for public security functions in their respective delegations/sub-delegations. The Project also integrated training in gender sensitivity and the appropriate treatment of women victims of violence into the basic CP course.

Community Outreach - In FY 2014, the JSSP launched a range of capacity-building and outreach initiatives to strengthen civil society representatives' ability to play an active role in the implementation and assessment of the CPM. Project personnel provided training to local community leaders in planning and organizational development and technical assistance in the implementation of crime prevention/security enforcement action plans, as well as the development of related crime prevention initiatives in collaboration with municipal councils, local community groups, and local NCP officials. The Project also supported the incorporation of successful pilot activities, such as the *Escuelas Seguras* entrepreneurial program for children and an NCP-led training in the use of game-based methodologies and street theater to minimize inter-family violence and boost gender awareness. Throughout this quarter, JSSP personnel sponsored town council and crime prevention committee working sessions with community representatives in the CP communities in an effort to further develop and strengthen security action plans. In addition, 18,445 students, parents, and community members participated in Project-sponsored activities during FY 2014, including community forums, sporting events, vocational fairs, school activities, street theater productions, street fairs, and school performances on special topics. This total includes 10,904 citizens who participated in events implemented during the fourth quarter. The total amount of participants reflects a surge during this quarter as a result of a concerted effort to increase the number of CP activities in the municipalities where the CPM is being implemented.



In conjunction with NCP officials and strategic partner Analitika, the JSSP conducted a series of public perception surveys in targeted CP communities in order to better inform and empower key stakeholders. In addition to analyzing public opinion data and crime statistics, this activity includes the development and application of baseline and follow-up surveys in each new CP community, as well as control communities. JSSP-sponsored public perception baseline surveys were completed in Apopa, Ilobasco, Suchitoto, San Luis La Herradura, and Cara Sucia during this quarter, and follow-up surveys were completed in Jiquilisco, Chalchuapa, Olocuilta, Puerto de La Libertad, and Ciudad Barrios.

UNIMUJERs – To date, the Project has worked closely with the NCP, justice sector institutions, and CSOs to establish four UNIMUJERs, located in Apopa, Sensuntepeque, Chalchuapa and Jiquilisco. The Apopa UNIMUJER was inaugurated in FY 2013. The Sensuntepeque UNIMUJER was inaugurated in March 2014, the Chalchuapa UNIMUJER was inaugurated in July 2014, and Jiquilisco UNIMUJER was inaugurated in August 2014, all of them with participation of key stakeholders including justice sector institutions, community members, and local NGOs. The Project carried out remodeling, equipping, training staff, and the establishment of monitoring roundtables, as well as leveraged synergies between the UNIMUJERs and other JSSP activities, especially CP. This quarter



JSSP personnel worked with the head of the NCP’s delegation to Ahuachapan to plan, remodel and equip the facility and train staff. In addition, the Project plans to inaugurate the Cara Sucia UNIMUJER in October.

Throughout the fiscal year, 1,002 victims (927 females and 75 males) received professional assistance at the UNIMUJER offices in Apopa, Sensuntepeque and Chalchuapa. Of these, 312 were minors (262 girls and 50 boys). In order to capitalize on the Project synergies between the CPM and UNIMUJER, the JSSP decided to prioritize establishing UNIMUJERs in municipalities where the Community Policing Model is being implemented in order to maximize impact and sustainability.

Significant linkages were also developed through the establishment of UNIMUJERs in Apopa, Sensuntepeque, Jiquilisco and Chalchuapa, and the specialized UNIMUJER training provided in each corresponding NCP delegation/sub-delegation. On July 3, Project staff held a workshop to develop the work plan for the Apopa UNIMUJER. On September 8, the Monitoring Roundtable of the Victim’s Assistance Unit at the Police Delegation of Sensuntepeque gave a presentation to the city council on shelters for victims of domestic and sexual violence. This quarter the Municipal Council of Sensuntepeque officially approved the plan to establish a shelter for victims of sexual and domestic violence in the context of the requirements contained in the LEIV. The shelter will be established in municipal facilities with technical and logistical

support from the JSSP, and in close coordination with the NCP, AGO, ISDEMU, as well as other key justice sector operators and CSOs.

