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# JUSTICE SECTOR STRENGTHENING PROJECT

QUARTERLY REPORT  
(JANUARY 1 - MARCH 31, 2015)

APRIL 20, 2014

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**QUARTERLY REPORT**  
**(January 1 – March 31, 2015)**

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**April 20, 2015**

## **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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### Annex A. JSSP FY 2015 Work Plan

# LIST OF ACRONYMS

AGO	Attorney General’s Office
CSO	Civil Society Organizations
DTJ	Democracy, Transparency and Justice Foundation
ESEN	Advanced School of Economics and Business ( <i>Escuela Superior de Economía y Negocios</i> )
FUNDE	National Foundation for Development ( <i>Fundación Salvadoreña para el Desarrollo</i> )
FUSADES	Salvadoran Foundation for Economic and Social Development ( <i>Fundación Salvadoreña para el Desarrollo Económico y Social</i> )
FY	Fiscal Year
GOES	Government of El Salvador
IML	Forensic Medicine Institute ( <i>Instituto de Medicina Legal</i> )
ISD	Social Democracy Initiative
ISNA	Salvadoran Institute for the Integrated Protection of Childhood and Adolescence ( <i>Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia</i> )
JSSP	Justice Sector Strengthening Project
MINED	Ministry of Education
MINSAL	Ministry of Health
SENDAS	<i>Asociación Déjame Ayudarte, Sendas para la Mujer</i>
UNIMUJERs	Specialized Institutional Units for Attention to Women in Situations of Violence
USAID	United States Agency for International Development
USG	United States Government

# EXECUTIVE SUMMARY

In the second quarter of Fiscal Year (FY) 2015, the Justice Sector Strengthening Project (JSSP) continued to make significant advances in its three technical Components as a result of close collaboration and ongoing dialogue with various Government of El Salvador (GOES) counterparts, including the Executive Technical Unit of the Justice Sector Coordinator Commission, National Civilian Police, Supreme Court, Public Defender's Office, and Attorney General's Office, as well as civil society organizations (CSOs) and other counterparts. Nevertheless, the Project faced some delays due to the Municipal and Legislative elections, as well as internal administrative processes in the Supreme Court. This notwithstanding, the Project is working closely with GOES counterparts to overcome these obstacles and advance the activities in the work plan.

During this period, the JSSP advanced in strengthening, monitoring and assessing the Community Policing Model in the ten municipalities where it is currently involved. Additionally, the Project implemented a new victims' assistance center in the Public Defender's Office in Ahuachapán and inaugurated a women's shelter in Sensuntepeque. In light of the municipal elections, the Project postponed the selection of five new municipalities to implement the Community Policing Model until the next period, with the goal of ensuring commitment from the elected mayors.

The Project continued to support coordination efforts among the Supreme Court, National Civilian Police, Attorney General's Office and CSOs by providing technical assistance and monitoring the six Working Groups implemented to date of the Specialized Institutional Units for Attention for Women in Situations of Violence (UNIMUJERS). Additionally, the JSSP helped monitor and evaluate activities in locations where the Community Policing Model has been implemented, in an effort to ensure program sustainability and identify best practices to be replicated in the new communities.

The JSSP continued to provide technical assistance to the Attorney General's Office Training School and the Judicial Training School by developing training modules and annual training programs. As part of the Continuing Education Program sponsored by the Judicial Training School, the JSSP supported three courses: 1) Techniques for Writing Judgments, 2) International Judicial Cooperation; and 3) Communication, Treatment of Information, and the Criminal System. Twenty-two justices of the peace in the eastern zone participated in these trainings. These three courses complete the first phase of the Continuing Education Program.

JSSP staff also continued providing technical assistance to the Juvenile Justice Office of the Supreme Court and the Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA). This consisted of developing important training processes for magistrates, judges, attorneys, public defenders, and Supreme Court staff in order to strengthen their skills and achieve a better understanding of justice in the implementation of restorative practices. The Restorative Justice Inter-Sectorial Roundtable, comprised of representatives from public institutions, universities and CSOs,

provided guidance on the development of alternative conflict resolution mechanisms and restorative justice. The JSSP also supported the Supreme Court in developing a roadmap to systemize the processes for the Child and Juvenile Jurisdictions.

This period the Project also provided technical assistance to support the efficient operation of Process Distribution Offices in ten jurisdictions of the Isidro Menéndez, Santa Ana, San Miguel and Santa Tecla Judicial Centers. These offices were implemented or expanded with Project support in the previous period. Expansion of the Process Distribution Office to new judicial centers, as well as the creation of additional Users' Attention Centers, has been delayed due to internal processes of the Supreme Court. The Project hopes to resolve these existing roadblocks during the next period, to advance the agreements reached with the Supreme Court aimed at improving court administration practices.

The JSSP continued to provide technical assistance to institutional counterparts and CSOs to implement activities that improve transparency, reduce impunity, and improve citizen understanding and participation in justice sector reforms. During this period, the JSSP carried out an assessment of CSOs interested in the creation and/or strengthening of judicial observatories. The assessment identified five CSOs and two universities and verified their experience in judicial observatories and related activities.

During this period, USAID approved a grant to the organization *Asociación Déjame Ayudarte, Sendas para la Mujer* (SENDAS) to strengthen the institution as well as provide psychological care and attention to victims who visit the Forensic Medicine Institute associated with the Attorney General's Office in Cojutepeque. The grant will cover a period of one year beginning March 18, 2015, with a total value of US\$29,412.60.

As part of the advocacy project promoting the draft Probity Law, the JSSP worked in coordination with the Salvadoran Foundation for Economic and Social Development (FUSADES), Democracy, Transparency and Justice Foundation (DTJ), and Social Democracy Initiative (ISD) to hold a workshop in February inviting other CSOs to join a civil society coalition to advocate for the new Probity Law. The civil society coalition will receive continued Project support with the goal of incorporating additional CSOs into this effort.

To lay the groundwork for local ownership of USAID-funded initiatives or direct funding from USAID, the Project assessed the management abilities of its institutional counterparts. Participating organizations included the Executive Technical Unit, Public Defender's Office, National Judicial Council, Universidad Dr. José Matías Delgado, FUSADES and the Iris Foundation. The report concludes that all six entities would be eligible to receive direct financial support from USAID, considering that all have sufficient financial and management capacity to manage USAID funds in accordance with United States Government (USG) requirements.

# RESUMEN EJECUTIVO

En el segundo trimestre del año fiscal 2015, el Proyecto continuó logrando avances significativos en las actividades de los tres Componentes técnicos como resultado del trabajo realizado en estrecha colaboración y diálogo permanente con las distintas contrapartes del Gobierno de El Salvador (GOES), incluyendo la Unidad Técnica Ejecutiva de la Comisión Coordinadora del Sector Justicia, la Policía Nacional Civil, la Corte Suprema de Justicia, la Procuraduría General de la República, la Fiscalía General de la República, y el Consejo Nacional de la Judicatura así como con Organizaciones de la Sociedad Civil, entre otras contrapartes. No obstante, se presentaron algunos retrasos para la ejecución del Proyecto a causa de la realización de las elecciones en la Asamblea Legislativa y Alcaldías Municipales, al igual que como consecuencia de procesos administrativos internos de la Corte Suprema de Justicia. En este sentido, el Proyecto se encuentra trabajando estrechamente con las contrapartes del GOES para promover el avance del Plan de Trabajo para este año fiscal.

