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# JUSTICE SECTOR STRENGTHENING ACTIVITY

QUARTERLY REPORT  
(APRIL 1 – JUNE 30, 2015)

July 20, 2015

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**(April 1 – June 30, 2015)**

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**July 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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# LIST OF ACRONYMS

CSO	Civil Society Organization
DTJ	Democracy, Transparency and Justice Foundation
ESCENICA	<i>Asociación Cultural para las Artes Escénicas</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
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> )
JSSA	Justice Sector Strengthening Activity
LEIV	Special Integrated Law for a Life Free of Violence for Women ( <i>Ley Especial Integral para una Vida Libre de Violencia para las Mujeres</i> )
SENDAS	<i>Asociación Déjame Ayudarte, Sendas para la Mujer</i>
UNIMUJER	Specialized Institutional Unit for Attention to Women in Situations of Violence
USAID	United States Agency for International Development

# EXECUTIVE SUMMARY

In the third quarter of Fiscal Year (FY) 2015, the Justice Sector Strengthening Activity (JSSA) 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 counterparts, including the Executive Technical Unit of the Justice Sector Coordinating Commission, National Civilian Police, Supreme Court, Public Defender's Office, Attorney General's Office, and National Judicial Council as well as civil society organizations (CSOs) and other counterparts.

The JSSA advanced activities to strengthen justice sector operators' implementation of the Criminal Procedure Code by developing an information sharing protocol with the Executive Technical Unit, and working with judges and prosecutors to advance the drafting of an annotated Criminal Procedure Code. The JSSA also completed data analysis of several Criminal Procedure Code impact indicators with performance findings from 2013 and is preparing a presentation of these findings to the Justice Sector Coordinating Commission.

Further support was provided to justice sector training schools this period. In support of the Attorney General's Office, the JSSA helped establish a training school in Zaragoza which will serve the training needs of prosecutors from five departments – La Libertad, Cuscatlán, La Paz, San Vicente, and Cabañas – thereby extending national coverage. Also in coordination with the Director of the Attorney General's Office Training School, the JSSA began drafting a Training Policy Manual for prosecutors which will cover such topics as training fundamentals, courses and pre-requisites, training organization and logistics, and qualifications for trainers, as well as tools for registration of academic record. Additionally, various capacity-building workshops were held with prosecutors, public defenders, and judges to strengthen skills and knowledge related to management, trial proceedings, and gender-based violence, among other topics.

The JSSA increased the number of Joint Investigation Teams this period, establishing a Team in Zacatecoluca, La Paz. The Joint Manual of Investigative Procedures for the Attorney General's Office and National Civilian Police is now being utilized by ten Teams for case management. The Manual includes the general methodology for tracking cases of femicide, homicide, rape, and extortion, with uniform formats and an emphasis on the use of scientific evidence. The JSSA also advanced the establishment of an eleventh Joint Investigation Team this quarter in Cojutepeque, Cuscatlán, completing half of the required trainings on the Joint Manual of Investigative Procedures with relevant staff.

The Ministry of Justice and Public Security approved the National Civilian Police's Institutional Strategic Plan for 2015-2019 this quarter. The JSSA provided assistance with the production and distribution of 5,000 copies of the Plan to jurisdictions throughout the country.

The JSSA continued to provide technical assistance to 10 municipalities that are implementing the Community Policing Model, and began implementation of the Model in five new municipalities this quarter. Additionally, two new grants were awarded this quarter, one with the National Foundation for Development (FUNDE) to implement a training program on values and leadership in two Puerto de Libertad schools; and one with Cultural Association of Performing Arts (ESCENICA) to provide theater and dance classes aimed at violence prevention for youth in four different municipalities. The JSSA also completed the distribution of 22 sport equipment kits to be used by National Civilian Police officers during physical fitness classes and youth athletic leagues.

The JSSA began working with the Probitry Unit of the Supreme Court in the design of an awareness campaign to demand for transparency and promote denunciations of public corruption. As decided in coordination meetings, the JSSA will provide assistance with promotional materials including brochures, posters, and educational documents. As part of the advocacy strategy to promote the enactment of a new Illicit Enrichment Law, the JSSA implemented several public awareness and advocacy initiatives with the support of a civil society coalition, including workshops with key stakeholder groups and youth leaders.