On July 9, the Project held a new coordination workshop for members of the Monitoring Roundtable of the UNIMUJER in Sensuntepeque. The roundtable, which is comprised of representatives from the AGO, NCP, hospitals and health units in the area, the mayor's office of Cabañas, ISDEMU, IML, ISNA, CONNA and local CSOs, among other actors, discussed the topic of shelters for victims of sexual and domestic violence and the Special Integrated Law for a Life Free of Violence for Women. On August 18 and 26, the JSSP held a coordination workshop for members of the Monitoring Roundtable of the Sensuntepeque UNIMUJER. The Roundtable discussed the topic of shelters for victims of sexual and domestic violence and the establishment of an RCC in the regional AGO office in Ilobasco. On August 22, 25 and 29, the Project collaborated with ISDEMU and the Sensuntepeque UNIMUJER to hold three workshops on the LEIV. On September 16, the JSSP held a new coordination workshop for members of the Monitoring Roundtable of the Apopa UNIMUJER. The roundtable, which is made up of representatives of justice sector institutions and civil society, assessed progress and lessons learned. On September 9, 18, 25 and 29, JSSP personnel coordinated with ISDEMU and the Sensuntepeque UNIMUJER to hold four workshops on the LEIV, which were each attended by 35 women leaders from the department of Cabañas.

From June 23 through July 16, JSSP personnel trained 32 NCP officials, including those assigned to the Apopa, Chalchuapa, Sensuntepeque and Jiquilisco UNIMUJERS. This training is part of the basic capacity-building program for officials working in the UNIMUJERS and



Participants in the LEIV training

includes topics such as the LEIV, victomology, sexual crimes and domestic violence. In addition, Thirty-five women leaders from the department of Cabañas attended on each day.

2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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

Integrity Unit - In FY 2014, the Project worked to strengthen the Integrity Unit (IU) in the framework of its efforts to strengthen the Probity Law and the investigation of corruption. The Project conducted a brief assessment of the IU's performance, as well as its investigative tools and organizational structure and staffing. Based on these results, the Project provided the IU with essential information technology hardware and software to process cases. JSSP staff provided training and mentoring to judicial and administrative staff from the IU on topics including the drafting of resolutions and the investigation of disciplinary offenses. JSSP staff also supported the development of a work plan with milestones to measure progress and performance. To boost IU staff capacity, in FY 2014 the JSSP sponsored a study tour to Costa Rica where participants learned about best practices and investigative techniques for auditing purposes. This activity was then complemented by training IU auditors in the investigation of corrupt activities. These trainings will continue through FY 2015 in order to support the IU in putting its work plan into practice.

The Project also carried out an assessment of efforts to reform the Probity Law, exploring the possibility of developing a draft law that would strengthen and update the GOES' monitoring, investigation and enforcement mechanisms. As part of this activity, the Project has made significant progress in the development of a draft Probity Law with the support of key stakeholders from the GOES and civil society.



On July 10, JSSP personnel met with the Sub-Secretary of Transparency and Anti-Corruption to discuss her interest in receiving Project support in working on the Law of Probity with civil society stakeholders, and participating in a lobbying effort for the law's adoption. JSSP personnel also advanced efforts to strengthen the country's anti-corruption mechanisms this month. On August 25 and 26, the Project held a workshop for members of civil society, the Supreme Court's IU, and other public institutions to review and analyze the draft Probity Law. On September 17-18, the Project held a workshop for members of civil society and the Supreme Court's IU to finish validating the proposed revisions to the Probity Law. The group agreed to present the proposal to the Legislative Assembly on behalf of civil society. Project personnel is coordinating with various CSOs, including *Fundación Democracia, Transparencia y Justicia*, *Fundación Salvadoreña para el Desarrollo Económico y Social* (FUSADES) and *Fundación Nacional para el Desarrollo* (FUNDE) to identify opportunities for collaboration in the design and implementation of public awareness activities and discussion of proposed revisions to the Probity Law in the Legislative Assembly.

