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JUSTICE SECTOR STRENGTHENING PROJECT

QUARTERLY REPORT
(OCTOBER 1 – DECEMBER 31, 2014)

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JUSTICE SECTOR STRENGTHENING PROJECT

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(October 1 – December 31, 2014)

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

AGO	Attorney General’s Office
ANSP	National Academy of Public Security (<i>Academia Nacional de Seguridad Pública</i>)
CAU	User Attention Center (<i>Centro de Atención al Usuario</i>)
CPC	Criminal Procedure Code
CPM	Community Policing Model
CSO	Civil Society Organizations
DTJ	Democracy, Transparency and Justice Foundation
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>)
FUNDE	National Foundation for Development (<i>Fundación Salvadoreña para el Desarrollo</i>)
FUSADES	Foundation for Economic and Social Development (<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>)
FY	Fiscal Year
GOES	Government of El Salvador
IEL	Illicit Enrichment Law
IML	Forensic Medicine Institute (<i>Instituto de Medicina Legal</i>)
ISD	Social Democracy Initiative
ISDEMU	Salvadoran Institute for Women’s Development (<i>Instituto Salvadoreño para el Desarrollo de la Mujer</i>)
ISNA	Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (<i>Instituto Salvadoreño de Protección Integral de la Niñez y la Adolescencia</i>)
IT	Information Technology
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>)
MINED	Ministry of Education
MINSAL	Ministry of Health
MIP	Joint Manual of Investigative Procedures
MJSP	Justice and Security Ministry
NCP	National Civil Police
NCrP	National Crime Policy
NGO	Non-Governmental Organization
NJC	National Judicial Council
OAPI	Office of Access to Public Information
ODP	Office of Process Distribution
PDO	Public Defender's Office (<i>Procuraduría General de la República</i>)
PEC	Continuing Education Program
RCCs	Rape Crisis Centers
RRUs	Rapid Response Units
SC	Supreme Court
SIN	Sub-Directorate of Investigations
TOR	Terms of Reference
UNIMUJERs	Specialized Institutional Units for Attention to Women in Situations of Violence

UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UTE	Executive Technical Unit (<i>Unidad Técnica Ejecutiva</i>)

EXECUTIVE SUMMARY

In September 2014, the United States Agency for International Development (USAID) approved the Justice Sector Strengthening Project's (JSSP) Work Plan for Fiscal Year (FY) 2015, which was updated and discussed with the Project's counterpart institutions. In the first quarter of 2015, the Project continued to make significant advances in all three technical Components as a result of the close collaboration and ongoing dialogue the JSSP has maintained with various Government of El Salvador (GOES) counterparts, including the Executive Technical Unit (UTE) of the Justice Sector Coordinating Commission, the National Civil Police (NCP), the Supreme Court (SC), the Public Defender's Office (PDO) and the Attorney General's Office (AGO), as well as civil society organizations (CSO) and other counterparts.

During this period, the JSSP made progress in strengthening, monitoring and assessment activities related to the Community Policing Model (CPM) in the ten municipalities where it is currently implemented. The Project also advanced in the implementation of two new Rapid Response Units (RRUs) in the Usulután and San Marcos AGO, as well as a new Domestic Violence Initiative (DVI) unit in Supreme Court facilities in Chalatenango. In addition, the JSSP established a shelter in Sensuntepeque and created two new Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in Cara Sucia and Chalatenango in collaboration with the NCP.

Inter-institutional collaboration was further strengthened with the consolidation of four new Joint Investigation Teams (JITs) in Santa Ana, Chalchuapa, Sonsonate and Ahuachapán. Creation of the JITs involved a systematic effort to train attorneys and police officers in the use of the Joint Manual of Investigative Procedures (MIP). This effort will contribute to reducing impunity by strengthening the work carried out by district attorneys, police and forensic doctors.

JSSP staff continued to provide technical assistance to the AGO, PDO and Judicial Training School (JTS) Training Schools by developing training modules and annual training programs. As part of the Continuous Education Program, the Project helped the JTS/National Judicial Council (NJC) develop four courses: 1. Legal Ethics; 2. Logic and Legal Reasoning; 3. Assessment of Evidence in Criminal Proceedings; and 4. Law Office Management. Twenty-eight justices of the peace in the eastern zone participated in these trainings.

JSSP staff continued providing technical assistance to the Supreme Court's Juvenile Justice Office (JJO) and the Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA), where important capacity-building trainings were developed for youth leaders, magistrates, judges, attorneys, public defenders and Supreme Court staff. The goal of these trainings was to provide participants with a better understanding of justice in the implementation of restorative practices in the formal justice system, municipalities and civil

society. In the scope of the actions of the Restorative Justice Inter-sectorial Roundtable, comprised of representatives from public institutions, universities and other civil society organizations, guidance was provided on the development of alternative conflict resolution mechanisms and restorative justice. The Roundtable also began defining and identifying potential organizations with the capacity to implement pilot restorative justice projects.

During this period, the JSSP provided technical assistance to implement a new Office of Process Distribution (ODP) in the Isidro Mendez Judicial Center, which will incorporate Penitentiary Supervision Courts, Sentencing and Execution Courts and Transit Courts. The Project helped develop criteria to standardize the number and type of court records required for different topics in the legal office, among other management issues.

The Project helped strengthen coordination among the Supreme Court, National Civil Police and the Attorney General's Office by establishing UNIMUJERs in Cara Sucia and Chalatenango. Project staff continued to monitor and assess Community Police activities in the areas where the model is implemented, in an effort to ensure program sustainability and identify best practices to replicate in the new communities.

The JSSP continued providing technical assistance to institutional counterparts and CSOs to implement activities which have served to increase transparency, improve citizen understanding and participation in justice sector reforms, and reduce impunity. In this period, work sessions were held with the Salvadoran Economic and Social Development Foundation (FUSADES), Democracy, Transparency and Justice Foundation (DTJ) and Social Democracy Initiative (ISD), among other CSOs and government bodies, which approved the Draft of the Probity Law. These organizations, along with the José Simeón Cañas Central American University, presented the Draft Law to the Legislative Assembly's Constitutional Matters Commission for its consideration.

This quarter the JSSP worked in close coordination with CSOs to form the Public Probity Law Advocates Group, which includes representatives from FUSADES, ISD and DTJ. This group will start a series of lobbying and citizen education activities next quarter, and plans to invite members from other CSOs to join the group. Through these activities, the group hopes to promote the approval of the Probity Law in the Legislative Assembly.

RESUMEN EJECUTIVO

En septiembre de 2014, United States Agency for International Development (USAID) aprobó el Plan de Trabajo para el año fiscal 2015, el cual fue actualizado y consensuado con las contrapartes institucionales del Proyecto Fortalecimiento del Sector de Justicia (JSSP por sus siglas en inglés). En este primer trimestre del año fiscal 2015, el Proyecto continuó logrando avances significativos en las actividades de los tres Componentes como resultado del trabajo realizado en estrecha colaboración y diálogo permanente con las distintas contrapartes del Gobierno de El Salvador (GOES) - La Unidad Técnica Ejecutiva (UTE) de la Comisión Coordinadora del Sector Justicia, la Policía Nacional Civil (NCP por sus siglas en inglés), la Corte Suprema de Justicia (SC por sus siglas en inglés), la Procuraduría General de la República (PDO por sus siglas en inglés), y la Fiscalía General de la República (AGO por sus siglas en inglés), así como con Organizaciones de la Sociedad Civil (CSO por sus siglas en inglés), entre otras contrapartes.

Durante este periodo, el personal del JSSP avanzó en las actividades de fortalecimiento, seguimiento y evaluación del Modelo de Policía Comunitaria (CPM por sus siglas en inglés) en los diez municipios intervenidos hasta la fecha, la implementación de dos nuevas Unidades de Solución Temprana (RRUs por sus siglas en inglés) de la AGO en Usulután y San Marcos, la inauguración y puesta en marcha de una nueva Unidad de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil (DVI por sus siglas en inglés) en la Corte Suprema de Justicia en Chalatenango, el establecimiento de una Casa de Acogida en Sensuntepeque y la creación de dos nuevas Unidades Institucionales Especializadas para las Mujeres en Situación de Violencia (UNIMUJERs) en Cara Sucia y Chalatenango con la colaboración de la NCP.

Se continuó fortaleciendo la colaboración interinstitucional con la consolidación de cuatro nuevos Equipos de Investigación Conjunta entre la AGO/NCP (JITs por sus siglas en inglés) en Santa Ana, Chalchuapa, Sonsonate, and Ahuachapán. 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 esfuerzo contribuirá a reducir la impunidad al fortalecer el trabajo realizado por la fiscalía, la policía y los médicos forenses.

El personal del JSSP continuó brindando asistencia técnica a las Escuelas de Formación de la AGO, la PDO y JTS, a través del desarrollo de módulos de formación y/o la impartición de capacitación contemplada en programas anuales de formación. En el marco del Programa de Educación Continua se apoyó a la JTS/NJC, en el desarrollo de cuatro cursos: 1. Ética Judicial,

2. Lógica y Argumentación Jurídica, 3. Valoración de la Prueba en el Proceso Penal; y 4. Gestión del Despacho Judicial, todos dirigidos a 28 jueces de paz de la zona oriental.