Workplace environment assessments for the Evaluation and Selection Units of the National Judicial Council were finalized this quarter. Major findings of the assessment include the need for improved relationships and communication between different units as well as with other justice sector institutions, increased managerial capacity, and increased information and resource management. Technical assistance was provided to incorporate these recommendations into the National Judicial Council 2013-2017 Strategic Plan revision, the 2016 Work Plan, and into the risk management manual.

# RESUMEN EJECUTIVO

En el tercer trimestre del año fiscal 2015, el Proyecto de Fortalecimiento del Sector de Justicia (JSSA por su siglas en inglés) 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, 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.

El JSSA avanzó en las actividades para fortalecer a los operadores del Sector Justicia en la implementación del Código Procesal Penal, en este trimestre se desarrolló un Protocolo de Intercambio de Información con la Unidad Técnica Ejecutiva y se está trabajando con jueces y fiscales para avanzar en el desarrollo de la redacción de un Código Procesal Penal Comentado. El JSSA además completó el análisis de datos de varios indicadores de impacto del Código Procesal Penal correspondientes al año 2013 y se está preparando una presentación sobre éstos resultados a la Comisión Coordinadora.

Se brindó apoyo adicional a las Escuelas de Formación del Sector Justicia en este período. En apoyo a la Fiscalía General de la República, el JSSA apoyó para establecer una escuela de formación en Zaragoza que servirá para atender las necesidades de formación de los fiscales de cinco departamentos – La Libertad, Cuscatlán, La Paz, San Vicente y Cabañas – ampliando así la cobertura nacional. También en coordinación con la Directora de la Escuela de Formación de la Fiscalía General de la República, el JSSA inició la redacción de un Manual de Políticas de Formación para Fiscales, en el que se incluyen temas como: procedimientos de formación, cursos y pre-requisitos, organización y logística de la formación, perfil de formadores, etc., así como herramientas para el manejo del registro académico. Además, se llevaron a cabo diversos talleres de capacitación con los fiscales, defensores públicos y jueces para fortalecer las habilidades y conocimientos relacionados con la gestión, los procedimientos judiciales y la violencia de género, entre otros temas.

El JSSA incrementó el número de Equipos de Investigación Conjunta en este periodo, estableciendo un equipo in Zacatecoluca, La Paz. El Manual Único de Investigación de la Fiscalía General de la República y la Policía Nacional Civil, está siendo utilizado en el manejo de casos de los diez Equipos de Investigación Conjunta. El Manual incluye la metodología general para el seguimiento de casos de feminicidios, homicidios, violaciones y extorsiones con formatos estándares y con énfasis en el uso de evidencia científica. En este trimestre, el JSSA además avanzó en el establecimiento del undécimo Equipo de Investigación Conjunta en Cojutepeque, Cuscatlán, que ha completado la mitad de la formación requerida sobre el Manual Único de Investigación con personal clave.

El Ministerio de Justicia y Seguridad Pública aprobó el Plan Estratégico Institucional 2015-2019 de la Policía Nacional Civil en este trimestre. El JSSA brindó asistencia con la reproducción y distribución de 5,000 copias del Plan para las diferentes delegaciones a nivel nacional.

El JSSA continuó brindando asistencia técnica a los 10 municipios en los que ya se está implementando el Modelo de Policía Comunitaria, así como también inició la implementación del Modelo en cinco nuevas municipalidades este trimestre. Adicionalmente, dos nuevas pequeñas donaciones fueron adjudicadas este trimestre, una a la *Fundación para el Desarrollo* (FUNDE) para implementar un programa de formación sobre valores y liderazgo en dos escuelas del Puerto de la Libertad; y una con la *Asociación Cultural para las Artes Escénicas* (ESCENICA) para impartir clases de teatro y danza orientadas a prevenir la violencia, dirigidas a jóvenes de cuatro diferentes municipios. El JSSA también completó la distribución de 22 juegos de equipos de implementos deportivos para ser utilizados por los agentes de la Policía Nacional Civil durante clases de educación física y ligas atléticas con jóvenes.