Professional Investigation Unit and the Judicial Investigations Unit - JSSP staff has successfully provided technical support to the Supreme Court's Professional Investigation Unit (PIU) and the Judicial Investigations Unit (JIU), helping them update their administrative processes and procedures to reduce bottlenecks. In this context, JSSP trained PIU and JIU staff in investigative techniques, evidence handling, and mediation tools. On July 17, representatives from the Supreme Court's Judicial Investigations Section attended a course on mediation tools in cases of conciliation. In August, the coordinator of the Mediation and Conciliation Unit of the PDO in Soyapango taught the course to staff from this section as well as the Professional

Investigations Unit (13 participants). This course was also offered in September to 38 representatives from the Supreme Court's Professional Investigation Office.



Additionally, from September 8-12, JSSP personnel collaborated with the Supreme Court to hold a course on legal reasoning and sentencing. Eighty-one participants attended this course, including judges and legal advisors of the Supreme Court. On September 10, the JSSP sponsored a seminar on Judicial Independence, which was attended by 189 participants including judges, magistrates, and Supreme Court's staff.

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

National Judicial Council – In FY 2014, the Project successfully completed a brief assessment to endorse the need to reform the National Judicial Council's (NJC) judicial evaluation manual. JSSP personnel brought together diverse stakeholders including magistrates and judges, administrative staff, and representatives of other justice sector institutions to assess the related procedures. This effort focused on compiling recommendations to define new evaluation criteria such as: quality of legal reasoning, rate of judgments appealed, results of appeals among others. This manual also incorporates a series of indicators to guide the evaluation process. Final approval of the manual by the NJC is pending.

This fiscal year JSSP completed an assessment of the Judicial Training School (JTS), bringing together a range of stakeholders including magistrates and judges, other justice sector institutions, and JTS staff regarding the state of its working environment, operational processes, and organizational culture. In coordination with the Judicial Training School, JSSP personnel engaged key stakeholders in conducting a SWOT analysis—an assessment of the strengths, weaknesses, opportunities and threats faced by the institution. By mapping the organizational processes to maximize efficiency and improve the working environment, the Project was able to propose a series of concrete recommendations and develop a new Operations Manual defining roles and responsibilities. This document was submitted to the NJC for review and approval.

Upon receiving approval, JSSP will support the implementation process by training staff and developing and publishing training materials.

This quarter, the Project also began coordinating with the JTS Director to develop courses for judges on public access to information, in order to respond to a request by the leadership of the Supreme Court's Access to Public Information Unit. Similarly, JSSP personnel is working with the JTS and the Supreme Court's Administrative Systems Office in the design of a capacity-building program in court administration and case management. In September, the Project also helped produce and publish the quarterly judicial magazine, *Ventana Jurídica 11*. The magazine contained several articles relevant to JSSP objectives.

Continuing Education Program – The NJC indicated that the development of a Continuing Education Program (PEC by its Spanish acronym) to help put into place a transparent career ladder for judges was of greater priority than the evaluation of the NJC's pre-judicial studies program. Therefore, in FY 2014 the Project developed and submitted a curriculum for a PEC, and received the CNJ's approval in February. In May, JSSP launched a series of courses on topics including management, the application of constitutional principles to criminal proceedings, and Criminal Law Theory as part of the PEC. Thirty Justices of the Peace were selected to participate in the 11 course modules of 20 hours each. These courses will help these justices gain the knowledge necessary to eventually advance in their careers and become Instructional or Sentencing Judges. On July 28-30, JSSP personnel provided management training to prepare these judges to take on greater responsibilities and oversee higher court proceedings. On August 11-15, JSSP personnel conducted a management training as part of the PEC in San Miguel. The Project also carried out a training on August 27-29 to review contemporary judicial problems in criminal investigations as part of the PEC. Many of the modules will also be replicated during FY 2015 for sentencing and instructional judges from the western region, further increasing opportunities for growth and advancement.