El personal del JSSP continuó brindando asistencia técnica a la Oficina de Justicia Juvenil (JJO por sus siglas en inglés) de la Corte Suprema y el Instituto Salvadoreño de Niñez y Adolescencia (ISNA), en la que se desarrollaron importantes procesos formativos dirigidos a jóvenes líderes comunitarios, dirigido a magistrados, jueces, fiscales, defensores públicos, personal de la Corte Suprema, para fortalecer capacidades, lograr un mejor entendimiento de la Justicia en la implementación de prácticas restaurativas por el sistema de justicia formal, las municipalidades y la sociedad civil. En el marco de las acciones de la Mesa Intersectorial de Justicia Restaurativa, integrada por representantes de instituciones públicas, universidades y otras organizaciones de la sociedad civil, se brindó orientación sobre el desarrollo de mecanismos de resolución alterna de conflictos y justicia restaurativa. Además, la Mesa inició las labores de definición e identificación de proyectos pilotos en justicia restaurativa.

En este periodo se ha brindado asistencia técnica para implementar una nueva Oficina Distribuidora de Procesos (ODP) en el Centro Judicial Isidro Méndez, en la que se incorporarán tribunales de Vigilancia Penitenciaria, Ejecución de la Pena y Tribunales de Tránsito. Se ha apoyado con la identificación de criterios para unificar la cantidad y tipo de libros que se requieren para los diferentes asuntos del despacho judicial, entre otros aspectos de gestión.

El Proyecto logró realizar importantes coordinaciones entre la Corte Suprema, Policía Nacional Civil y la Fiscalía General de la República, a través del establecimiento de las UNIMUJERs en Cara Sucia y Chalatenango. El personal del Proyecto continuó brindando seguimiento y evaluación de las actividades en las localidades donde se implementa el modelo de Policía Comunitaria en un esfuerzo para garantizar la sostenibilidad del programa e identificar las mejores prácticas para ser replicadas en las nuevas comunidades.

El JSSP continuó brindando asistencia técnica a las contrapartes institucionales y a organizaciones de la sociedad civil para implementar actividades que han servido como punta de lanza para mejorar la comprensión y la participación de los ciudadanos en las reformas del Sector Justicia, mejorar la transparencia y reducir la impunidad. En este periodo se sostuvieron sesiones de trabajo con la Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES), Fundación Democracia, Transparencia y Justicia (DTJ), e Iniciativa Social para la Democracia (ISD), entre otras organizaciones de la sociedad civil y entes gubernamentales, quienes validaron el Anteproyecto de Ley de Probidad Pública. Estas organizaciones y la Universidad Centroamericana José Simeón Cañas presentaron el Anteproyecto de la Ley a la Comisión de Legislación y Puntos Constitucionales de la Asamblea Legislativa para consideración de la misma.

En estrecha colaboración con organizaciones de la sociedad civil y el JSSP se ha conformado exitosamente el grupo gestor de la Ley de Probidad Pública, integrada por FUSADES, ISD y DTJ. Este grupo iniciará una serie de actividades de cabildeo y educación ciudadana a partir del

próximo trimestre con el propósito de invitar a otras organizaciones de la sociedad para que se integren al grupo gestor, de forma que se difunda y se impulse su aprobación en la Asamblea Legislativa.

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 previous periods, the JSSP worked closely with the Executive Technical Unit (UTE) to define a methodology for developing a National Crime Policy (NCrP). 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 affect the NCrP, and took into account various justice sector agency leaders' vision of the NCrP. Nevertheless, since the new government took office in June 2014, the Justice and Public Security Ministry has decided to lead the NCrP process and work on its formulation as part of national public policy efforts. Once this stage is over, the JSSP will assess collaboration opportunities with the GOES in order to implement activities associated with the Project objectives.

Implementation of Criminal Procedure Code – During this period, the JSSP continued to support workshops to analyze the UTE's internal operations and develop its Institutional Strategic Plan for 2015-2019. Thirty-five participants attended these workshops, which aimed to strengthen coordination among all justice sector institutions. The Strategic Plan was finalized this quarter and it is anticipated that the plan will be disseminated during the next reporting period.

Also this quarter, the JSSP was able to complete the measurement and analysis of seven of the nine indicators related to the Criminal Procedure Code (CPC) (UTE indicators 1-7). With regard to the two remaining indicators (UTE indicators 8 and 9), the justice sector institutions do not have the information necessary to measure them in accordance with their current definition. As a result, JSSP personnel is conducting an in-depth analysis of monitoring and evaluation efforts with the UTE in order to make adjustments to indicator definitions and data collection

methodologies. Additionally, the JSSP is assessing the possibility of substituting these two indicators with other indicators in the Strategic Plan, which were not previously considered for the CPC evaluation activity. By measuring the seven indicators, the JSSP was able to establish the CPC baseline, given that for 2011 and 2012 the GOES was unable to produce reliable data. The seven indicators evaluated 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 Dispute 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; and
- Indicator 7 - Number of Cases in which the Accused Is Ordered to Make Civil/Financial Remuneration to the Victim.

The two indicators that could not be measured are:

- 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 the Baseline.

The JSSP continued to help the UTE and the NJC draft an Annotated Criminal Procedure Code. To date, the draft addresses 221 articles of 507 considered in the Annotated Criminal Procedure Code.

Inter-Institutional Protocols – In the framework of this effort, the JSSP met with UTE personnel to review the Victims of Sexual Violence Initiative Rules and Protocol Manual (*Manual de Normas y Protocolo de Atención Integral a Víctimas de Violencia Sexual*) in order to support its institutionalization and implementation. The UTE has expressed particular interest in carrying out activities supporting the implementation of the protocol for sexual abuse victims, for which the Project is evaluating opportunities for collaboration.

During this period, the JSSP held several meetings with UTE personnel in order to review and update the document, “Basis for Legal and Psychosocial Redress for Victims.” This was institutionalized and validated with governmental and non-governmental institutions, including the AGO, PDO, SC, Justice and Security Ministry (MJSP), Salvadoran Institute for Women's Development (ISDEMU), UTE, and Ministry of Health (MINSAL). It will be the basis of the

National Policy of a Legal and Psychosocial Redress of Victims, and is expected to be concluded in the upcoming term.

During this reporting period, the JSSP worked with the UTE in defining a strategy for addressing a series of challenges affecting the implementation of a communications strategy for the justice sector. A major obstacle is the lack of capacity in the institutions to properly communicate with the media and public at large. To address this issue, the JSSP is recommending the formal designation of qualified institutional spokespersons. In this context, the JSSP plans to provide training courses for institutional spokespersons during the first semester of 2015.

Strengthening of Training Schools

Attorney General's Office (AGO) – JSSP personnel provided technical assistance to the AGO Training School by developing training modules and implementing several courses. In October and November, 41 managers and coordinators from the AGO Training School in San Salvador attended two Management Skills courses with the goal of raising performance standards by applying team management skills.



Between October and November, four Case Theory and Rules of Evidence courses were provided to a total of 80 prosecutors. The goal was to train them on adequate investigation strategies for case monitoring. Additionally, the JSSP provided three Orality Techniques courses that focused on Interrogations and Objections, attended by 20 prosecutors each.

Additionally, the JSSP sponsored a course on Legal Arguments with Gender Perspective for prosecutors, attended by 25 prosecutors. The goal of this activity was to provide the AGO with training content that raises awareness on the gender perspective and women's human rights in justice administration.

During this period, the JSSP provided the following support to the AGO Training School: definition of instruction modules, development of internal regulation, definition of basic training curriculum for prosecutors, and publication of the



AGO's training policy handbook. In December, the Project also carried out a stress reduction workshop for 45 AGO Training School prosecutors in order to promote better attorney-client interactions.

Public Defender's Office (PDO) – In this period, the JSSP finalized the design of the basic studies program for public defenders and mediators, which includes instructional modules in the following areas: civil procedure, criminal procedure, sentencing, the Special Law for the Protection of Childhood and Adolescence (LEPINA), the Special Integrated Law for a Life Free of Violence for Women (LEIV), international legal instruments, gender-based violence, and legal arguments. The Project also developed an assessment methodology on the training's impact. The JSSP has presented the basic study program to the PDO and is awaiting their comments.

In October, the JSSP provided a course on Building Awareness of Gender-Based Violence in San Salvador to 25 participants (20 from the PDO and 5 doctors from the National Health Fund, FOSALUD). The goal of the course was to raise awareness about gender-based violence and improve crime control, crime response and user care. Also in October the JSSP provided a Management Skills Course to 23 PDO managers and coordinators.

In October and December, the JSSP carried out several training sessions as part of the Gender Perspectives Mainstreaming Course, in which 30 trainers from the PDO Training School participated. This course aims to raise awareness and train instructors to integrate the gender perspective in their curricula.

In addition, the JSSP provided three courses on the Implementation of Gender Perspective to 75 people from the PDO. The methodology developed for these last three training courses was the learning-by-doing model with a specialized instructor from the PDO Training School, who supervised and reviewed the application of gender perspective.

During this period, the Project also carried out four stress reduction workshops for a total of 40 public defenders. The goal of these workshops was to apply techniques that stimulate improved team integration, harmony and productivity through personal and group reflection, communication, and cooperation. Additionally, these workshops provided public defenders with self-help tools to ensure their own mental health, and ultimately provide better attention to users of their services.