Durante este trimestre, el JSSP avanzó en las actividades de fortalecimiento, seguimiento y evaluación del Modelo de Policía Comunitaria en los diez municipios intervenidos hasta la fecha, la puesta en marcha de una nueva Unidad de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil en la Procuraduría General de la República en Ahuachapán, y el establecimiento e inauguración de una Casa de Acogida en Sensuntepeque. En vista de las elecciones municipales el Proyecto ha pospuesto la selección de cinco nuevos municipios donde se trabajará el Modelo de Policía Comunitaria para el próximo trimestre con el propósito de garantizar el compromiso de los alcaldes electos.

El Proyecto continúa realizando importantes coordinaciones entre la Corte Suprema de Justicia, Policía Nacional Civil, la Fiscalía General de la República y Organizaciones de la Sociedad Civil, por medio de asistencia técnica y monitoreo del trabajo que impulsan las Mesas de Seguimiento de las seis UNIMUJERes implementadas a la fecha. Asimismo, el JSSP ha brindado 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 Escuelas de Formación de la Fiscalía y la Procuraduría y a la Escuela de Capacitación Judicial, a través del desarrollo de módulos de formación y la impartición de capacitación contemplada en programas anuales de formación. En el marco del Programa de Educación Continua de la Escuela de Capacitación Judicial, se apoyó en el desarrollo de tres cursos: 1) Técnicas de Redacción de Sentencias, 2) Cooperación Judicial Internacional; y 3) Medios de Comunicación, Tratamiento de la Información y Sistema Penal, dirigidos a 22 jueces de paz. Con estos tres módulos, se completa la primera promoción del Programa de Educación Continua.

El personal del JSSP continuó brindando asistencia técnica a la Oficina de Justicia Juvenil de la Corte Suprema de Justicia y al Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia (ISNA), en la que se desarrollaron importantes procesos formativos dirigidos a magistrados, jueces, fiscales, defensores públicos y personal de la Corte Suprema de Justicia para fortalecer capacidades y 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, el JSSP apoyó a la Corte Suprema de Justicia para la elaboración de una hoja de ruta para sistematizar los procesos de las Jurisdicciones de Niñez y Adolescencia.

En este trimestre el Proyecto brindó asistencia técnica para consolidar el buen funcionamiento de las Oficinas de Distribución de Procesos en diez Jurisdicciones de los Centros Judiciales Isidro Menéndez, Santa Ana, San Miguel y Santa Tecla, implementadas o ampliadas en el trimestre anterior. La expansión de Oficinas de Distribución de Procesos a nuevos centros judiciales, al igual que la creación de Centros de Atención al Usuario adicionales, se ha visto afectada debido a procesos internos burocráticos de la Corte Suprema de Justicia. El Proyecto anticipa solventar los obstáculos existentes durante el próximo trimestre para avanzar con los acuerdos alcanzados con la Corte Suprema de Justicia orientados a mejorar la gestión de despachos judiciales.

El JSSP continuó brindando asistencia técnica a las contrapartes institucionales y a organizaciones de la sociedad civil para implementar actividades que mejoren la comprensión y la participación de los ciudadanos en las reformas del sector justicia, mejoren la transparencia y reduzcan la impunidad. En este periodo se elaboró un diagnóstico de organizaciones de la sociedad civil interesadas en la creación y/o fortalecimiento de observatorios judiciales. A tal fin se identificaron cinco organizaciones de la sociedad civil y dos universidades, en las que se verificó su experiencia en actividades de observatorios judiciales o tareas de investigación similares.

En este periodo USAID aprobó una donación a SENDAS a fin de que la organización reciba apoyo del Proyecto para el fortalecimiento institucional y para brindar atención psicológica y atención a víctimas que visiten el Instituto de Medicina Legal adscrito a la Fiscalía General de la República en Cojutepeque. El contrato de donación tendrá un plazo de un año a partir del 18 de marzo de 2015, por un monto de US\$29,412.60.

Como parte del proyecto de incidencia para la promoción del Anteproyecto de la Ley de Probidad Pública, en coordinación con la Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES), la Fundación Democracia, Transparencia y Justicia (DTJ), e Iniciativa Social para la Democracia (ISD), en febrero se llevó a cabo un taller a fin de invitar a otras entidades de la sociedad civil para que se sumen al Equipo Gestor de la Ley de Probidad Pública. El Proyecto continuará apoyando a la coalición de la sociedad civil a fin de que más organizaciones se incorporen en este esfuerzo.

A fin de sentar bases para la apropiación local de iniciativas directamente financiados por USAID, en este periodo el Proyecto realizó una evaluación de las capacidades de gestión de contrapartes institucionales del Proyecto. Las organizaciones participantes son: la Unidad Técnica Ejecutiva, la Procuraduría General de la República, el Consejo Nacional de la Judicatura, la Universidad Dr. José Matías Delgado, FUSADES y la Fundación Iris. El informe concluye que todas de las seis entidades serían elegibles para apoyo financiero directo de USAID considerando que todas cuentan con suficiente capacidad financiera y de gestión para administrar fondos de USAID de conformidad con los requisitos del Gobierno de los Estados Unidos.

# 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**

**Implementation of Criminal Procedure Code** – During the previous quarter, the JSSP helped finalize the Executive Technical Unit’s Institutional Strategic Plan for the period 2015-2019. During this quarter, the Project supported the dissemination and validation of the Strategic Plan, with 25 civil servants participating from the Executive Technical Unit’s various operational units. The new Strategic Plan emphasizes the importance of improving inter-institutional coordination among its members in order to improve the implementation of criminal reform efforts.

Additionally, the JSSP began analyzing results from calendar year 2013, measuring the seven indicators of the Criminal Procedure Code. These results will subsequently be validated by the Executive Technical Unit. The Project has also begun collecting data on the seven indicators corresponding to calendar year 2014; this report is expected in July 2015. The purpose of this monitoring effort is to evaluate advances in the implementation of the Criminal Procedure Code, as well as to identify potential needs and opportunities for criminal reform that could strengthen the criminal justice system.

The Criminal Procedure Code’s seven indicators are:

- Indicator 1 - Number of Cases Resolved that were Opened by the Attorney General’s Office 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 JSSP continued to help the Executive Technical Unit and the National Judicial Council draft an Annotated Criminal Procedure Code. This effort has been delayed because several editors selected by the Executive Technical Unit and the National Judicial Council did not meet the delivery deadlines for the assigned products. Consequently, the Project agreed with the Executive Technical Unit and the National Judicial Council to reassign these products to new editors.