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

In FY 2014, JSSP personnel focused on exploring various mechanisms for strengthening the capacity, efficiency and accountability of the court system. In order to make the public management of information more transparent, JSSP personnel collaborated with the Supreme Court's Office of Access to Public Information (OAPI) to develop criteria for classifying information. This activity will continue for the duration of the Project. On August 13, Project personnel met with the Head of the Office for Access to Public Information to develop a list of the Office's needs in order to incorporate them into the JSSP FY 2015 Work Plan. The Project also launched other activities to further this objective, including providing technical support for the decentralization of responses to public information requests, as well as training judges and

other justice sector officials on issues of transparency, access to public information, and anti-corruption.

Given the difficulties that the Supreme Court is currently experiencing with the implementation of the Integrated Case Management Tracking System (SIGJU by its acronym in Spanish), the Project has been exploring other automated methods to establish effective information linkages in domestic, gender-based, and sexual violence cases. This topic will be revisited during FY 2015 given the new Supreme Court leadership.

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

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

Advocacy and Civil Society Oversight – In FY 2014, JSSP personnel collaborated with institutional and civil society stakeholders in the justice sector to explore a range of citizen participation mechanisms. The Criminal Justice Observatory created under the IJSES Program was one of the first mechanisms identified, given that it was established as a multi-civil society effort involving the *Universidad Centroamericana José Simeón Cañas* (UCA) *Instituto de Derechos Humanos* (IDHUCA), *Universidad Matías Delgado* and *Tutela Legal*, as a civil society-based body to provide ongoing monitoring and evaluation of the criminal justice sector, its institutions, and the effectiveness of CPC implementation. However, over the course of a series of meetings to evaluate potential opportunities for collaboration with the Criminal Justice Observatory, the Project learned that these organizations were no longer working in concert. Consequently, during this quarter the Project elected to modify the strategy to focus on strengthening existing independent civil society oversight mechanisms, rather than create a new Judicial Observatory composed of multiple partners. In this context, the JSSP is designing a series of capacity building

activities tailored to the needs and interests of each civil society partner. These trainings will be launched in the next fiscal year.

The CPM has provided an important platform for engaging community members on a wide range of issues, enabling Project personnel to reach out to municipalities' Violence Prevention Committees and connect members to CP officers. In this vein, the Project provided training to strengthen community leadership capacities, giving community members the knowledge and skills to assert their rights as citizens. Moreover, Violence Prevention Committees are also conducting accountability meetings with CP officers in order to provide citizen oversight of the activities being carried out by the NCP as part of the Community Policing Model.

Access to Public Information – In order to boost citizen access to/participation in the justice sector, in FY 2014 the Project provided support to the Supreme Court to ensure the implementation of the Access to Public Information Law. As part of this effort, the Project implemented a series of community outreach workshops in six municipalities, including Nahuizalco, San Marcos, La Libertad, Panchimalco, Jiquilisco and Chalchuapa. A total of 196 local citizens received training in transparency issues, access to justice, and the Access to Public Information Law. The training events in Jiquilisco and Chalchuapa were implemented during this quarter. This fiscal year JSSP also printed 2,000 copies of the Access to Public Information Law to distribute in future outreach activities.

3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

JSSP personnel is evaluating the engagement strategy to implement future activities under this component. To lay the groundwork for local ownership of USAID-funded initiatives, the Project will undertake an assessment of the management capacities of key JSSP counterpart institutions and CSOs, as well as the relevant legal and regulatory framework, to determine the feasibility for receiving direct USAID funding. The study will be conducted during the next fiscal year and will assess project execution capacities, detail recommended organizational changes to establish a strong GOES-USAID implementing partnership, and propose ways in which direct funding might be carried out. As part of this effort, the JSSP will advise USAID/El Salvador about strategic actions that can be taken to create a favorable environment for direct funding activities. The study will also identify those institutions and civil society organizations that are best prepared to absorb funds in order to design and implement pilot projects during the option period of the JSSP contract.