El JSSA inició labores de trabajo con la Unidad de Probidad de la Corte Suprema de Justicia para ejecutar una campaña enfocada en promover una demanda de transparencia y denuncias de la corrupción pública. Según lo acordado en reuniones de coordinación, la JSSA proporcionará apoyo con materiales promocionales incluyendo folletos, carteles y documentos educativos. Como parte de la estrategia de promoción para impulsar la promulgación de una nueva Ley de Enriquecimiento Ilícito, el JSSA ha implementado una serie de iniciativas de sensibilización y promoción públicas con el apoyo de una coalición de la sociedad civil, incluidos talleres con grupos de interés claves y líderes juveniles.

Los diagnósticos sobre el Ambiente de Trabajo para las Unidades de Evaluación y Selección del Consejo Nacional de la Judicatura fueron finalizados en este trimestre. Los principales hallazgos de los diagnósticos incluyen la necesidad de: Mejorar las relaciones y la comunicación entre las distintas unidades, así como con otras instituciones del Sector Justicia, mejorar la capacidad de gestión, mejorar la gestión de la información y de los recursos. Se brindó asistencia técnica para incorporar estas recomendaciones en la revisión del Plan Estratégico del Consejo Nacional de la Judicatura 2013-2017, el Plan de Trabajo 2016, y en el manual de gestión de riesgos.

# 1.0 COMPONENT 1: CRIMINAL JUSTICE REFORM

## 1.1 SUB-COMPONENT 1.1: ELEVATING THE PROFESSIONAL STANDARDS OF JUSTICE SECTOR OPERATORS

### **Improving Coordination Measures and Capacities of Justice Sector Operators to Implement the Criminal Procedure Code**

During the previous quarter, the JSSA supported the validation and dissemination of the Executive Technical Unit's Strategic Plan that emphasizes the importance of improving inter-institutional coordination among justice sector operators in order to improve the implementation of criminal reform efforts. The JSSA also provided technical assistance to the Executive Technical Unit's Statistics Division to analyze 2013 data measuring the implementation of the Criminal Procedure Code. The purpose of this data 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 Executive Technical Unit's Statistics Division tracks seven indicators linked to various aspects of the Criminal Procedure Code as follows:

- 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.

During this quarter, the JSSA completed the final draft of a report that measures Criminal Procedure Code indicators for 2013; next quarter the JSSA will present the report to the Coordination Commission of the Executive Technical Unit. The report includes progress and observations related to Indicators 6, 7, and 9. Revision of other Criminal Procedure Code indicators is underway and will be presented to the Executive Technical Unit for approval when the final versions are complete.

Additional JSSA efforts to strengthen implementation of the Criminal Procedure Code include the development of an information sharing protocol to facilitate the exchange of justice sector statistics among justice sector operators. The objective of this initiative is to standardize procedures for information requests and data collection practices carried out by the Executive Technical Unit. During this quarter, the JSSA assisted the Executive Technical Unit in developing a draft information sharing protocol, which is being reviewed by data analysts from the justice sector institutions in order to be approved by the Coordinating Commission of the Executive Technical Unit.

The JSSA has been working with the Executive Technical Unit and the National Judicial Training School in the drafting of an annotated Criminal Procedure Code. This document will serve as an educational and reference tool for justice sector operators and private attorneys when dealing with criminal law cases. As part of this effort, the JSSA coordinated various working group meetings with judges, magistrates and prosecutors to redistribute drafting assignments for the remaining articles of the Criminal Procedure Code. As of the end of this reporting period, the drafting team has completed 281 of the 507 articles of the Code.