Leadership and Change Management Programs

In conjunction with the Advanced School of Economics and Business (ESEN), JSSP personnel successfully implemented the Leadership and Organizational Change Courses, which were provided to key officials at the AGO, PDO, UTE and SC. ESEN instructors and officials from justice sector institutions gained experience working with inter-institutional groups. However, during this period the ESEN decided to cancel the Leadership Course from its Academic program, due to ESEN's current financial crisis. The JSSP begun discussing with USAID and the NCP the possibility of a new leadership course, which could be implemented with support

from expatriate consultants. It is anticipated that next quarter the NCP will present a proposal for this new course.

In December, the AGO Training School, in close collaboration with students and ESEN advisers, started an assessment of the application of knowledge gained during the Leadership Course. The assessment is scheduled to be finalized in January 2015.

Improving Criminal Investigations, Including Use of Scientific Evidence

Joint AGO/NCP Investigative Teams (JITs) – During this reporting period, the Project made an extraordinary effort to provide technical assistance to the Joint AGO/NCP



Workshop to establish new JITs in Chalchuapa, Sonsonate and Ahuachapán.

Investigative Teams (JITs) created in the previous period, as well as worked to establish new 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 Joint Manual of Investigative

Procedures (MIP) to establish a framework for mutual collaboration and coordination in carrying out criminal investigations. To date, the Project has established nine JITs, located in Cabañas, San Miguel, Usulután, La Unión, Morazán, Santa Ana, Chalchuapa, Sonsonate, and Ahuachapán, all of which are now fully operational. Of these, the last four JITs listed were created this quarter.

The NCP analysts located in local offices throughout the country have joined the JITs, allowing police and attorneys to use each other's resources. The JSSP has incorporated themes such as violent sexual crime and femicide investigation strategies into JIT workshops, which are attended by personnel from Minor and Women Units of the AGO and forensic doctors from the Forensic Medicine Institute (IML).

Additionally, the AGO requested technical assistance from the JSSP to create a Case Law Analysis Unit. Currently, AGO staff are working on regulations that would allow access to databases to facilitate the investigation of rape, serial rape, child pornography and sexual and domestic violence cases. Once the AGO completes this task, the JSSP will begin to provide

support for its implementation through the provision of Information Technology (IT) equipment and office modifications.

The JSSP also provided technical assistance in the design and regulation of evidence warehouses for the AGO. The AGO will indicate the physical space where the evidence warehouse is to be installed. Once the corresponding physical space has been defined, the Project's technical team will provide support to the AGO to improve evidence handling practices in the new warehouse.

Inter-Institutional Coordination – In addition to the work carried out with the JITs, the Project has encouraged better inter-institutional coordination among other justice sector actors. In particular, during November and December, inter-institutional meetings were held to assess the work of the DVI. There were 18 participants from the SC, IML, non-governmental organizations (NGOs), FOSALUD, and NCP, among others. These efforts help improve investigations in domestic and sexual violence cases, as well as improving attention to victims of these crimes from the relevant government institutions.

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

Attorney General's Office (AGO)

To date, the Project has collaborated with the AGO to establish six Rapid Response Units (RRUs), located in Zacatecoluca, Sonsonate, Cabañas (Ilobasco), Chalatenango, Usulután and San Marcos. The last two of these RRUs were established this quarter. Also during this period, the Project initiated the design phase for an additional RRU in San Vicente. The San Vicente RRU is planned for June 2015 because the AGO's local office is relocating to a new location. It is worth noting that the San Marcos RRU also houses a Crisis Attention Room and a Child's Play Therapy Center, with the goal of providing appropriate interview spaces for sexual abuse victims in confidential and respectful environments in order to avoid re-victimization.

During this period, the Project also implemented four courses on Intensive Case Theory Methodology for criminal investigations, training 90 prosecutors in accusatory system techniques.

In October, the JSSP presented the AGO with the final proposal design for a legal office model in Soyapango. The proposed model includes administration and management tools that should result in efficient and effective office management, which can be replicated at the national level.



Training course on Intensive Case Theory Methodology for prosecutors.

The JSSP is waiting for comments from the AGO regarding the proposal.

National Civilian Police (NCP)

The JSSP provided technical support to the National Public Security Academy (ANSP) in the design of its Institutional Strategic Plan 2015-2019. As part of this process, the JSSP worked



with ANSP managers and civil servants to define institutional strategic thinking, personnel of the Institutional Planning Unit to discuss systematization and the integration of results from previous workshops on strategic thinking, and the Academic Council to validate the strategic thinking results and define strategic concepts. The new plan will serve to define institutional priorities and improve services based on the needs of the police force. The plan's six strategic

lines are the following: i) prevention with a community focus, ii) criminal investigation, iii) police intelligence, iv) attention to vulnerable groups, v) professional development and police well-being, and vi) organization.

Also, the JSSP held a workshop on incorporating community policing principles into the National Civilian Police's strategic plan for 2015-2019. Fifty-two participants, including the Director General, Deputy Director General, regional leaders and heads of divisions of the National Civilian Police, attended the event. This plan takes into consideration the implementation of the community policing philosophy at the national level throughout the entire agency.

The JSSP provided technical support to the Sub-Directorate of Investigations (SIN) Department to update and modify criminal investigation procedures, particularly the organization and operation of investigations for the governing, regulatory and supervisory bodies. As a result of the support, there is now a "Criminal Investigations System Model," approved by the Director General of the NCP. Additionally, the Investigations Deputy Director has now approved the "Operating Instructions for the Technical Sub-Committee of the Investigations Directorate." The Project also continued to carry out a situational diagnosis of the Investigations Department of the Central San Salvador Police Delegation. The JSSP also provided the Community Relations Secretary with a municipalities learning guide called "Community Crime and Violence Prevention in Latin American Cities."

In order to promote the sustainability of the Community Policing Model with other NCP divisions, the JSSP has developed several training events on Community Policing Philosophy, Group Handling, Leadership and Group Work, and the Crime Scene with a community focus. To date, 245 participants have attended these trainings. Additionally, the Project has trained 147 managers and police officers on topics such as Group Handling, Teamwork and Community Policing, as well as 60 police officers on Group Handling and Community Intervention Techniques.

Public Defender's Office

During this quarter, the JSSP coordinated with the Public Defender's National Level PDO Coordinator in order to strengthen the Sentence Execution Stage Unit. The PDO has requested support for the design and equipping of an office in which the PDO could cater to female prison inmates, providing services including family assistance, notarial services, and legal services related to rights inherent to women, among others. Activities will primarily focus on public defenders who assist inmates before sentence execution courts. The JSSP is now analyzing the proposal submitted by the PDO and hopes to continue to provide support to the PDO for the design of activities to strengthen the Sentence Execution Stage Unit.

Judicial Branch

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

Pre-existing Domestic Violence Initiatives (DVI) and Rape Crisis Centers (RCC) – In the last fiscal year, the Project advanced a range of activities with local NGOs, the IML and other justice sector institutions to strengthen attention to victims of sexual, gender-based and domestic violence in the pre-existing DVIs in Soyapango, San Salvador and Ciudad Delgado, and two pre-existing RCCs in the San Salvador and Santa Tecla IML offices. 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. In this sense, the JSSP considers this activity in its work plan as finalized.

This quarter, the JSSP carried out its final activities in support of the pre-existing DVIs. The JSSP developed nine self-help courses which were given to 60 participants, including personnel from DVIs, RCCs and Child's Play Therapy Centers. The goal of these courses is to provide operators with self-help tools to ensure their own mental health, and ultimately provide better attention to users of their services. Also, the JSSP carried out nine new Gesell Chamber training courses for legal personnel, with a total of 25 participants. The goal of this course was to promote the use of the Gesell Chamber when interviewing sexual abuse victims.

In this period, the JSSP continued to provide emergency kits to RCCs in San Salvador and Santa Tecla, which will be passed on to sexual abuse victims who visit these centers.

New Victims' Assistance Centers – To date, the Project has established four new DVIs located at the San Salvador AGO, Cojutepeque PDO, the San Miguel AGO, and the Chalatenango SC. The latter DVI in Chalatenango was opened on December 15. This was made



Inauguration of DVI in Chalatenango.

possible as a result of participation from the SC, FOSALUD, ISDEMU and the NCP. Members of counterpart institutions and USAID representatives attended the opening ceremony. The investment amount to establish the Chalatenango DVI reached \$39,720. The JSSP also trained 20 people in December who will form part of the personnel of this new DVI. In this period,

the JSSP began the design phase for the fifth DVI, which will be located in the PDO offices in Ahuachapán. The JSSP has identified space and remodeling needs, anticipates that the DVI will be established in the coming period.

As a result of close coordination between JSSP, AGO and IML personnel, a new RCC has been established in the Cojutepeque AGO office, which includes the following areas: Play Room, Medical Clinic, Crisis Attention Room, work room and supplies area. The investment amount to establish the Cojutepeque RCC reached \$18,316. In October the JSSP developed a training course which was given to 18 participants, including IML personnel assigned to the AGO, psychologists, and other legal personnel. The goal of the course was to raise awareness about the attention

provided to sexual abuse victims and to establish an attention plan. Also this quarter, the JSSP reviewed the RCC process manual and received a



AGO Rape Crisis Center in Cojutepeque.

proposal for a grant to be implemented by the NGO Sendas, which will provide psychological

assistance and skills training to sexual violence victims. The grant will be awarded in the coming quarter to coincide with opening the RCC.