3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY

The JSSP continued to provide technical support to institutional counterparts and CSOs to implement new activities to improve transparency, reduce impunity, and improve citizens' understanding of/engagement in justice sector reforms. In July, the Project launched an evaluation of the DVI model's impact on the judicial processes. The study involves the revision of case files handled by the DVI as well as courtroom records in order to identify best practices through the development of case studies. This information will help improve processes at existing DVIs and inform the establishment of new DVIs in the context of maximizing access to justice for victims.

The Project also supported the implementation of a study to measure the effectiveness of the criminal justice system, which also includes support from the United Nations Development Programme (UNDP). This study is expected to be completed by the end of FY 2015. This quarter, the Project began coordinating with CSOs to discuss the Project's involvement in Transparency Week. This event will be implemented with support from JSSP strategic partners *Fundación Democracia, Transparencia y Justicia*, FUSADES and FUNDE, as well as other key civil society organizations and the USAID-funded Transparency Project. Through this event, the Project will highlight civil society efforts to enact a new Probit Law and will implement a series of events outside San Salvador focusing on transparency, access to information and anti-corruption with the support of bar associations, universities and other civil society organizations.

JSSP WORK PLAN

LIFE OF ACTIVITY WORK PLAN (JULY 1 - SEPTEMBER 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 (NCrP) to include: crime prevention, combatting crime, and criminal penalties.													30%	
1.1.1.01 Provide technical assistance in the dissemination and implementation of the new policy.													0%	
1.1.02 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop and implement the Second Strategic Plan.													35%	
1.1.03 Assist in the development of inter-institutional protocols for victim rights.													0%	
1.1.3.01 Assist in implementing victim rights protocols in the corresponding institutions.													0%	
1.1.04 Assist in developing universal, inter-institutional protocols for witness protection.													0%	
1.1.4.01 Assist in implementing witness protection protocols in the corresponding institutions.													0%	
1.1.05 Assist in developing inter-institutional protocols for joint criminal investigations.													50%	
1.1.5.01 Assist in implementing the joint criminal investigation protocols.													0%	
1.1.06 Assist in developing coordination protocols for collecting and processing forensic evidence.													50%	
1.1.6.01 Assist in the implementation of the forensic evidence protocols.													0%	
1.1.07 Strengthen the UTE Statistical Unit by contracting a technical specialist until March 2014.													70%	
1.1.08 Provide technical assistance to the UTE Statistical Unit in completing CPC Evaluation for 1st year of implementation.													90%	
1.1.8.01 Assist in developing inter-institutional protocols for sharing information within the justice sector.													0%	
1.1.09 Conduct workshops and seminars to improve the use of IT in justice sector institutions.													0%	
1.1.10 Conduct a feasibility assessment regarding the use of Court electronic notifications.													20%	
1.1.10.01 If deemed feasible, assist in implementing an electronic notification pilot program in Santa Ana during the base period.													20%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.1.10.02 As appropriate, assist in implementing a second electronic notification pilot in Isidro Menendez during option period.													5%	
1.1.11 Assist with evaluation of institutional capabilities to allow virtual declarations in both summary and ordinary proceedings to reduce hearing and trial suspensions due to prisoner transfers.													0%	
1.1.12 Assist in the formal evaluation of CPC impact after 5 years of implementation.													0%	
1.1.13 Provide technical assistance in the further dissemination and implementation of the National Civil Police (NCP)/Attorney General's Office (AGO) Investigative Procedures Manual (MIP).													50%	
1.1.14 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices protocol.													35%	
1.1.14.01 Assist in the implementation of the access to justice communications protocol.													0%	
1.1.15 Assist in the selection and training of institutional spokespersons for the sector.													0%	
Strengthening of Training Schools														
1.1.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.													95%	
1.1.16.01 Assist in establishing and equipping a regional AGO training center in Santa Ana.													100%	
1.1.16.02 Assist in establishing and equipping a regional AGO training center in San Miguel.													100%	
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.													95%	
1.1.18 Assist in designing and implementing the basic studies curricula for public defenders and mediators, including training-impact evaluation methodologies.													95%	
1.1.19 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula.													20%	
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%	
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%	
1.1.21.01 Assist in the implementation of the police-commander certificate courses (2 are anticipated).													100%	
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%	
1.1.23 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials.													100%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.1.24 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials.													100%	
1.1.25 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials.													100%	
1.1.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.													100%	
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.													10%	
Improving criminal investigations, including use of scientific evidence (1.1B)														
1.1.01B Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations.													100%	
1.1.01B.01 Provide technical assistance in developing an inter-institutional protocol (AGO/NCP) for coordinating investigative criteria and activities.													50%	
1.1.01B.02 Assist the AGO and NCP in the implementation of the approved investigative protocol.													20%	
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).													45%	
1.1.02B.01 Provide quality, on-site mentoring to the JITs to assure operational and administrative effectiveness, to include streamlined access to the analytical units of the AGO and NCP (<i>Unidad Central de Análisis y Tratamiento de Información - UCATI</i>).													0%	
1.1.03B Provide technical assistance to enhance linkages between justice sector institutions (Community Policing, Domestic Violence Initiatives [DVI], Rape Crisis Centers [RCCs], and AGO units) by facilitating investigative partnerships between prosecutors and investigators in pursuing homicide, sexual crime, and domestic violence cases.													50%	
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%	
1.1.05B Strengthen the AU through appropriate training and mentoring.													100%	
1.1.05B.01 Provide appropriate crime analysis training to the AU to effectively utilize video technology software.													0%	
1.1.06B Provide technical support to expand the AU capability to assist with complex cases outside of the San Salvador metropolitan area.													100%	
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%	
1.1.08B Carry out studies to measure the arrest to conviction ratio in targeted jurisdictions.													0%	