## Strengthening of Training Schools

**Attorney General’s Office** – JSSP personnel provided technical assistance to the Attorney General’s Office Training School by developing training modules and implementing several courses. Two courses were given in February and March on Opening Statements, Closing Statements and Practice of Judgment, with 28 attorneys participating. Additionally, a course on Case Theory and Rules of Evidence was given to 20 attorneys. The goal was to train the attorneys on adequate investigation strategies for case monitoring.

The Project held eight self-help workshops in January and February for 67 attorneys in the central, western and eastern zones of the country. Seventeen legal advisors from the Supreme Court’s Administrative Systems Unit responsible for recording statements from victims and witnesses of criminal cases also participated. The objective of these workshops is to increase team productivity, thus improving efficiency in crime control and response, as well as providing better attention to users.



**Legal Arguments with a Gender Perspective Course.**

In January the Project held a course on Legal Arguments with a Gender Perspective for 25 prosecutors. The goal of this activity was to provide the Attorney General’s Office with training content that raises awareness on the gender perspective and women’s human rights in justice administration.

In this period, the JSSP also provided technical assistance to the Attorney General’s Office Training School to finalize the curricula for courses on the following subjects: 1) Judicial Theory

of Crime, 2) Judicial Argumentation and Rationale of Tax Requests, 3) Civil Responsibility in Criminal Matters, 4) Case Theory and Rules of Evidence, 5) Orality with an Emphasis on Interrogation and Objections, and 6) Orality Techniques with an Emphasis on Oral Statements. The Project will continue to provide assistance in the next quarter to the Attorney General’s Office Training School

to work on internal regulation reforms and the development and publication of a Training Policy Manual. It will also work with legal staff to develop additional specialized criminal law instructional modules.

**Public Defender’s Office** – In the previous period, the JSSP finalized and presented the design of the basic studies program for public defenders and mediators. The study program was approved by the Public Defender’s Office during this quarter, and implementation is expected to begin next period.

In January, the JSSP held the fourth and fifth sessions of a course on Gender Perspectives Mainstreaming for 30 instructors of the Public Defender’s Office Training School. This course aims to raise awareness and train instructors to integrate the gender perspective into their curriculum, thus raising awareness among operators of women’s human rights in justice administration.

In January, the JSSP carried out a course on the implementation of Gender Perspectives in the handling labor and mediation cases, attended by 25 public defenders. Training participants serve as trainers of the Public Defender’s Office Training School. The course used the learning-by-doing model, and aimed to teach participants to apply the gender perspective in the design and implementation of their own courses. This effort is part of the JSSP’s initiative to increase gender awareness as a cross-cutting theme.

In February and March, 50 public defenders in the eastern and central zone attended courses on Evidence in the Criminal Process. The goal of these courses was to provide participants with adequate investigation strategies and evidence handling techniques to process their cases.

The JSSP also held a course in San Salvador on the implementation of the Special Comprehensive Law for a Life Free of Violence against Women. Attendees included 27 public defenders from the various units of the Public Defender’s Office. The goal of the course was to raise awareness about legal alternatives for handling gender violence cases.



***Evidence in the Criminal Process Course.***

## **Leadership and Change Management Programs**

In FY 2014, the Project worked with the Advanced School of Economics and Business (ESEN) to carry out a series of courses on Leadership and Organizational Change for key officials from the Attorney General’s Office, Public Defender’s Office, Executive Technical Unit and Supreme Court. During this quarter, the JSSP held coordination meetings with ESEN authorities to provide similar

courses to an additional group of prosecutors and public defenders, who will then replicate the course in their institutions. These two courses are scheduled for April and August, 2015.

## **Improving Criminal Investigations, Including Use of Scientific Evidence**

**Joint Attorney General's Office/National Civilian Police Investigative Teams** – To date, the Project has established nine Joint Investigation Teams, all of which are now fully operational. They are located in Cabañas, San Miguel, Usulután, La Unión, Morazán, Santa Ana, Chalchuapa, Sonsonate, and Ahuachapán. In this period, the JSSP held coordination meetings with police commanders from La Paz (Zacatecoluca) and Cuscatlán (Cojutepeque) to create Joint Investigation Teams in these departments. Five training courses (three in Zacatecoluca and two in Cojutepeque) are planned in the next two quarters, to involve all of the investigators from the two departments. The Project is also coordinating with the Attorney General's Office and the Forensic Medicine Institute to involve more forensic examiners in the training courses.

The JSSP provided training to prosecutors and police investigators in the theory and practical applications of the Joint Manual of Investigative Procedures. The goal of the training and the manual is to establish a framework for collaboration in criminal investigations. Additionally, the Joint Manual of Investigative Procedures is also included in the courses that the JSSP is supporting for the Attorney General's Office Training School.

National Civilian Police analysts located in local offices throughout El Salvador have joined the Joint Investigation Teams, allowing police and attorneys share resources. To help build investigation alliances between prosecutors and police investigators of femicide cases, sex crimes and domestic violence, the JSSP held courses on Instructional Models on Femicide Violence, Case Theory, Criminal Legal Theory, and Victim Care, among other subjects. Attendees included police investigators, multi-disciplinary teams from the Attorney General's Office, and attorneys linked to the Public Defender's Office victims' assistance center in Ahuachapán.

**Inter-Institutional Coordination** – In addition to the work carried out with the Joint Investigation Teams, the Project encouraged better inter-institutional coordination among other justice sector actors. In particular, during February and March the JSSP held inter-institutional meetings to assess the work of the victims' assistance centers in Chalchuapa, Apopa, Jiquilisco, Chalatenango and Sensuntepeque. Participants included staff and representatives from the Supreme Court, Forensic Medicine Institute, non-governmental organizations, and National Civilian Police, among others. These efforts help improve investigations in domestic and sexual violence cases, as well as attention to victims of these crimes.

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

### **Attorney General's Office**

To date, the Project has collaborated with the Attorney General's Office to establish six Rapid Response Units, located in Zacatecoluca, Sonsonate, Cabañas (Ilobasco), Chalatenango, Usulután and San Marcos. The establishment of the San Vicente Rapid Response Unit has been postponed until June 2015 because the Attorney General's Office local office is being relocated.

During the previous quarter, the JSSP presented the Attorney General's Office with the final design proposal for a legal office model in Soyapango. The proposed model includes administration and management tools that should result in efficient and effective office management, and which can be replicated at the national level. The JSSP is waiting for comments from the Attorney General's Office regarding the proposal.

Additionally, the Attorney General's Office requested technical assistance from the JSSP to create a Case Law Analysis Unit that would allow access to jurisprudence databases to facilitate the investigation of rape, serial rape, child pornography and sexual and domestic violence cases. The Case Law Analysis Unit will serve as a legal reference center for prosecutors by compiling and facilitating legal information to improve the study and theory of law, particularly in complex cases. It is hoped that the Attorney General's Office will soon define a physical space to create the Analysis Unit.