Play Therapy Centers – The goal of Child’s Play Therapy Centers is to provide an appropriate environment for children victims of sexual and domestic abuse to avoid re-victimization. To date, the JSSP has established 14 Play Therapy Centers, distributed as follows:



San Salvador AGO (1 in the DVI and 1 in the Human Trafficking Unit), San Miguel AGO, Ilobasco AGO, Zacatecoluca AGO, San Marcos AGO, Cojutepeque PDO, Chalatenango SC, Cojutepeque AGO/IML, Apopa UNIMUJER, Sensuntepeque UNIMUJER, Chalchuapa UNIMUJER, Jiquilisco UNIMUJER, and Cara Sucia UNIMUJER. Four of these 14 were created in the first quarter of FY 2015: San Marcos AGO, Chalatenango SC, Cojutepeque AGO/IML, and Cara Sucia UNIMUJER. In October, the JSSP

held workshops for AGO personnel in the Zacatecoluca Human Trafficking Unit for the use of play techniques on child victims, with 15 participants each of the three workshops.

Gesell Chambers – In this reporting period, the JSSP visited legal centers in Zacatecoluca, Ilobasco and Chalatenango to assess the installment of Gesell Chambers, which will be used by judges to take statements. Additionally, the SC has committed to remodel physical spaces for Gesell Chambers, and the JSSP in turn will equip them. In order to promote the use of Gesell Chambers, two training courses were held in November on Gesell Chamber usage when interviewing sexual abuse victims. This was given to legal staff in the aforementioned locations, with a total of 25 participants in each group.

Management of Domestic, Gender-Based and Sexual Violence Cases – During this period, the JSSP began to study the design of a database to be installed in the DVIs/RCCs and UNIMUJERs, which will identify repeat offenses and warn the operator of the victim’s risk status.

In October and November, Project personnel participated in inter-institutional roundtables sponsored by the United Nations Development Program (UNDP) to discuss attention to victims. As part of these discussions, the JSSP disseminated information regarding the services provided by DVIs and the UNIMUJERs, so that they could be incorporated as good practices and short, medium and long-term solutions for attention to victims. In November, Project personnel spoke on reparation for sexual violence victims as part of a commemoration event for the International Day of the Elimination of Violence against Women, organized by the UTE. This occasion was also used to nationally circulate information regarding DVI and UNIMUJER

services. Also in November, the Project held a commemoration event to celebrate Non-Violence towards Women Day for 150 women leaders in the Cabañas department. This event, organized in coordination with ISDEMU and UNIMUJER Sensuntepeque, finalized the courses on LEIV and served to train female leaders who can then replicate women's rights in their communities.

The Project also supported the establishment of a commission to address gender-based violence, which includes representatives from the Ministry of Health (MINSAL), Ministry of Education (MINED), El Salvador University, SC and the IML. The commission is currently working on a proposal for a Forensic Medicine Experts Certification Program, to strengthen the capacity of medical doctors to conduct forensic investigations and improve their performance at trials.

The DVIs in San Salvador AGO, San Miguel AGO and Cojutepeque PDO provided service to 530 victims of violence (432 women and 98 men); of these 102 were minors (63 females and 39 males). In San Salvador AGO, San Miguel AGO, Cojutepeque PDO, Chalatenango SC, Cojutepeque AGO, San Salvador Human Trafficking Unit AGO, and Ilobasco AGO, 664 children received professional attention (491 received play therapies and 18 received crisis attention).

Increasing the Use of Mediation and Alternative Sentencing Options

Restorative and Juvenile Justice – JSSP personnel continue to provide technical assistance to the JJO and the ISNA. This quarter, the JSSP carried out several training activities, developed forums and inter-institutional activities to raise awareness about the application of Restorative Justice, and promoted the use of alternative conflict solutions.

In November, the JSSP held two workshops directed at youth leaders, one on Children and Adolescents' Rights and Juvenile Criminal Justice, and one on Local Development and Community Intervention. Forty people participated in each workshop. In December, the Project held a workshop titled "Youth to Youth Restorative Dialog," with the goal of strengthening youth leadership development, which is linked to local management of violence prevention and restorative justice. This workshop was held in the framework of local intervention pilot projects, and a total of twenty-five youths participated. On November 26, the Parque Cuscatlan in San Salvador held a Youth Achievement Fair organized by San Salvadorian municipalities and the JJO. The fair helped raise awareness of the work developed by local youth leaders. Approximately 150 people participated.

The JSSP also held a workshop to develop a jurisdictional analysis on strategic programs and restorative justice strategies, as well as create a road map and systematize processes. This workshop was given to 15 judges specializing in childhood and adolescence jurisdiction. In November, the Project developed courses on Childhood and Adolescence Protection Systems and Restorative Justice, in which 35 people participated, including public officials and representatives from NGOs linked to childhood and adolescence topics.

From November 26 - 28, the JSSP provided support to the JJO in carrying out the Central American Forum for Restorative Justice, with participation of justice sector workers in the region and non-governmental organizations linked to restorative and juvenile justice. A total of 225 people participated, including justice sector operators, civil society representatives and youths. The forum's goal was to promote the development of a series of wide empowerment actions and strategies at the institutional, municipal and citizen levels, using training, dissemination and communication to promote knowledge and understanding of Restorative Justice Practices by the formal justice system.

With the goal of developing a Restorative Justice Pilot Project Proposal, the Project held a workshop in November with a panel of judges of the juvenile crime jurisdiction. The JSSP also promoted coordination between the JJO and the PDO to start developing a proposal for the pilot project that would unite the efforts of Santa Ana, Santa Tecla and San Salvadorian municipalities and help them collaborate on detention concepts for young offenders.

In order to build general knowledge of Victimology as a science and identify the importance of its contributions via praxis analysis of the justice systems, the Project hosted a workshop in November on the impact of victim treatment and respecting victims' rights. The Victimology course was given to magistrates, judges, public defenders, personnel from the Alternative Dispute Resolution Office, staff from the JJO and ISNA representatives. A total of forty-two officials participated. The JSSP also held a Restorative Dialogue and Practice course, which aimed to develop skills to manage restorative dialogue practices in different environments, as well as institutional, social and community intervention mechanisms. The course was given to mediators, municipal employees, ISNA and other public sector and civil society institutions linked to restorative justice. Forty people participated.

In order to support the ISNA with the design and implementation of juvenile justice projects to reduce recidivism and promote the use of alternative sentencing, JSSP staff visited several ISNA's programs for juveniles focusing on tailoring, metalworking, baking and artisanry. In the framework of this activity, the JSSP supported the second Juvenile Offender's Achievement Fair in December, organized by the ISNA in the Ilobasco municipality. This activity showcased the achievements by youth offenders in the areas of painting, pottery, tailoring, cooking, metalworking, IT and music, among others. Approximately 500 people participated in this activity, including parents and families of the youths, social workers, social organizations, local governments and juvenile offenders.

Improved Criminal Court Administration

The Project successfully launched two User Attention Centers (CAUs) in San Vicente and Zacatecoluca in the last fiscal year. Hopefully the SC will remodel or adapt the physical space of the third CAU to be implemented in Morazán and the three new CAUs scheduled for this FY. This quarter, a workshop was developed to unite CAU formats. Thirty civil servants participated in this workshop, representing existing and pending CAUs nationwide.

This quarter the JSSP provided technical assistance to implement a new ODP of the Isidro Mendez Judicial Center, which will incorporate Prison Supervision and Sentence Execution Courts and Transit Courts. The JSSP provided support to identify the criteria necessary to unite the number and type of books required by the judicial office, among other management aspects. To strengthen the ODP of the Isidro Menendez Judicial Center, the SC has designated four additional operators to manage the new courts. Also, it has authorized a sub-headquarters in the Santa Tecla Judicial Center to manage courts in that jurisdiction. In San Miguel, ODP functions have been delegated to the Receiving Clerk (*Secretaría Receptora*).

The JSSP held a workshop on Judicial Office Management for thirty judges from Penitentiary Supervision and Transit Courts that will be incorporated into the Isidro Menéndez ODP. In December, the JSSP held a workshop for 30 Supreme Court Administrative Systems Coordinators to raise awareness on the incorporation process of Penitentiary Supervision Courts, Sentence Execution Courts and Transit Courts to the ODP. In accordance with the legislative decree that regulates the re-conversion of some Transit courts into Penitentiary Supervision and Sentence Execution Courts, these jurisdictions were incorporated in December in the ODPs in San Salvador, Santa Ana, Santa Tecla and San Miguel. In this first phase, the Project provided support to the Supreme Court in order to incorporate 15 jurisdictions into the ODP system.

In October, the JSSP held the first workshop to raise awareness about CAUs for thirty civil servants from the ODPs and CAUs at national level. The objective of the workshop was to improve the treatment of users and standardize attention protocols. The JSSP has also aided in designing a brochure describing policies to provide the proper attention to users in judicial offices. In the next quarter, the brochure will be edited, published, and distributed to the CAUs and linked institutions. The JSSP is also providing support to the IML to publish a user's instruction brochure.