In collaboration with the Supreme Court of Justice, the JSSA is supporting the implementation of a pilot electronic notifications system. This initiative is intended to improve court procedures currently being carried out by process servers. The goal is to implement a system that modernizes court procedures in an efficient manner, while also addressing the safety concerns of process servers who are experiencing significant threats from gang members when carrying out their duties. The use of electronic notifications will have a positive impact on the efficiency of the justice system since cases are often delayed due to problems with notifications by the process servers. The electronic notifications system is currently being piloted in the Constitutional Chamber of the Supreme Court and some civil and administrative courts. Upon completion of the initial pilot phase, the Supreme Court will assess the feasibility of expanding the system to other court jurisdictions.

## **Strengthening of Training Schools**

Working closely with National Judicial Training School, the Public Defender's Office Training School and Attorney General's Office Training School, the JSSA conducted various workshops and trainings for justice sector operators this quarter, including:

- Management skills training for prosecutors focused on developing group management and leadership skills, thereby elevating of work standards for relevant Attorney General's Office personnel.

- Training on effective interventions for vulnerable groups directed to psychologists from the Attorney General’s Office and the Public Defender’s Office. This training focused on providing necessary psychological tools in order to better attend to victims from the most vulnerable groups and also to create synergies between the two institutions, increasing coordination and continuation for similar trainings.
- Trainings with the Attorney General’s Office on case theory, rules of evidence, interrogation techniques, objections, and oral trial skills with a focus on femicide. Members of the Specialized Unit for Crimes against Women participated in these trainings to increase prosecutorial ability to manage the investigation of cases and present them effectively during trial.
- Four trainings on gender-based violence with the aim of sensitizing prosecutors and doctors from the National Health Fund to issues related to these crimes. These trainings were provided to participants in the central and western regions of the country who work with victims of gender-based violence to increase their ability to effectively respond to these crimes and provide assistance to the victims.
- Four workshops on “Institutional Values and Service Excellence” for Attorney General’s Office staff to increase recognition and adherence to institutional norms, values, and procedures for effective service provision. Four additional workshops on this topic are scheduled for the next quarter.
- Two workshops focused on the application of the Special Integrated Law for Women to Live Free from Violence, one in Santa Ana and one in San Salvador. Public Defender’s Office staff attended these workshops for sensitization on gender-based violence issues and effective methods for responding to these crimes.
- A training on management skills for public defenders. The objective of this training is to increase standards and capacity among staff in the Public Defender’s Office to lead and manage teams.
- Two education development workshops with the Public Defender’s Office. With participation of staff from different levels and from three geographic regions of the country, the JSSA facilitated this workshop to begin drafting a training curriculum in a participatory manner.
- In coordination with the Advanced School of Economics and Business, a course on leadership and organizational change with directors and institutional trainers from the Public Defender’s Office and the Attorney General’s Office. This course gives the participants the knowledge and skills to replicate the material in other workshops for members of their respective institutions.



**Leadership and Organizational Change Course.**

- An inter-institutional training of trainers course with personnel from the Attorney General's Office, Public Defender's Office, Forensic Medicine Institute, National Civilian Police, and the Supreme Court to begin producing interdisciplinary teams and modules that are responsive to the training needs of the justice sector. Additionally, JSSA-trained trainers from the Public Defender's Office conducted various courses for public defenders related to women's rights, psychological reports with a gender perspective, and oral trial skills for objections and interrogations. Likewise, JSSA-trained Attorney General's Office trainers conducted courses focused on femicide investigations, the Special Integrated Law for Women to Live Free from Violence, and processing crime scenes for prosecutors and National Civilian Police investigators who form part of the specialized unit for crimes against women.

Also in support of the training schools this quarter, the JSSA provided technical assistance to design an instructional module, following the guidelines of the Inter-American System of Women's Human Rights, for prosecutors, public defenders, and other justice sector operators on the following topics: theory of the crime, designated crimes in the Special Integrated Law for Women to Live Free from Violence, and vocational rehabilitation.

In support of the Attorney General's Office, the Project helped establish a new training school facility in Zaragoza. The JSSA provided furniture and equipment to ensure the school is now prepared to serve the training needs of prosecutors from five departments (La Libertad, Cuscatlán, La Paz, San Vicente, and Cabañas). With the establishment of the facility in Zaragoza, the JSSA completes the Attorney General's Office's expansion plan to provide national coverage for all prosecutors.