### **National Civilian Police**

The JSSP continued to provide technical support to the National Public Security Academy in the design of its Institutional Strategic Plan 2015-2019. Additionally, the National Civilian Police's Institutional Strategic Plan for the 2015-2019 period was submitted to the Ministry of Justice and Public Security. 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.

The Project held a second training workshop this period for re-engineering the Operations and Services Center of the National Civilian Police. The objective was to define the Operations and Services Center's mission, vision, and general and specific functions, as well as to define the functions of its regional offices. The collaborative process resulted in a number of proposals, which will be reviewed and consolidated into the final product of the re-engineering process.

In order to promote the sustainability of the Community Policing Model with other National Civilian Police divisions, the JSSP has developed several training events on Group Handling and Community Intervention Techniques. To date, 355 police officers have attended these trainings. Additionally, the Project has trained 19 managers and police officers on the Community Policing Model.

## **Public Defender's Office**

During this period, the JSSP continued its coordination efforts to identify areas within the Sentence Execution Unit of the Public Defender's Office in need of support. In February, the Project held a workshop for 12 public defenders on Assessment and Documentation of the Criminal Process in Sentence Execution Phases. As part of this exercise, participants worked on procedural documentation and developed formats for the appropriate provision of services to monitor the sentence execution process. Moving forward, the Project plans to support training on the implementation of these formats to facilitate public defenders' work and allow greater control of request monitoring in the sentence execution process.

## **Judicial Branch**

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

**Victims' Assistance Centers** – To date, the Project has established five new victims' assistance centers located at the San Salvador Attorney General's Office, the Cojutepeque Public Defender's Office, the San Miguel Attorney General's Office, the Chalatenango Supreme Court, and the Ahuachapán Public Defender's Office. The fifth victims' assistance center in Ahuachapán opened in February, with an investment of \$23,495 from USAID. The JSSP trained 20 people who will be part of this new victims' assistance center.

Also during this period, the JSSP began remodeling activities to prepare for the sixth victims' assistance center, which will be located in the Santa Ana Attorney General's Office. The JSSP developed and carried out a training course for 24 participants from Santa Ana, including National Civilian Police investigators, prosecutors, and multidisciplinary teams. Training topics included Investigation Methodology with Case Theory, Legal Criminal Theory, and Victims' Assistance. Per an agreement with *Fondo Solidario para la Salud*, this victims' assistance center will provide medical services. The Santa Ana victims' assistance center will be fully operational next quarter.

As a result of close coordination among the JSSP, the Attorney General's Office and the Forensic Medicine Institute, a new Rape Crisis Center was established in the Cojutepeque Attorney General's Office. The inauguration ceremony was held on March 20, attended by members of counterpart institutions and USAID representatives. During this period, the JSSP also awarded a grant to the non-governmental organization SENDAS for the provision of psychological care to victims at the Cojutepeque Rape Crisis Center. Additionally, the Project is helping coordinate the implementation of a second Rape Crisis Center in the San Vicente Forensic Medicine Institute.

**Play Therapy Centers** – The goal of Children's Play Therapy Centers is to provide an appropriate environment for child victims of sexual and domestic abuse to avoid re-victimization. To date, the JSSP has established 16 Play Therapy Centers, two of which were created this quarter: in the Ahuachapán Public Defender's Office and Usulután Attorney General's Office.

Two courses were held in February and March on Play Therapy Centers, as well as play itself, as tools for ensuring children's and adolescents' emotional stability. One was given to 12 police officers from the Cara Sucia UNIMUJER, and the other was given to 12 prosecutors from the Usulután Attorney General's Office. The JSSP offered a third course to 13 staff members from the Chalatenango Supreme Court victims' assistance center and Chalatenango UNIMUJER on the aforementioned topic, as well as on the role that play therapy centers can have in crisis victims' care process.

**Gesell Chambers** – This reporting period, JSSP personnel coordinated with management staff from the Santa Ana Attorney General's Office to incorporate a Gesell Chamber in the victims' assistance center, to be used by attorneys when working with young victims. The Gesell Chamber is expected to be installed once the Santa Ana victims' assistance center opens next quarter.

**Management of Domestic, Gender-Based and Sexual Violence Cases** – During the last quarter, the JSSP began providing technical support to the Supreme Court in the design of a database to be installed in the victims' assistance centers in Chalatenango and San Salvador. The database will identify repeat offenders and warn justice sector operators of the victim's risk status. The proposed design was presented to the Supreme Court, which is expected to give its approval for JSSP to begin supporting the implementation of the database.



The JSSP held a Regional Experience Exchange workshop in January, which focused on Attention to Women in Violent Situations. This was organized in coordination with various counterparts, including the National Civilian Police; international organizations such as UN Women, the Spanish Cooperation Agency and the European Union; and CSOs such as the Feminist Network against Violence against Women and the Feminist Collective. There were 145 participants from the National Civilian Police, municipal governments, Supreme Court,

and women's organizations. The workshop's goals were to: i) evaluate the work of the UNIMUJER offices and their impact on women in violent situations; ii) promote analysis of inter-institutional coordination experiences among the National Civilian Police, Attorney General's Office, and local women's organizations; and iii) to share experiences and alternatives for sheltering women at risk/in situations of gender violence.

In February, the Chalatenango victims' assistance center held its first inter-institutional coordination committee meeting. Participants included 35 representatives from a variety of institutions and non-governmental organizations. In this first meeting, participants began creating a roadmap for victim care.

The Project supported the establishment of a commission to address gender-based violence, with representatives from the Ministry of Health (MINSAL), Ministry of Education (MINED), El Salvador University, the Supreme Court and the Forensic Medicine Institute. The commission is currently working on a proposal for a Master's degree program in forensic medicine, which would strengthen the capacity of medical doctors to conduct forensic investigations and improve their presentation at trials. The JSSP also held meetings with staff from the Forensic Medicine Institute responsible for the academic program in order to advance the design of the curricula. Given that it must first obtain an official academic certification from MINED to teach the program, the Forensic Medicine Institute plans to begin training in FY 2016.

The victims' assistance centers provided service to 849 victims of violence (550 women and 299 men); of these 563 were minors (313 females and 250 males). A total of 25 new sexual abuse cases were received in Attorney General's Office and the Forensic Medicine Institute Rape Crisis Centers, of which 24 victims were female and 1 was male. Of these, 8 were minors, all of them females.

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

**Restorative and Juvenile Justice** – JSSP personnel continued to provide technical assistance to the Supreme Court's Juvenile Justice Office and ISNA. This quarter, the JSSP carried out several training activities to raise awareness about the application of restorative justice practices, and promoted the use of alternative dispute resolution mechanisms.

In January the JSSP held a workshop to develop a jurisdictional analysis of strategic programs and restorative justice practices, as well as create a roadmap and systematize processes. Fifteen judges specializing in childhood and adolescence participated in the workshop. The Project also held a Juvenile Crime workshop in January for 19 civil servants from the Supreme Court. The goal of this training was to train magistrates and judges from the juvenile crime jurisdiction on strategies to reduce repeat youth offenders.