In this period, the JSSP finalized a feasibility study to support the Supreme Court with expanding the electronic notifications pilot program of the First Family Court in San Marcos. The study highlights the advantages of implementing this tool, which include: rapid integration of notifications, security for SC personnel, accessibility, control, recording and reduction of costs. The legal viability for this initiative is as follows: the Constitution of the Republic Art. 2 and 11, Legislative Decree No. 178, Civil and Commercial Proceedings Code Art. 178, Supreme Court Protocol of Understanding, and the ruling of the Constitutional Chamber which refers to making a technological tool available. The JSSP is coordinating with the IT Unit of the Supreme Court to support the implementation of a replica electronic notification pilot program in the San Salvador Jurisdiction in Family Courts.

Strengthening the *Instituto de Medicina Legal (IML)*

This quarter, IML personnel have created an assessment report on compliance with the current strategic plan. This document will serve as a basis for updating it for the 2015-2018 period. In

the next quarter, the JSSP will support the update of the Strategic Plan, which moving forward must be incorporated in the Supreme Court Institutional Strategic Plan.

The JSSP has also supported the design of an IML training program, which includes forensic training, institution specialties, trainer's training and management skills. The training process is scheduled to start in the next quarter.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING

Capacity-Building Initiatives – Project personnel continued to monitor and provide technical assistance to the Community Policing Model (CPM) in the ten municipalities where it has been implemented: Puerto de La Libertad, Jiquilisco, Ciudad Barrios, Chalchuapa, Olocuilta, Apopa, Suchitoto, Ilobasco, Cara Sucia and San Luis la Herradura. With the delivery of equipment and furniture to the Sub Delegations in Cara Sucia, Ilobasco, Apopa, Suchitoto and San Luis La Herradura, all ten of the municipalities have been successfully equipped. Donated equipment included a laptop, multimedia projector, desktop computer, two digital cameras, filing cabinet and a desk.

The JSSP continues to provide technical support to Delegations in Cuscatlán, La Paz, Usulután, Apopa and Puerto de La Libertad. The Project organizes follow-up meetings with police officials in the delegations' municipalities to identify progress and problems, share achievements, and establish priority actions in accordance with each Police Unit's needs. The goal of these meetings is to help implement the Community Policing Model in all the Delegation's Police Units.

Community Outreach – In order to prevent children from Chalchuapa, Puerto de La Libertad, Apopa, Ilobasco, Jiquilisco from being involved in criminal acts, the JSSP implemented a Summer Schools program in school centers during the vacation period.



Community Policing Summer School Program Activities.

This activity helped strengthen values and reduced social and crime risk factors. Approximately 900 students, ranging in age from 10 to 17, benefitted from the Summer School activities. In

addition, these initiatives have contributed to increased closeness between police personnel and the community, and helped strengthened students' overall development skills. Additionally, the JSSP provided support in the implementation of entrepreneurial programs in the following areas: hairdressing and styling, handicrafts, manufacturing of piñatas, agro-market and craftwork. A total of 94 youths benefited from these entrepreneurial initiatives.

The JSSP held 37 planning, supervision and assessment meetings on the implementation of the activities considered in Crime Prevention Committees' operational plans; 937 people participated, including community leaders and local government institution representatives. Additionally, 1,862 children participated in Project-sponsored sporting events, including soccer, martial arts, and table tennis, and 3,055 children and youth participated in various social gatherings, including the celebration of Children's Day, birthday celebrations, and other recreational and violence prevention activities carried out in the different municipalities.

The Project reached 1,121 people through meetings with civil society, carried out in different municipalities. Additionally, 3,670 people were trained via community discussions/workshops provided by Police personnel on different subjects, including raising awareness on gender equality, female entrepreneurs, violence and crime prevention, extortion, Strong Family Program, school reinforcement, values, LEPINA, and Juvenile Criminal Law, among others.

This quarter, the Project and the NCP carried out six citizen accountability meetings for civil society in the municipalities of Puerto de La Libertad, Ilobasco, Nahuizalco and Ciudad Barrios, with participation of a total of 420 people. During these meetings the public gets a chance to raise questions and evaluate NCP's performance in the implementation of the CPM.

During this period, the JSSP carried out the 2014 Annual Institutional Survey of the NCP to measure institutional management, external relations, accountability, victimization and exposure to violence of NCP staff. According to survey results, perceptions of those interviewed on the police corporation tended to be "more" negative when compared to surveys from previous years. The results of this survey were used to draw up the police institution's Strategic Plan, and strategic lines have now been defined to improve performance perception in the areas measured by this survey. In this context, it is important to note that the increase in the number of police officers killed by gang members may be also impacting police morale.

UNIMUJERs – To date, the Project has worked closely with the NCP, justice sector institutions, and CSOs to establish six UNIMUJERs, located in Apopa, Sensuntepeque, Chalchuapa, Jiquilisco, Cara Sucia and Chalatenango. These last two UNIMUJERs were opened this quarter. Opening ceremonies were on October 28 in Cara Sucia and December 15 in Chalatenango, with an investment amount of \$25,072 and \$10,650 respectively. The JSSP also started planning for the implementation of the seventh UNIMUJER in Aguilares. The Project



held several coordination meetings in November between personnel from the Aguilares sub delegation, personnel from the NGO *Colectiva Feminista*, and local women leaders. The remodeling work contract has already been awarded, and implementation of this new UNIMUJER is planned for the next quarter. *Colectiva Feminista* will provide training support for the Aguilares UNIMUJER.

Throughout the reporting period 457 victims (420 females and 37 males) received professional assistance at the UNIMUJER offices in Apopa, Sensuntepeque, Chalchuapa, Jiquilisco, and Cara Sucia. Of these, 141 were minors (25 girls and 116 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.

Last quarter, the Municipal Council of Sensuntepeque officially approved the plan to establish a shelter for victims of sexual and domestic violence, based on LEIV requirements. The shelter was established during this quarter 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.

Monthly meetings have continued with the inter-institutional working group of the UNIMUJER in Sensuntepeque, where cases were presented. The working group and ISDEMU coordinated efforts to train 12 participants on the shelter's implementation guidelines. They also held workshops on the creation and operation of inter-institutional roundtables to monitor the UNIMUJERs in Chalchuapa, Cara Sucia and Jiquilisco, where the attention to victims plans have been developed. A total of 25 people participated in each workshop, including representatives from the AGO, municipal governments, NCP, ISDEMU, MINSAL, and other key actors. The objective of these roundtables is to improve coordination between different local institutions, resulting in the provision of comprehensive attention to victims using UNIMUJER.

In this period, the Project supported the implementation of three training workshops on the LEIV for 60 participants from Apopa. In order to empower local women leaders to spread knowledge of their rights in their communities, an additional LEIV workshop was given to 35

women leaders from the Cabañas department, with the coordination of ISDEMU and UNIMUJER Sensuntepeque.

This November and December, the fourth Criminal Investigation course for Gender-based Violence against Women was held in the ANSP for 35 investigators. The goal of the course is to create a corps of specialized criminal investigators focused on gender issues. These investigation teams will work closely with the UNIMUJERs to reduce impunity and ensure that victims are properly treated.

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 JSSP successfully assisted in the development of the Integrity Unit (IU) Strategic Plan and a 2014-2016 strategic implementation road map. To date, the IU is waiting to receive an audience at the Plenary Court in order for it to consider incorporating this document into the Institutional Strategic Plan of the Supreme Court. The Project will be ready for any support required to present the Plan. Nevertheless, some activities are already in motion, such as developing a draft Probity Law, disseminating the draft with the civil society, and disseminating probity rules and principles, among other activities.

During this period, the JSSP has provided ongoing support to the IU regarding the draft Probity Law. The draft law was presented to the Chief Legal Counsel, who has submitted it to the Plenary Court. In the framework of this support, the JSSP held work sessions with FUSADES, DTJ and ISD, among other civil society organizations and government bodies, all of which approved the draft law. The JSSP also helped develop a document that described the legal considerations behind the draft law, which was reviewed by the aforementioned organizations and the IU. These organizations and the José Simeón Cañas Central American University presented the draft Probity Law to the Legislation and Constitutional Matters Commission of the Legislative Assembly.

In close collaboration with CSOs, the JSSP facilitated the creation of a Public Probity Law Advocates Group, with representatives from FUSADES, ISD and DTJ. In January, other organizations will also be invited to join the group, so as to encourage the draft law's approval in the Legislative Assembly. In addition, the Project will support civil society in the implementation of a citizen awareness and advocacy campaign to promote the enactment of the draft law. JSSP personnel have approved the design and creation of educational and promotional materials to highlight the work of the IU. There is already a conceptual campaign design, and the creation of educational materials is planned to start during the next quarter.

Professional Investigation Unit and the Judicial Investigations Unit – The Presidency of the Criminal Chamber has expressed an interest in resuming activities to improve the Judicial Investigation Department’s procedures. However, the Project is awaiting further guidance and authorization from the Supreme Court to begin work given that the Supreme Court plans to make personnel and administrative changes to the Unit prior to the Project’s involvement.

Regarding the Professional Investigation Department, results are still pending from the assessment of the Regulatory Framework that was conducted for this Department. This notwithstanding, based on the needs identified in the diagnosis carried out in FY 2014, the Project coordinated the implementation of two courses on Attention to Users. Twenty participants from each unit participated in the course. Also, a Technical Investigation and Evidence Gathering course was given to 15 public servants from the Judicial Investigation Department to train personnel to carry out judicial audits.