In coordination with the Attorney General's Office Training School, the JSSA began drafting a Training Policy Manual for prosecutors. The eight chapters identified to be included in the document are an introduction, the institutional framework, training fundamentals, training organization and logistics, training of trainers, training evaluation, rights and responsibilities of trainers and participants, and an academic registrar outlining necessary courses and prerequisites. The JSSA expects to complete the Manual during the next quarter.

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

This quarter the JSSA established the tenth Joint Investigation Team in Zacatecoluca, La Paz. As part of this effort, the JSSA 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/manual is to establish a framework for mutual collaboration in criminal investigations. Additionally, all ten Joint Investigation Teams are now using the Uniform Investigation Manual for the Attorney General's Office and National Civilian Police for case management.

The JSSA also began forming a Joint Investigation Team in Cojutepeque, Cuscatlán this quarter, completing half of the required trainings on the Joint Manual of Investigative Procedures with relevant staff. The Joint Manual of Investigative Procedures includes the general methodology for tracking cases of femicide, homicide, rape, and extortion with uniform formats. The JSSA also worked with

criminal analysts to develop electronic case forms for integration in a shared database that will allow the institutions to track and identify criminal and victim profiles. It is expected that National Civilian Police will finish reviewing and approve the electronic form during the next quarter.

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

### **National Civilian Police**

This quarter, the Ministry of Justice and Public Security approved the National Civilian Police's Institutional Strategic Plan for 2015-2019. The JSSA provided technical assistance for the development of the Plan in past quarters and continued support this period by producing 5,000 copies of the Plan for distribution to National Civilian Police jurisdictions throughout the country.



To further modernize National Civilian Police procedures, the JSSA provided extensive technical assistance to the Operations and Services Center, which is the unit primarily responsible for data collection and management activities in the Police. Among other things, a rapid assessment of information management practices at the National Civilian Police conducted by the JSSA revealed the following: data reliability issues due to inadequate reporting practices at the police station level; inefficient data

collection and information sharing activities; extensive time spent by data analysts responding to administrative information requests; and existence of multiple policy directives tasking different police units/divisions with similar responsibilities without proper coordination and unclear lines of command. These inefficient practices resulted in the duplication of information management activities, poor data collection and inadequate data analysis. Consequently, the JSSA provided technical assistance to the National Civilian Police that led to the restructuring of the Operations and Services Center, which now has been renamed as the Police Information and Statistics Center. The design of the new Police Information and Statistics Center takes into account the weaknesses previously described and will report directly to the Deputy Director of the National Civilian Police. In order to raise awareness of the new Police Information and Statistics Center, the JSSA assisted in the development of a dissemination and training plan describing the new roles, responsibilities and procedures associated with the Center.

## Public Defender's Office

Institutional strengthening of the Public Defender's Office this quarter included the delivery of office and information technology equipment to the Sentence Execution Stage Unit to assist public defenders in case management and monitoring. This equipment will be distributed among 18 Public Defender's Offices nationwide and represents an investment of \$46,681. Also during this quarter the JSSA conducted a workshop with the Public Defender's Office to train public defenders in the new Criminal Public Defense Pilot Information System, which will promote resource sharing and optimization to make sentencing procedures more efficient. An additional workshop was held for trainers from the Public Defender's Office Training School to standardize and approve the procedures for its staff to provide services, with a gender perspective, during trial and sentencing phases.

## Judicial Branch

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

To date, the Project has established six 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, the Ahuachapán Public Defender's Office, and the Santa Ana Attorney General's Office. The fifth and sixth of these (in Ahuachapán and Santa Ana) were inaugurated this quarter. Continuing with this assistance, plans for the seventh assistance center to be funded by the JSSA in the Zaragoza Attorney General's Office were initiated during this reporting period. Personnel who will work with the new victim's assistance center (including prosecutors, National Civilian Police investigators, a medic, and a child psychologist) received training in various subjects such as crime theory with a gender perspective, case theory, gender-based violence, and victim's assistance. The victims' assistance center in Zaragoza will begin operating in the next reporting period.