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					
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.													100%	
1.2.02 Assist with an assessment of the AGO's current strategic plan.													100%	
1.2.03 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.													60%	
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%	
1.2.05 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly.													100%	
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%	
1.2.07 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software.													100%	
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.													45%	
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%	
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).													10%	
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.													45%	
1.2.11 Provide technical assistance in the modernization of processes/procedures in the Technical Council.													90%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.11.01 Promote the sustainability of the community policing model with other NCP divisions and units through cross-training and leadership development activities.													30%	
1.2.11.02 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.													30%	
1.2.12 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.													35%	
1.2.12.01 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit.													35%	
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%	
1.2.13.01 Assist in the implementation of the new police career protocol.													25%	
Public Defenders Office (PDO)														
1.2.14 Provide technical assistance to improve case management practices.													100%	
1.2.15 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.													100%	
1.2.16 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions.													0%	
1.2.17 Assist PDO in the strengthening of the Sentence Execution Stage Unit.													5%	
1.2.18 In coordination with the PDO officials, conduct relevant training to strengthen the penitentiary pilot initiative in San Salvador, San Miguel, and Santa Ana.													0%	
Judicial Branch														
Improving attention to victims of sexual, gender-based and domestic violence														
1.2.19 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).													85%	
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%	
1.2.21 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).													85%	
1.2.22 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).													10%	
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%	
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%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.25 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.													30%	
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%	
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%	
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).													0%	
1.2.28 Assist in the establishment of several play therapy centers (<i>ludotecas</i>) in AGO and PGR offices, and conduct relevant training and monitoring.													65%	
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%	
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%	
1.2.31 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.													60%	
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%	
1.2.33 Assist in expanding the Juvenile and Restorative Mediation Center to an additional location.													25%	
1.2.34 Provide technical assistance in implementing the Restorative Justice Manual.													60%	
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%	
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%	
1.2.36.01 Assist in establishing new ODPs in San Miguel, San Vicente and Sonsonate during the option years.													0%	
1.2.37 Provide technical assistance to the SC Quality Control Unit and the Information & Administrative Systems Division in developing an institutional protocol to improve the quality of user services, including for those with disabilities.													80%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.38 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%	
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.													10%	
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.													0%	
SUB-COMPONENT 1.3: Community Policing (CP)														
1.3.01 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.													65%	
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.													65%	
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%	
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%	
1.3.04 Provide direct planning and organizational support to municipal and community leaders through training and mentoring activities.													40%	
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.													40%	