In January the JSSP held a workshop on dialogue and restorative justice practices, given to 20 members of the technical team of the Restorative Justice Committee (comprised of the Supreme Court, Public Defender's Office, ISNA, civil society organizations and local governments). The goal of this activity was to help civil servants learn dialogue and restorative justice techniques to use when implementing pilot projects. The JSSP held another workshop in February for the same group to continue reviewing the Restorative Justice Manual being drafted by the Restorative Justice Committee.

In February, the JSSP provided a course on the International Convention of Children's Rights to 40 people, including magistrates and judges from the children and juveniles jurisdiction, magistrates and judges from the family jurisdiction, attorneys, public defenders, ISNA staff, civil society organizations, and staff from the Human Rights Ombudsman. The goal of this training was to reinforce the idea of Salvadoran children as full citizens with rights, with the goal of improving their comprehensive protection in the juvenile criminal system.

In March, the Project held a course on Community Mediation in the San Salvador Supreme Court. The 40 participants represented civil society organizations and local government sectors working on juvenile justice issues and crime prevention. The course aimed to develop a community mediation process to help participants use alternative dispute resolution in cases involving juveniles. In the same month, the JSSP developed a Film Forum on crime prevention for at-risk youth for local youth, parents, social organizations and Supreme Court civil servants.

## **Improved Criminal Court Administration**

The Project successfully launched two User Attention Centers in San Vicente and Zacatecoluca in the last fiscal year. The JSSP is hopeful that the Supreme Court will remodel space for the third User Attention Center to be implemented in Morazán, as well as three additional centers scheduled for this year. During this quarter, JSSP personnel carried out several coordination meetings with the Supreme Court's Legal Management and Administrative Systems Units in order to promote the creation of User Attention Centers and Process Distribution Offices. In the next quarter, the Project will carry out exploratory assessments of judicial complexes in San Miguel, Sonsonate and Ciudad Delgado, which potentially will require only Information Technology equipment and limited furniture, without the need for extensive remodeling.

This quarter, JSSP personnel provided ongoing technical assistance to ensure the proper operation of Process Distribution Offices located in ten jurisdictions of the Judicial Centers in Isidro Menéndez, Santa Ana, San Miguel and Santa Tecla. The Project worked to implement or expand these offices during the previous period.

In February the JSSP held the second workshop on Leadership, Teamwork and the Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) for 75 Supreme Court civil servants, including personnel from the Legal Management Unit and the Administrative Systems Unit responsible for the implementation of the User Attention Centers. The workshop aimed at improving teamwork, enhancing institutional coordination to improve user attention, and modernizing court administration. The JSSP gave the results of the SWOT analysis to all participants, along with guidance and strategies to follow in order to establish additional User Attention Centers in judicial complexes.

At the request of the Supreme Court, the JSSP will support specific activities to expand implementation of the electronic notification pilot program. The electronic notification program will be directed toward judges, secretaries, process servers and private attorneys. Public awareness activities concerning the electronic notification program are expected to initiate in San Miguel. This program will improve efficiency in the Supreme Court by delivering notifications in an expedited manner to parties of a legal proceeding. In addition, the JSSP is coordinating with the Supreme Court Information Technology Unit to support the implementation of a replica electronic notification program in the San Salvador Family Courts Jurisdiction.

## **Strengthening the Forensic Medicine Institute (IML)**

The JSSP provided technical assistance to the Forensic Medicine Institute in the development of its Strategic Plan. Project support included an update of the Institute's objectives and an assessment of its main areas of service. An updated Strategic Plan was presented to the Forensic Medicine Institute. In accordance with a new mandate from the Supreme Court, the IML's Strategic Plan is expected to be incorporated into the Supreme Court's Strategic Plan that will expire in 2016. The Project is awaiting approval of the Strategic Plan from the Director of the Forensic Medicine Institute to provide assistance in raising institutional awareness of the new Plan.

### **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 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. Among other activities, the Project has accompanied the National Civilian Police during community integration processes, provided support in the development of planning and evaluation activities, and provided assistance in the drafting of monthly activity reports for the corresponding Delegation Commanders.

The JSSP continued to provide technical assistance to Police Delegations in Cuscatlán, La Paz, Usulután, Apopa and Puerto de La Libertad. The Project organized 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 of the Delegation's Police Units. The JSSP also provided support to Delegation chiefs in the preparation of monthly supervision reports, which are presented to the National Civilian Police's strategic management team.



**Community Policing Activity: Erasing graffiti in Apopa.**

This period the JSSP began evaluation and coordination activities with the National Civilian Police to select the next five municipalities in which to implement the Community Policing Model; the communities should be identified next quarter. This process has been delayed due to municipal elections, given that the JSSP hopes to secure support for community policing implementation from the newly elected mayors.

**Community Outreach** – This quarter, the Project provided support in the development of new Annual Operative Plans for the Crime Prevention Committees in Puerto de La Libertad, Jiquilisco, Ciudad Barrios and Chalchuapa. In the municipalities of San Luis la Herradura, Olocuilta, Apopa, Ilobasco and Suchitoto, the JSSP held several coordination meetings with the National Civilian Police in order to follow up on the implementation of the Community Policing Model and identify areas in which police officers could increase community participation.



**Community Policing Outreach Activity: Launch of the book "Among Little Writers."**

The Project, in coordination with the National Civilian Police, held a variety of meetings with civil society in different municipalities to strengthen community and police relations, reaching a total of 713 people. Additionally, the Project coordinated with the National Civilian Police to train 3,163 people through police-led community discussions and workshops on subjects including gender equality, female entrepreneurs, violence and crime prevention, extortion, the Strong Family Program, the Special Law for the Protection of Childhood and Adolescence, and Juvenile Criminal Law, among others. These activities are aimed at preventing crime, improving public perception of the police, and reinforcing police presence in the communities.

In March the JSSP launched the book, "Among Little Writers," which is a collection of poems, prose, life expectations and lessons learned from 30 children and youth from schools in Puerto de La Libertad. The writings were developed in a literature workshops sponsored by the

Project. Approximately 150 people attended the event. The book represents the conclusion of the literature program implemented with support from the Municipal Crime Prevention Committee and the National Civilian Police as an alternative extracurricular activity for young students after school hours.

The Project also supported the implementation of an entrepreneurial program entitled the Indigo Project for young people from the municipality of Chalchuapa. Program participants learn dyeing art techniques and participate in a range of workshops including business planning and crime prevention. Sixty teenagers are benefiting from this entrepreneurial program, which has the support of the Chalchuapa Outreach Center and the National Civilian Police. In addition, the JSSP supported the



**Community Policing Entrepreneurial: Indigo Project for young people from Chalchuapa.**

National Civilian Police in carrying out numerous crime prevention activities in the municipalities implementing the Community Policing Model. As a result of these efforts, 1,924 children and young people have participated in sporting events such as football, softball, table tennis, and aerobics; additionally, 10,370 children and young people have participated in gatherings such as children's festivals, community cinemas, recreational and violence prevention activities, and puppet theaters in the ten municipalities.