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 evaluate the need to reform the National Judicial Council’s (NJC) judicial evaluation manual. In this period the JSSP participated in the National Judicial Plenary Council session to present the results of an evaluation of the application of the NJC’s Judges and Magistrates Assessment Manual and inclusion of indicators. The goal of the session was to present the recommendations for the incorporation or modification of indicators, introduce changes to the manual, and introduce reform proposals for the Judicial Organic Law and Law Regulations of the National Judicial Council. The JSSP now has the training plan design for evaluators ready, and the training will be carried out once the Council formally approves the new indicators.

The last 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 to determine the state of its working environment, operational processes, and organizational culture. Three workshops were held in October on socialization of the JTS Processes Manual, with NJC personnel. Twenty people per group participated.

At the JTS's request, the JSSP also gave two evaluation workshops to identify training needs in the area of family law. Each workshop was attended by 30 judges and legal advisors of the Family Courts with the goal of receiving necessary skills to strengthen the training plan of CNJ's the Judicial Training School in this field.

In this period, the JSSP, in coordination with the JTS, supported the publication of 2,700 copies of "Judicial Ethics: From Rules to Actions." To this end, the Project, in coordination with the JTS and the Criminal Chamber of the Supreme Court, has designed a series of courses and forums to promote judicial ethics. This effort was formed as part of an Experience Dissemination and Systematization Plan to Implement a Judicial Management System, aimed at magistrates, judges, legal advisors, other justice system operators, in order to encourage the application of values required by a Rule of Law. This plan has been submitted for approval from the NJC Plenary and the Presidency of the Criminal Chamber. During FY 2015, the JSSP has planned 14 workshops for magistrates, judges and other judicial operators, 14 forums with law professors and university students, and 14 forums with other system operators and private attorneys. Similarly, JSSP will create posters and brochures providing information about where to make denouncements or complaints of violations of the Judicial Ethics Code. Finally, a conference was held in December on citizen participation in the fight against corruption, given to 100 professors and students from the multi-disciplinary department of the El Salvador University.

Continuing Education Program – In FY 2014, the NJC indicated that the development of a Continuing Education Program (PEC) 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. In the framework of the PEC and other NJC training activities, a series of courses and conferences were given this quarter to justices of the peace. The JSSP supported four courses on the PEC's curriculum: i) Judicial Ethics, ii) Legal Logic and Arguments, iii) Evidence Assessment in the Criminal Process; and iv) Judicial Office Management Techniques/ PEC, all given to 28 justices of the peace in the Eastern zone.



The JSSP also supported the JTS by providing the following training activities, with the goal of capitalizing on the academic quality of consultants who supported the PEC training courses and extending coverage to a greater number of operators:

- A discussion called “The Impact of Ethics in the Judicial Praxis” was held in October, with 30 key actors brought together by the JTS/NJC;
- The replication of the Constitutional Principles Applicable to the Criminal Process course was given to 22 investigating and sentences judges in the Western zone of the country;
- The replication of the Management Skills course was given to 23 NJC members;
- The replication of the Crime Judicial Theory Course was given to 30 justices of the peace, investigating judges and sentence judges from the Eastern zone;
- The Judicial Arguments and Logic workshop was given to 30 Criminal Division collaborators, Second Instance Chambers, Investigating Judges and SC Specialists; and
- The Illicit Evidence Workshop was given to 30 legal advisors, Second Instance Chambers, among others from the Eastern zone of the country.

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

In coordination with the SC Administrative Systems Unit, the JSSP developed a proposal to unify case numbers in the ODPs. Arrangements are now being made to implement this proposal next quarter with Penitentiary Supervision, Sentence Execution and Transit Courts in Isidro Menéndez.

The JSSP provided technical assistance to strengthen coordination between the IT and Administrative Systems Unit in order to integrate ODP and CAU applications and unify the number of cases in the system. Additionally, the JSSP initiated the design of a training program for judges in administration of judicial offices, in collaboration with the JTS and the SC. The program is to be finalized the next quarter.

Strengthening the Office of Access to Public Information (OAPI) of the Supreme Court

– This quarter the JSSP held several meetings with OAPI management in order to define priorities and develop a schedule for future support. Terms of reference (TOR) were created and presented for the consultancy titled “Creation of Criteria for the Classification of Information, in order to improve transparency and the handling of public information,” which was submitted to the Plenary Court for its review and approval.

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

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

Advocacy and Civil Society Oversight – During this period, the Project held discussions with Sendas to design and implement institutional strengthening activities, including support in collection of funds, administrative management, and communications. This initiative is planned to start during the first quarter of 2015.

In December, in the context of the Transparency Week, the Project carried out five dissemination activities on topics related to Transparency, Corruption and the draft Probity Law. This activity was carried out in coordination with the Transparency Anti-Corruption Consortium, which includes representatives from FUSADES, DTJ, National Foundation for Development (FUNDE), and the El Salvador Journalists Association. Of the five activities, three were developed in San Salvador for the general public, one in San Miguel and one in Santa Ana. All activities were aimed at free exercise attorneys and university professors and students. Approximately 500 people in total participated in the five activities supported by the Project, as part of activities surrounding the Transparency Week.



3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

Next quarter, the JSSP will conduct a feasibility study of possible methods for USAID/El Salvador to engage directly with the GOES to implement future projects, rather than through a contractor. The Project will develop the organizational capacities of CSOs and provide technical assistance to justice sector institutions in order to build local technical and financial management capacities and prepare them to implement USAID-funded programs. This assistance will be customized to address the needs of key CSO and institutional partners, to meet USAID's standards and requirements for contractual management.

3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY

The JSSP continued studying the impact that the provision of comprehensive attention has had on victims of sexual abuse, inter-family violence and child abuse in the context of the judicial process.

In this period, the JSSP carried out a study on the legal situation of prisoners from the Police Delegations in Montserrat, Apopa, Cojutepeque and Soyapango. In general, the study shows that the capacity of the NCP prison cells is being exceeded by 178.96% at the facilities analyzed. Study results demonstrate that 70.32% of the detainees are being accused of crimes not eligible for alternative sentencing, which contributes to the overcrowding of cells. In this context, the study highlights the following recommendations: 1) review the competencies of Justices of the Peace in order to identify and address the legal obstacles restricting their actions during the initial phase of the case; and 2) promote the creation of preventive detention centers in accordance with Article 72 of the Penitentiary Law.

JSSP WORK PLAN

CHECCHI AND COMPANY CONSULTING, INC.
JUSTICE SECTOR STRENGTHENING PROJECT
FY 2015 APPROVED WORK PLAN

Justice Sector Strengthening Project (JSSP) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2015				FY16	FY17	FY18	% COMPLETED TO DATE	COMMENTS
	QTR 1	QTR 2	QTR 3	QTR 4					
COMPONENT I: CRIMINAL JUSTICE REFORM									
SUB-COMPONENT 1.1: Elevating the professionals standards of justice sector operators.									
Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (1.1A)									
Sector-wide planning to achieve a common vision regarding criminal justice									
1.1A.1 Provide technical assistance in developing a National Crime Policy (NCRP) to include: crime prevention, combatting crime, and criminal penalties.								30%	
1.1A.1.1 Provide technical assistance in the dissemination and implementation of the new NCRP.								0%	Subject to the advance of 1.1A.1.
1.1A.2 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop the UTEs Strategic Plan, with an emphasis on improving coordination among its members.								80%	
1.1A.3 Assist in the development of inter-institutional protocols for victim rights.								20%	
1.1A.3.1 Assist in implementing victim rights protocols in the corresponding institutions.								0%	Subject to the advance of 1.1A.3.
1.1A.4 Assist in developing coordination protocols for collecting and processing forensic evidence.								0%	
1.1A.4.1 Assist in the implementation of the forensic evidence protocols.								0%	Subject to the advance of 1.1A.4.
1.1A.5 Strengthen the UTE Statistical Unit by contracting a technical specialist until September 2015.								70%	Activity extended from FY 2014.
1.1A.6 Provide technical assistance to the UTE Statistical Unit in completing an evaluation of the indicators of the application of the Criminal Procedure Code (CPC) its update, and measurement for five years.								40%	
1.1A.7 Provide technical assistance and training to professional staff responsible for generating institutional statistical data at key justice sector institutions.								0%	New Work Plan FY 2015 (WP2015) activity.
1.1A.8 Assist in developing inter-institutional protocols for sharing information within the justice sector.								0%	
1.1A.9 Assist in the formal evaluation of CPC impact after 5 years of implementation.								0%	
1.1A.10 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%	
1.1A.11 Provide technical assistance to assist with the development of an annotated CPC.								45%	New WP2015 activity.
1.1A.12 Provide technical assistance to review and propose comprehensive regulations on civic responsibilities related to inter-family and sexual violence.								20%	New WP2015 activity.
1.1A.13 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices communications protocol.								35%	
1.1A.13.1 Assist in the implementation of the access to justice communications protocol.								0%	Subject to the advance of 1.1A.13.
1.1A.14 Provide technical assistance and training to institutional spokespersons for the justice sector.								0%	
1.1A.15 Conduct a feasibility assessment regarding the use of court electronic notification systems.								100%	Activity completed in Q1 FY 2015.