Component/Sub-components/ Tasks/Subtask/Activity	FISCAL YEAR 2013					FISCAL YEAR 2014				FY15	FY16	FY17	% COMPLETED	COMMENTS
	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
1.3.06 Conduct relevant training and outreach activities in each CP community.													40%	
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%	
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%	
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%	
1.3.10 In conjunction with strategic partner Analitika, conduct relevant baseline and follow-up surveys in each CP roll out location (and pertinent control communities) to effectively measure CP impact and better inform NCP officials and community leaders, as well and other interested parties.													50%	
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%	
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%	
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%	
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.													0%	
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%	
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%	

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	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
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%	
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%	
2.1.02.01 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.													100%	
2.1.03 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.													100%	
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%	
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.													60%	
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.													40%	
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.													35%	
2.1.03B Provide relevant training to drafters in the preparation of draft resolutions.													70%	
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%	
2.1.05B If appropriate, assist in the design and implementation of a simple "virtual queuing" system to accommodate the large amount of users.													0%	
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.													100%	

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					
2.2.02 In coordination with the NJC, Judicial Evaluation Working Group, SC and <i>Mesa Judicial</i> , review and propose changes to the NJC Manual of Judicial Evaluation (MJE) to establish new parameters and evaluation criteria, such as: quality of legal reasoning, rate of judgments appealed, and results on appeal.													100%	
2.2.03 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria.													10%	
2.2.04 Develop and publish training manuals and materials.													30%	
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.													95%	
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%	
2.2.07 Upon approval, assist the JTS in the implementation of 2-3 pre-judicial professional studies courses per year.													45%	
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%	
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%	
SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts														
Improved case management (2.3A)														
2.3.01A Provide technical assistance to improve the <i>Sistema Integral de Gestión Judicial</i> (SIGJU) web-based, case-tracking system to enhance its suitability to function in a non-integrated justice center environment.													15%	
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%	

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					
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.													0%	
2.3.02B Assist in the design and implementation of the new unit or otherwise assist in streamlining SC administrative/financial decision making.													20%	
Strengthening of the SC's Office of Access to Public Information (OAPI)														
2.3.03B Assist the SC and the OAPI define and implement an institutional Transparency Policy (TP), which includes detailed criteria and procedures for classifying and releasing information to the public.													20%	
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%	
2.3.05B Assist in creating an electronic decision directory system to facilitate easy access to interlocutory and final decisions at the local level.													0%	
2.3.06B Assist the OAPI in defining standards for publication of SC and appeals court decisions and other information, for cataloguing and making lower court decisions available, and for organizing institutional archives.													10%	
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%	
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%	
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%	
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%	

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	May	Jun	Jul	Aug	Sep	QTR 1	QTR 2	QTR 3	QTR 4					
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%	
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).													0%	
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.													0%	
3A.04 Develop and implement an action plan with the Judicial Observatory aimed at defining concrete strategies to increase citizen participation.													25%	
3A.05 Create/strengthen a forum consisting of the Judicial Observatory and other major CSOs that will focus on justice and transparency issues.													25%	
3A.06 Assist the Judicial Observatory in continuing to gather and report on important criminal justice sector indicators and other key legal reform and transparency issues.													0%	
3A.07 Foster two-way communications and develop respect between SC counterparts and CSOs. To this end, joint training and inclusive working group methodologies will be utilized whenever possible.													45%	
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.													0%	
3A.09 Design and implementation of advocacy initiatives by CSOs to promote a more transparent and service-oriented justice sector, citizens' rights to information and legal reform.													0%	
Host Country Ownership (3B)														
3B.01 Design a feasibility study of possible methods for USAID/El Salvador to engage directly with the Government of El Salvador (GOES) in future projects.													10%	
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%	

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

United States Agency for International Development

Bulevar y Urbanización Santa Elena

Antiguo Cuscatlán, La Libertad, El Salvador, C.A.

Phone 011 (503) 2501-2999; Fax 011 (503) 2501-3401

<http://elsalvador.usaid.gov>