**Workshop to present the results of the pre/post survey assessment of the Summer School program.**

In February, the Project hosted a workshop to present the results of the pre/post survey assessment of the Summer School program, which enjoyed great success when implemented last quarter in Ilobasco, Apopa, Jiquilisco, Chalchuapa and Puerto de La Libertad. Workshop participants included the National Civilian Police Director General, the Regional Commanders and Delegation Chiefs of the five aforementioned municipalities, the Director of the Secretariat for Community Relations, and police officers who participated in the summer schools. Regarding the summer schools' evaluation process, participating students highlighted

how well the program was designed and implemented. Moreover, the findings of the assessment demonstrate a remarkably positive change in attitude of students toward the police in comparison to the pre-intervention survey results, as well as a significant increase in the credibility and confidence of children/adolescents in the National Civilian Police after attending the Summer School program.

**Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs)** – To date, the Project has worked closely with the National Civilian Police, justice sector institutions, and CSOs to establish six UNIMUJERs, located in Apopa, Sensuntepeque,



**UNIMUJERs Working Group in Apopa.**

Chalchuapa, Jiquilisco, Cara Sucia and Chalatenango. This quarter, the JSSP held meetings with working groups from the six UNIMUJERs to discuss the provision of additional technical assistance, as well as the creation of a space to coordinate among the various institutions responsible for victim care.

Throughout this reporting period, 528 victims (474 females and 54 males) received professional assistance at the UNIMUJER offices in Apopa, Sensuntepeque, Chalchuapa, Jiquilisco, and Cara Sucia. Of these, 145 were minors (106 girls and 39 boys). Capitalizing on Project synergies between the Community Policing Model and UNIMUJERs, the JSSP has prioritized establishing UNIMUJERs in municipalities where the Community Policing Model is implemented in order to maximize impact and sustainability.

This quarter, the JSSP inaugurated the first women's shelter for victims of sexual and domestic violence in Sensuntepeque. This pilot model was implemented with support from the Municipal Council of Sensuntepeque, the National Civilian Police, the Attorney General's Office, and the Salvadoran Institute for Women's Development, as well as other key justice sector operators and CSOs. During the next reporting period, the Project will continue to provide technical assistance to the shelter's staff in case management and victims' assistance.

# 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’s Strategic Plan and a 2014-2016 strategic implementation road map. In this period, the Integrity Unit presented the Strategic Plan and draft Probity Law, supported by the JSSP, to the Supreme Court. Some magistrates made minimum comments to the draft Probity Law, which will be incorporated.

**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 Unit’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 JSSP intervention.

This period, the JSSP held a course on Principles and Procedural Rules of the Civil Procedure Code and Evidence Evaluation, given to 16 public servants from the Department of Judicial Investigation. The objective of this course was to improve skills in the application of administrative sanctions and procedures, as well as to gain a better understanding of strategies and techniques in the evaluation of evidence.



**Principles and Procedural Rules of the Civil Procedure Code and Evidence Evaluation Course.**

In March, the JSSP held a training course on the Criminal Procedure Code, Criminal Law and Juvenile Law for the Comprehensive Protection of Children and Adolescents, which was given to 17 public servants from the Judicial Investigation Unit of the Supreme Court. This course was part of the Unit’s Training Plan, with the objective of training the functionaries responsible for managing/handling disciplinary administrative procedures against magistrates and judges on the appropriate processes so they may correctly implement them.



**Investigation Techniques, Evidence Collection and Analysis Course.**

Regarding the Professional Investigation Unit, the JSSP held two training courses in January on the Application of the Civil Procedure Code, given to 12 and 13 public servants from the Professional Investigation sector, respectively. The objective was for functionaries from this Unit to gain a better understanding of the rules contained in the Civil Procedure Code, in addition to the procedures applicable to private attorneys when investigating potential legal violations. In February, the Project also conducted a course on Investigation Techniques, Evidence Collection and Analysis for 14 staff

members of the Professional Investigation Unit, in order to increase the technical capacities of the staff.

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

**National Judicial Council** – This quarter the JSSP continued to provide support to the National Judicial Council to strengthen its evaluation and judicial selection systems. In FY 2014, the Project carried out a brief assessment of the need to reform the National Judicial Council's Judicial Evaluation Manual. The Project presented the results of this assessment during the previous quarter to the National Judicial Council. This quarter, the JSSP learned that some of the recommendations made by the Project are being used in the evaluations carried out by the National Judicial Council. However, the Project is still waiting for official notification from the National Judicial Council indicating that a new Judicial Evaluation Manual has been approved in order to develop and implement a training plan addressing the changes to the judicial evaluation system.

The JSSP provided technical assistance to the National Judicial Council's Evaluation and Selection Units to evaluate workplace environment and establish more efficient administrative processes. The JSSP held five workshops in January to conduct a Situational Assessment Survey, which was given to 200 people, including public servants from both Units, magistrates, judges and private attorneys. This effort is aimed at redefining the job descriptions and profiles of the staff to increase efficiency and productivity. This assessment will be completed during the next quarter.

Additionally, the JSSP began to study the feasibility of accrediting the National Judicial Council's Judicial Training School as an institute of higher education. The accreditation of the Judicial Training School would help improve the quality of the academic activities implemented by the institution, enhance the credibility of the Judicial Training School as an institution of academic excellence, and

reduce costs to the National Judicial Council by not having to contract universities to certify its training programs. Results of this study are expected by the end of FY 2015.

This period the JSSP published 3,000 copies of El Salvador's Code of Judicial Ethics, to be distributed to justice sector operators, universities, and other relevant actors. Additionally, the Project supported the design of a poster and a brochure that will provide information to the public regarding where they can submit claims of Judicial Ethics Code violations.



**Continuing Education Program** – In FY 2014, the National Judicial Council indicated that the development of a Continuing Education Program to help put into place a transparent career ladder for judges was of greater priority than the evaluation of the National Judicial Council's pre-judicial studies program. In the framework of the Continuing Education Program and other National Judicial Council training activities, the JSSP conducted a series of courses and conferences in the eastern region. This quarter, JSSP supported three courses of the Continuing Education Program's curriculum: 1) Techniques in the Writing of Judgments, 2) International Judicial Cooperation; and 3) Communications, Treatment of Information, and the Criminal System. These three modules complete Phase I of the Continuing Education Program, which consisted of eleven training modules. Phase II will begin in May 2015 with the participation of more than 30 justices of the peace from the central, para-central and western regions.