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1.1A.15.1 If deemed feasible, assist in implementing an electronic notification pilot program in the SC during the base period.								5%	
1.1A.15.2 If deemed feasible, assist in implementing a second electronic notification pilot program in the SC during the option period.								0%	
Strengthening of Training Schools									
1.1A.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.								80%	
1.1A.16.1 Support AGO Training School courses on themes including case theory, pleas, interrogations and objections, and rules of evidence.								65%	New WP2015 activity initiated in FY 2014.
1.1A.16.2 Support the AGO Training School in the development of instructional modules on rules of evidence, criminal case theory, civic responsibility and interrogation and objections, among other relevant topics.								10%	
1.1A.16.3 Provide three courses on gender sensitivity and four self help workshops for prosecutors.								75%	New WP2015 activity initiated in FY 2014.
1.1A.16.4 Provide technical assistance in the development of reforms for the internal rules of the AGO Training School.								10%	New WP2015 activity.
1.1A.16.5 Provide technical assistance to develop a basic curriculum for the training of prosecutors.								10%	New WP2015 activity.
1.1A.16.6 Provide technical assistance in the development and publication of a training policy manual for the AGO Training School.								10%	New WP2015 activity.
1.1A.17 Assist in establishing and equipping a regional AGO Training School in Santa Ana.								100%	Activity completed in FY 2014.
1.1A.18 Assist in establishing and equipping a regional AGO Training School in San Miguel.								100%	Activity completed in FY 2014.
1.1A.19 Provide support to conduct workshops to improve attention to users by focusing on institutional values and avoiding re-victimization.								0%	New WP2015 activity.
1.1A.20 Provide technical assistance to strengthen the <i>Procuraduría General de la República</i> (PGR) Training School in the areas of crime, gender and other subjects necessary to adequately train public defenders, and promote the sustainability of training programs.								80%	
1.1A.21 Assist in designing and implementing the basic studies curricula for public defenders and mediators, including evaluation methodologies to assess the impact of training.								85%	
1.1A.22 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula.								20%	
1.1A.23 Support trained instructors in replicating courses to train justice operators on evidentiary issues, oral arguments, litigating civil responsibility and other topics as part of the inter-institutional training program.								20%	
Leadership and Change Management Programs									
1.1A.24 Provide technical assistance to the NCP in designing a Leadership and Community Policing certificate course for police commanders.								100%	Activity completed in FY 2013.
1.1A.24.1 Assist in the implementation of the police-commander certificate courses (2 are anticipated).								100%	Activity completed in FY 2014.
1.1A.25 In conjunction with the <i>Escuela Superior de Economía y Negocios</i> (ESEN), provide 6 "Leadership/Organizational Change and Community Policing" courses to mid-level NCP officials, 5 in the base period, and 1 in the first option year.								30%	
1.1A.26 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials.								100%	Activity completed in FY 2014.
1.1A.27 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials.								100%	Activity completed in FY 2014.

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.1A.28 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials.								100%	Activity completed in FY 2014.
1.1A.29 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.								100%	Activity completed in FY 2014.
1.1A.30 Replicate Leadership and Organization Change courses in justice sector institutions with the assistance of NCP, AGO, and PGR trainers.								10%	
Improving criminal investigations, including use of scientific evidence (1.1B)									
1.1B.1 Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations.								100%	Activity completed in FY 2014.
1.1B.2 Provide technical assistance to distribute the MIP as part of the effort to create joint investigation teams.								50%	
1.1B.3 Assist the AGO and NCP in the implementation of the MIP.								30%	
1.1B.4 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).								60%	
1.1B.4.1 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>).								50%	
1.1B.5 Provide technical assistance to enhance linkages between justice sector institutions (Community Policing (CP), Domestic Violence Initiatives [DVI], Rape Crisis Centers [RCCs], and AGO units) by facilitating investigative partnerships between prosecutors and investigators in pursuing homicide, sexual violence, and domestic violence cases.								60%	
1.1B.6 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%	Activity completed in FY 2014. The i2 software was not required by the AGO.
1.1B.7 Strengthen the AU through appropriate training and mentoring.								100%	Activity completed in FY 2014.
1.1B.8 Provide technical support to expand the AU capability to assist with complex cases outside of the San Salvador metropolitan area.								100%	Activity completed in FY 2014.
1.1B.9 Strengthen linkages between the AU, DVI and Family Mediation Center databases to facilitate investigative analysis in sexual/domestic violence cases, to include serial rape and child pornography.								50%	Extended due to delays in coordination among the AGO, PGR, NCP and SC.
1.1B.10 Carry out studies to measure the arrest-to-conviction rate in targeted jurisdictions.								0%	Subject to the implementation of JITs.
1.1B.11 Technical assistance to design evidence storage facilities in the AGO.								0%	New FY 2015 activity.
SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices									
Attorney General's Office (AGO)									
1.2.1 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%	Activity completed in FY 2013.
1.2.2 Assist with an assessment of the AGO's current strategic plan.								100%	Activity completed in FY 2014.
1.2.3 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.								95%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.4 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%	Activity completed in FY 2014.
1.2.5 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly.								100%	Activity completed in FY 2014.
1.2.6 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%	Activity completed in FY 2014.
1.2.7 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software.								100%	Activity completed in FY 2014.
1.2.8 Define an administrative/ case management model to be implemented at the Soyapango AGO office.								50%	New WP2015 activity.
1.2.9 Provide technical assistance in the implementation of the new AGOs office model in one additional location.								0%	New WP2015 activity.
1.2.10 Provide support to create a Jurisprudence Analysis Unit.								0%	New WP2015 activity.
National Civilian Police (NCP)									
1.2.11 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.								50%	
1.2.12 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.								45%	
1.2.13 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).								60%	
1.2.14 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%	
1.2.15 Provide technical assistance in the modernization of processes/procedures in the Technical Council.								90%	
1.2.16 Promote the sustainability of the community policing model with other NCP divisions and units through cross-training and leadership development activities.								50%	
1.2.17 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.								45%	
1.2.18 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.								35%	
1.2.19 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit.								35%	
1.2.20 Provide technical assistance in the modernization of processes/procedures in the Professional Development Unit, Promotions Board, and National Academy of Public Security (ANSP for its Spanish acronym) through the design of a police career protocol to effectively regulate promotions, salary increases, educational requirements, hiring, retirement, and retention.								40%	
1.2.21 Assist in the implementation of the new police career protocol.								25%	
Public Defenders Office (PDO)									
1.2.22 Provide technical assistance to improve case management practices.								100%	Activity completed in FY 2014.