The JSSP also supported the Judicial Training School by organizing the following training activities, with the goal of capitalizing on the academic quality of consultants who supported the Continuing Education Program's courses and extending coverage to a greater number of justice sector operators:

- A workshop on Techniques in the Writing of Judgments, given to 30 participants from the Supreme Court; and
- A discussion forum on Communications, Treatment of Information, and the Criminal System, which was attended by 40 civil servants and judicial operators from the Supreme Court, National Civilian Police, National Judicial Council, Institute of Access to Public Information, Court of Governmental Ethics, and Public Defender's Office.

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

In coordination with the Supreme Court's Administrative Systems Unit, the JSSP developed a proposal to unify case numbers in the Process Distribution Office. The use of standard unified case numbers will facilitate case tracking and management within the court system. After overcoming some initial challenges, the unified case numbering system is in operation in the Process Distribution Offices that the JSSP implemented or expanded last quarter. Given the Supreme Court's strong commitment to this initiative, the JSSP will continue to provide technical assistance to consolidate the practice of utilizing a unified numbering system in the existing and future Process Distribution Offices. In addition, the JSSP provided technical assistance to strengthen coordination between the Information Technology and Administrative Systems Units of the Supreme Court in order to implement integrated procedures between the Process Distribution Offices and the Users Attention Centers through the use of a unified case numbering system. Unfortunately, the Supreme Court's selection of judicial centers where new Process Distribution Offices will be implemented has been delayed due to internal administrative processes. The Project hopes to have Supreme Court confirmation of the new judicial centers during the next period.

**Strengthening the Office of Access to Public Information of the Supreme Court** – This quarter the JSSP presented a training plan on access to public information, which will be given to magistrates and judges specializing in instruction, family, childhood and adolescence, as well as justices of the peace. The training program was approved by the President of the Supreme Court and the National Judicial Council. The training courses are expected to start in May 2015.

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

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

**Advocacy and Civil Society Oversight** – The JSSP contracted the services of an international expert to identify civil society organizations and university study centers that could benefit from JSSP technical assistance and training on topics related to transparency and access to information. As a result of this study, the Project will finalize an institutional strengthening plan for the selected organizations.

The JSSP also assessed which CSOs would be interested in creating and/or strengthening judicial observatories. The Project identified five CSOs and two universities with experience in judicial observatories or related activities. Based on the findings of the assessment, the JSSP will decide which of these organizations will receive financial support from the Project.

As part of the advocacy strategy to promote the enactment of a new Probity Law, the JSSP coordinated with FUSADES, DTJ and ISD to hold a workshop with the purpose of encouraging other CSOs to join the advocacy coalition. Twenty representatives attended the event, including members of the National



**Workshop to encourage other CSOs to join the advocacy coalition for a new Probity Law.**

Development Foundation, José Simeón Cañas Central America University, University of El Salvador, FUSADES, DTJ, ISD, Francisco Gavidia University, El Salvador Journalists Association, Matías Delgado University, and the Guillermo Manuel Ungo Foundation. As a result, the JSSP anticipates working with other CSOs on additional advocacy efforts to promote the new Probity Law during the next quarter.

The Probity Law advocacy strategy also includes the implementation of a public awareness campaign through radio, written press, workshops and public forums. As part of this effort, FUSADES (a key member of the advocacy coalition supported by the JSSP) issued a second bulletin entitled, “The Probity Law: Absolutely Essential” to foster public debate on critical issues linked to the need for the new Probity Law. These initiatives demonstrate civil society’s commitment to highlighting the importance of the new Probity Law in the public agenda.

The Project also identified CSOs and universities interested in implementing citizen advocacy initiatives on issues such as transparency, access to information, public safety, and criminal law. During the next period, the JSSP plans to design new initiatives to promote an active and participatory civil society that acts as an agent of change in public policy.

The JSSP also made progress in the implementation of its grants program. The following grant was approved during the quarter:

<b>Organization: <i>Asociación Déjame Ayudarte, Sendas para la Mujer</i> (SENDAS)</b>		<b>Amount: \$29,412.60</b>
<b>Name of Project</b>	Implementation of a Rape Crisis Center in the Attorney General’s Office in Cojutepeque and institutional strengthening of SENDAS.	
<b>Objective</b>	To provide psychological services and conduct follow-up activities to users of the Attorney General’s Office’s Rape Crisis Center in the city of Cojutepeque. The grant will also provide assistance to institutionally strengthen SENDAS in the areas of strategic planning, volunteerism and fundraising.	
<b>Status</b>	Implementation period from 3/18/15 to 3/3/16.	
<b>Report</b>	Not applicable during this reporting period.	

In addition, the following proposal was received and is currently under revision:

<b>Organization: <i>Fundación Nacional para el Desarrollo (FUNDE)</i></b>		<b>Amount: \$21,004.00</b>
<b>Name of Project</b>	Strengthening of values and leadership capacities of children and youth in Puerto de la Libertad public schools in order to improve crime prevention and community policing efforts.	
<b>Objective</b>	To build leadership skills and strengthen citizen values in children and youth of two public schools in the municipality of Puerto de La Libertad. This	

	program will be articulated and executed with support from the National Civilian Police Community Policing personnel to prevent and reduce violence in the targeted communities.
<b>Status</b>	Technical and financial proposals are in final stage of revision and approval.
<b>Report</b>	Not applicable.

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

To lay the groundwork for local ownership of USAID-funded initiatives, the JSSP conducted an assessment of the management capacities of three government institutions (Executive Technical Unit, Public Defender’s Office, and National Judicial Council), one private university (Universidad Dr. José Matías Delgado), and two civil society organizations (FUSADES and Fundación Iris). The study’s objective was to determine whether it would be feasible for USAID/El Salvador or an implementing partner to directly fund these entities, and if so, what funding mechanisms would be suggested.

The Project developed an Expedited Risk Assessment tool based on elements from four existing USAID assessment tools: USAID Public Financial Management Risk Assessment (ADS 220); USAID Organizational Capacity Assessment; USAID Organizational Performance Index; and the Non-U.S. Pre-Award Survey.

The Expedited Risk Assessment includes seven categories: 1) Governance, Management, and Leadership, 2) Budgeting Systems and Execution, 3) Procurement/Ordering and Payment, 4) Human Resources, 5) Information Technology, 6) External and Internal Audit/Control Environment, and 7) Project Implementation and Performance Management.

The results of the feasibility study are:

- None of the six entities is excluded on the basis of this feasibility study;
- Each of the six organizations has sufficient financial and managerial capacity to manage USAID funds in accordance with U.S. Government and USAID requirements (to be confirmed following a more rigorous risk assessment and the mission’s preference in funding mechanism); and
- Although the breadth and scope of Public Financial Management risk mitigation measures for each entity would vary, USAID and/or an implementing partner could feasibly provide funding to each of the six entities after conducting additional and less rapid risk assessments.