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1.2.23 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.								100%	Activity completed in FY 2014.
1.2.24 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions.								0%	
1.2.25 Assist PDO in the strengthening of the Sentence Execution Stage Unit.								10%	
1.2.26 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									
1.2.27 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).								100%	Activity completed in Q1 FY 2015.
1.2.28 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).								60%	
1.2.29 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).								70%	
1.2.30 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).								25%	
1.2.31 Carry out a feasibility study for an alarm system for cases of recurring domestic violence cases, that would permit judges to assess the risks faced by victims of domestic violence in order to avoid further harm.								25%	
1.2.32 Provide technical assistance to JSSP counterparts in developing and implementing a sustainability and dissemination plan for the DVIs, play therapy centers and RCCs.								40%	
1.2.33 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).								70%	
1.2.34 Assist the IML in designing and conducting certification program in forensics to prepare participating doctors in forensic standards, basic crime criteria, and other relevant topics to facilitate court testimony.								0%	
1.2.35 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%	Subject to the advance of 1.2.34.
1.2.36 Assist in the establishment of play therapy centers (<i>ludotecas</i>) in AGO (5), PGR (2) offices, and other institutions (2) and conduct relevant training and monitoring.								60%	
1.2.37 Assist in the establishment of 3 Gesell Chambers in SC facilities, including equipping a play therapy center at each location.								0%	New FY 2015 activity.
Increasing the use of mediation and alternative sentencing options									
1.2.38 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.								45%	
1.2.39 Provide technical assistance in completing the Santa Ana and San Miguel Mediation Centers (MCs) to ensure regional access to services.								35%	
1.2.40 Provide technical assistance to the Juvenile Justice Office of the SC and the Salvadorian Institute for Integrated Childhood Development (ISNA for its Spanish acronym) 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.								40%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.41 Support the SC and ISNA in the design and implementation of juvenile justice pilot projects to reduce recidivism and prevent youth from entering the juvenile detention system.								10%	New FY 2015 activity.
1.2.42 Provide technical assistance in implementing the Restorative Justice Manual.								40%	
1.2.43 Continue to provide support to strengthen the Restorative Justice Roundtable.								30%	
1.2.44 Provide support to the Specialized Juvenile Justice Training Program in the SC Juvenile Justice Office.								40%	New FY 2015 activity.
1.2.45 Provide support for the training program directed to municipality staff who lead the SC Juvenile Justice Office to prevent recidivism.								15%	New FY 2015 activity.
Improved criminal court administration									
1.2.46 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%	
1.2.47 Assist in establishing a new Office of Process Distribution (ODP for its Spanish acronym) in Isidro Menéndez for the 15 Justice of the Peace (JP) Courts during the base period.								65%	
1.2.48 Provide roll-out support of the JP Model Court innovations and case management techniques to all 15 JP courts in Isidro Menendez.								0%	
1.2.49 Assist in establishing 3 new ODPs during the option years.								0%	
1.2.50 Provide technical assistance and limited equipment 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.								60%	
1.2.51 Provide support for the development of materials for training and distribution, as well as the implementation of courses and workshops for SC staff to improve user services.								10%	New WP2015 activity.
Strengthening the IML									
1.2.52 Provide technical assistance to update the IML's Strategic Plan.								10%	
1.2.53 Provide direct support in implementing the new IML's Strategic Plan.								0%	Subject to the advance of 1.2.51.
1.2.54 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 a joint training between the Joint Investigation Teams (JITs) and IML experts.								10%	
1.2.55 Assist in the development of training programs in coordination with the IML training unit, in themes including train-the-trainers, general management, and other areas.								0%	New WP2015 activity.
SUB-COMPONENT 1.3: Community Policing									
1.3.1 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.								65%	
1.3.1.1 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the first option year.								0%	
1.3.1.2 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the second option year.								0%	
1.3.2 Provide technical assistance and limited equipment to the Police Delegations for the implementation of the CPM.								5%	New WP2015 activity.
1.3.3 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%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.3.4 Assist the NCP in publishing up to 12,000 CP manuals to complete distribution to NCP and the <i>Academia Nacional de Seguridad Pública</i> (ANSP) personnel.								100%	Activity completed in FY 2014.
1.3.5 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%	Activity completed in FY 2013.
1.3.6 Provide direct planning and organizational support to municipal and community leaders through training and mentoring activities.								40%	
1.3.7 Provide detailed technical assistance to community leaders in the development and implementation of Crime Prevention/Security Enforcement Action Plans (CPSEAPs) specific to each community.								45%	
1.3.8 Conduct relevant training and outreach activities in each CP community.								30%	
1.3.9 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.								45%	
1.3.10 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%	
1.3.11 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.								45%	
1.3.12 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.								55%	
1.3.13 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.								30%	
1.3.14 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.								55%	
1.3.15 Assist in creating 15 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.								40%	
1.3.15.1 Relevant training and modest equipment support will be provided for each new UNIMUJER, including the establishment of active listening rooms.								45%	
1.3.16 Design and implement a pilot model for a temporary shelter to protect victims of domestic violence, child abuse and sexual violence, under the Special Comprehensive Law for a Life Free of Violence against Women, with the goal of maximizing interinstitutional efforts in the immediate provision of assistance to victims (NCP, AGO, local governments, MINSAL, FOSALUD, IML, ISDEMU and NGOs, among others).								10%	New WP2015 activity initiated in FY 2014.
1.3.17 Training in gender sensitivity and the appropriate treatment of women victims of violence will be included as part of the basic CP course.								45%	
COMPONENT 2: Judicial Transparency									
SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption									
Strengthening of the Integrity Unit (2.1A)									

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2.1A.1 Conduct a brief assessment of the Integrity Unit (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%	Activity completed in FY 2014.
2.1A.1.1 Provide technical assistance to the IU for the presentation of the Strategic Plan to the <i>Corte Plena</i> , so the Court may consider its incorporation into the SC's institutional strategic plan.								50%	
2.1A.2 Provide training to the IU auditors in the investigation of corrupt activities, and the use of best international practices (such as those utilized in Costa Rica and Guatemala).								85%	
2.1A.2.1 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.								100%	Activity completed in FY 2014.
2.1A.3 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.								100%	Activity completed in FY 2014.
2.1A.4 Conduct an assessment of the Probity Law reform efforts, with the objective of amending/replacing the Probity Law with stronger legislation to improve the monitoring, investigation, and enforcement mechanisms.								100%	Activity completed in FY 2014.
2.1A.5 Provide technical assistance for the development, discussion and validation of the draft Probity Law.								100%	New WP2015. Activity completed In Q1 FY 2015.
2.1A.6 Provide training to staff from the IU and other related institutions according to their needs.								30%	New WP2015 activity initiated in FY 2014.
2.1A.7 Support the IU in the design and printing of educational materials and promotional items to increase the visibility of the IU's work.								5%	New WP2015 activity.
2.1A.8 Work closely with key Civil Society Organizations (CSOs) to create a forum to discuss the results and recommendations of the Probity Law assesment.								100%	Activity completed in Q1 FY 2015.
Strengthening of the SC Investigation Units (2.1B)									
2.1B.1 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%	
2.1B.2 Strengthen both units by conducting media campaigns detailing their functions, as well as how to file complaints against private lawyers and/or judges.								35%	
2.1B.3 Provide training to pertinent IU judicial and professional staff on techniques for drafting resolutions, and investigating disciplinary offences, among others.								70%	
2.1B.4 Assist in the design and implementation of case 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%	Subject to the advance of 2.1B.1
2.1B.5 Assist in the design and implementation of a simple "virtual queuing" system to accommodate large amounts of users.								0%	
SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems									
2.2.1 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems.								100%	Activity completed in FY 2014.
2.2.2 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%	Activity completed in FY 2014.
2.2.3 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria.								25%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
2.2.4 Develop, publish and distribute training manuals and materials.								25%	
2.2.5 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.								100%	Activity completed in Q1 FY 2015.
2.2.6 Provide assistance to conduct an assessment of the workplace environment at the Evaluation and Selection Units, including the JTS, and conduct a follow-up evaluation the following year.								5%	New WP2015 activity.
2.2.7 Provide assistance in the development of a mapping process for the Evaluation and Selection Units.								5%	New WP2015 activity.
2.2.8 Provide assistance in developing the design and methodology for a model to measure the impact of the trainings provided by the JTS, and assist with the initial implementation of the model.								0%	New WP2015 activity.
2.2.9 Support the development of an administrative and economic feasibility study to accredit the JTS as an institute of superior education.								5%	New WP2015 activity.
2.2.10 In coordination with the SC and NJC/JTS, design a professional studies program to better prepare and facilitate the selection of new court administration staff, such as <i>secretarios</i> and <i>colaboradores juridicos</i> .								0%	New WP2015 activity.
2.2.11 Upon approval, assist the JTS in the implementation of 3 professional studies courses for <i>secretarios</i> and <i>colaboradores juridicos</i> .								0%	New WP2015 activity.
2.2.12 Assist in the implementation of a Continuing Education Program (PEC for its Spanish acronym) for judges.								35%	
2.2.13 Support the implementation of training programs/courses for justice sector institutions and private attorneys in collaboration with local universities.								10%	New WP2015 activity.
SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts									
Improved case management (2.3A)									
2.3A.1 Provide technical support for adopting a unified case number system at the national level, to ensure easier access to decision, especially those made at lower levels.								10%	
2.3A.2 Assist the SC in integrating the ODP and CAU applications and unified case number system.								10%	
2.3A.3 Provide technical assistance to design a training program for judges on the the administration of judicial offices, in collaboration with the SC and NJC/JTS.								10%	New WP2015 activity.
2.3A.4 Assist the SC in implementing the training program (see 2.3A.3), including a train-the-trainers component.								0%	New WP2015 activity.
Assess feasibility of a SC Administrative Unit (2.3B)									
2.3B.1 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.									
Judicial training program in new transparency and other procedures and policies (2.3C)									
2.3C.1 Conduct specialized courses for judges and their staff in advanced court administration skills.								10%	New WP2015 activity initiated in FY 2014.
2.3C.2 Provide technical assistance in the development and publication of manuals, training and outreach materials in support of transparency, public access to information, and information sharing policies and procedures.								5%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
Strengthening of the SC's Office of Access to Public Information (OAPI) (2.3D)									
2.3D.1 Provide technical support to the OAPI in the development of criteria to classify information in order to improve transparency in the management of public information.								20%	
2.3D.2 Provide technical support to the SC and the OAPI in the development of indicators to measure the levels of transparency and compliance regarding access to public information in the Judicial Branch.								10%	
2.3D.3 Provide technical support to the OAPI to decentralize practices concerning requests for public information.								10%	
2.3D.4 Assist in the design and implementation of training activities for judges and other justice sector operators regarding transparency, access to public information and anti-corruption.								10%	
COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity									
Citizen Participation (3A)									
3A.1 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%	Activity completed in FY 2013.
3A.2 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).								5%	
3A.3 Provide technical assistance and training to Civil Society Organizations (CSOs) to strengthen their institutional capacities, for example, on issues related to strategic planning, communication strategies, and coordination with other CSOs.								5%	
3A.4 Develop and implement an action plan with CSOs to define concrete strategies to increase citizen participation.								25%	
3A.5 Create/strengthen judicial observatories and other major CSOs working on justice and transparency issues.								25%	
3A.6 Assist CSOs in conducting investigations and analyzing important themes in criminal justice, judicial independence, legal reform and transparency, among others.								0%	
3A.7 Through the SGP, support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency and independence, to include public education initiatives, mass media, social networking and other new media resources.								0%	
3A.8 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.1 Design a feasibility study of possible methods for USAID/EI Salvador to engage directly with the Government of El Salvador (GOES) in future projects.								15%	
3B.2 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.								15%	
3B.3 Develop a proposal for the implementation of a potential host country justice sector program with the participation of government agencies and CSOs.								0%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
3B.4 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.1 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity.								15%	

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