The recommendations of the study are:

1. Once USAID/El Salvador’s Local Solutions Strategy is developed and finalized, determine which of these (or other) stakeholders’ activities are most closely aligned with USAID’s and the GOES’s justice sector goals and objectives, and conduct more rigorous pre-award assessments, as required by the selected funding mechanism.
2. Determine the effectiveness of each proposed approach based on: i) cost effectiveness; ii)

likely management burden to USAID; iii) value to each organization of USAID's capacity-building support; iv) likelihood within each organization of USG-required Public Financial Management improvements; and v) likelihood of the entity sustaining the work.

3. Determine the Mission's interest and management capacity to conduct Government-to-Government work, and if Government-to-Government is pursued, provide training to relevant USAID/El Salvador staff on ADS 220 requirements and lessons learned from recent Government-to-Government national, regional, and sub-regional efforts at other Missions.
4. If the Mission selects local organizations to receive direct USAID funding, provide training to relevant staff on the benefits and challenges of local organization capacity building and the various mechanisms available.
5. Initiate Monitoring and Evaluation capacity development efforts for any of the organizations eligible for direct funding; training should help these organizations articulate a handful of crucial outcomes, create manageable performance plans, and develop systems to determine whether planned project results/outcomes are actually achieved.
6. Clarify USAID's intent with previous awards to the two CSOs that were part of this study to determine whether the initial USAID awards conform to the "initial intent" regulatory requirement for Transition Awards to Local Organizations without Competition, or whether USAID can make an argument now that permits amendment of the initial award in order to select these CSOs as potential participants of a Local Solutions Strategy contracting initiative.
7. Consider conducting a Political Economy Analysis at a criminal justice sector level to learn more about the key actors, incentives, relationships and resources at play in this sector and consider the constraints that reinforce ongoing criminal justice reform challenges.
8. Consider including journalists' organizations in future feasibility assessments, as well as active criminal justice sector stakeholders such as bar associations and young lawyers' associations.

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

The JSSP continued studying the impact that the provision of comprehensive victims' assistance services has had on victims of sexual abuse, inter-family violence and child abuse in the context of judicial processes. The Project plans to finalize this study in April.

**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					
<b>COMPONENT I: CRIMINAL JUSTICE REFORM</b>									
<b>SUB-COMPONENT 1.1: Elevating the professionals standards of justice sector operators.</b>									
<b>Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (1.1A)</b>									
<b>Sector-wide planning to achieve a common vision regarding criminal justice</b>									
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.								100%	Activity completed in Q2 FY 2015.
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.								45%	
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.								55%	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.								25%	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.

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					
1.1A.15.1 If deemed feasible, assist in implementing an electronic notification pilot program in the SC during the base period.								15%	
1.1A.15.2 If deemed feasible, assist in implementing a second electronic notification pilot program in the SC during the option period.								0%	
<b>Strengthening of Training Schools</b>									
1.1A.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.								85%	
1.1A.16.1 Support AGO Training School courses on themes including case theory, pleas, interrogations and objections, and rules of evidence.								70%	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.								50%	
1.1A.16.3 Provide three courses on gender sensitivity and four self help workshops for prosecutors.								80%	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.								100%	New WP2015 activity. Activity completed in Q2 FY 2015.
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.								10%	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.								90%	
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.								100%	Activity completed in Q2 FY 2015.
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.								40%	
<b>Leadership and Change Management Programs</b>									
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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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.								15%	
<b>Improving criminal investigations, including use of scientific evidence (1.1B)</b>									
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.								55%	
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.								65%	
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.								65%	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.
<b>SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices</b>									
<b>Attorney General's Office (AGO)</b>									
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%	
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.

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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.
<b>National Civilian Police (NCP)</b>									
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.								60%	
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%	
<b>Public Defenders Office (PDO)</b>									
1.2.22 Provide technical assistance to improve case management practices.								100%	Activity completed in FY 2014.
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.								20%	

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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%	
<b>Judicial Branch</b>									
<b>Improving attention to victims of sexual, gender-based and domestic violence</b>									
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).								85%	
1.2.29 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).								85%	
1.2.30 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).								30%	
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.								30%	
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.								100%	
1.2.37 Assist in the establishment of 3 Gesell Chambers in SC facilities, including equipping a play therapy center at each location.								15%	New FY 2015 activity.
<b>Increasing the use of mediation and alternative sentencing options</b>									
1.2.38 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.								50%	
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%	
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.								15%	New FY 2015 activity.
1.2.42 Provide technical assistance in implementing the Restorative Justice Manual.								50%	
1.2.43 Continue to provide support to strengthen the Restorative Justice Roundtable.								35%	

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1.2.44 Provide support to the Specialized Juvenile Justice Training Program in the SC Juvenile Justice Office.								50%	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.
<b>Improved criminal court administration</b>									
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.								40%	
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.								66%	
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.								65%	
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.
<b>Strengthening the IML</b>									
1.2.52 Provide technical assistance to update the IML's Strategic Plan.								100%	Activity completed in Q2 FY2015.
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.
<b>SUB-COMPONENT 1.3: Community Policing</b>									
1.3.1 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.								70%	
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.								15%	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.								70%	
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%	

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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.								40%	
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.								45%	
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.								50%	
1.3.15.1 Relevant training and modest equipment support will be provided for each new UNIMUJER, including the establishment of active listening rooms.								50%	
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).								50%	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%	
<b>COMPONENT 2: Judicial Transparency</b>									
<b>SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption</b>									
<b>Strengthening of the Integrity Unit (2.1A)</b>									
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.								100%	Activity completed in Q2 FY 2015.
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.

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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.
<b>Strengthening of the SC Investigation Units (2.1B)</b>									
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.								80%	
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%	
<b>SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems</b>									
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%	
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.								70%	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 tranings provided by the JTS, and assist with the initial implementation of the model.								0%	New WP2015 activity.

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2.2.9 Support the development of an administrative and economic feasibility study to accredit the JTS as an institute of superior education.								70%	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.								50%	
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.
<b>SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts</b>									
<b>Improved case management (2.3A)</b>									
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.								15%	
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.								100%	New WP2015 activity. Activity completed in Q2 FY 2015.
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.
<b>Assess feasibility of a SC Administrative Unit (2.3B)</b>									
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.									
<b>Judicial training program in new transparency and other procedures and policies (2.3C)</b>									
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.								10%	
<b>Strengthening of the SC's Office of Access to Public Information (OAPI) (2.3D)</b>									
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.								20%	

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<b>COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity</b>									
<b>Citizen Participation (3A)</b>									
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).								35%	
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.								15%	
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.								35%	
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.								15%	
<b>Host Country Ownership (3B)</b>									
3B.1 Design a feasibility study of possible methods for USAID/El Salvador to engage directly with the Government of El Salvador (GOES) in future projects.								100%	Activity completed in Q2 FY 2015.
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.								100%	Activity completed in Q2 FY 2015.
3B.3 Develop a proposal for the implementation of a potential host country justice sector program with the participation of government agencies and CSOs.								100%	Activity completed in Q2 FY 2015.
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%	
<b>Windows of Opportunity (3C) (subject to written instructions from USAID )</b>									
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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