**Inauguration of Victims' Assistance Centers in the Santa Ana Attorney General's Office (left) and the Ahuachapán Public Defender's Office (right).**

In efforts to further strengthen the sustainability plan for the victim's assistance center in Chalatenango, the Project held three workshops with the local Gender Working Group to finalize victim assistance procedures and revise the content of an agreement with the Ministry of Health to provide a full-time victim's assistance doctor.

Representatives from the Attorney General's Office, Public Defender's Office, Salvadoran Institute for Women's Development, *Fundación la Niñez Primero*, *Asociación Déjame Ayudarte-SENDAS para la Mujer* (SENDAS), National Health Fund, Forensic Medicine Institute, and the Ministry of Health met twice this quarter with the Supreme Court's evaluation committee to discuss the alarm system to be used in case tracking, as well as the evaluation of the integration plan of the system in the victim's assistance centers. Several victims' assistance centers received a presentation from Supreme Court staff on this alarm system, which will aid in tracking the number and severity of cases from individual victims. With this system in place, judges will be better able to assess the risk faced by domestic violence victims in order to avoid further harm to the victim. The JSSA will continue to facilitate coordination and assistance during the system's implementation.

The operations of the Rape Crisis Center in Cojutepeque advanced this quarter with the support of a psychologist from sub-grantee SENDAS. The psychologist provides victims who come to the Rape Crisis Center with psychological support and therapy while collaborating with the Forensic Medicine Institute in the investigation. The Rape Crisis Center in Cojutepeque also conducted the first victims' support group meetings and provided self-care workshops with the prosecutors and forensic staff involved in these cases.

The JSSA made progress with its plans to establish a Rape Crisis Center in the San Miguel Forensic Medicine Institute. Working closely with the President of the Criminal Chamber of the Supreme Court and the Chief Doctor of the San Miguel Forensic Medicine Institute, the JSSA developed a design plan to remodel the physical space available to establish the center. The new Rape Crisis Center will open next quarter after receiving equipment and training for its staff.

This quarter, the Supreme Court agreed to support the implementation of a new Master's degree program for forensic doctors, which will train doctors in forensic standards, basic crime criteria, and expert testimony so that they may become "permanent experts" of the Supreme Court, as required by Article 226 of the Criminal Procedure Code. After the Ministries of Health and Education and the National University of El Salvador certify the academic program, the JSSA will provide assistance to implement the program.

The JSSA also provided equipment and site rehabilitation for the opening of two Gesell Chambers this quarter in the Ilobasco Judicial Center and in the Santa Ana Attorney General's Office. This investment will provide adequate space and resources for judges and prosecutors to collect victim statements during the criminal investigation procedure. The inauguration of the Gesell Chamber in Ilobasco was attended by the President of the Supreme Court, local authorities, and USAID representatives. In the coming quarter, the JSSA will help establish an additional Gesell Chamber in the Zaragoza Attorney General's Office.

To date, the Project has worked closely with the National Civilian Police, justice sector institutions, and civil society organizations to establish seven Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs), located in Apopa, Sensuntepeque, Chalchuapa, Jiquilisco, Cara Sucia, Chalatenango, and San Opico. The seventh UNIMUJER in San Juan Opico became operational this quarter, receiving equipment, space rehabilitation, and opening on June 30. Plans for the opening of the eighth and ninth UNIMUJERs are underway with the municipalities of Aguilares and Conchagua, respectively, for the next quarter. The JSSA also held inter-institutional coordination workshops between the UNIMUJERs in Apopa, Chalchuapa, Jiquilisco, and Cara Sucia in collaboration with the National Civilian Police, Attorney General's Office, local government, and Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA) representatives, among others, with the goal of increasing the impact and gender focus of the Community Policing Model.

In coordination with the CSO *Colectiva Feminista* and other justice sector institutions, the JSSA held trainings for personnel who will staff UNIMUJERs. Among these trainings was a workshop on temporary shelter for victims of domestic violence. Women police officers also participated in a workshop to develop a needs assessment for training on gender and care for women victims.

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

This quarter the Project held a workshop with Supreme Court personnel from the Juvenile Justice Office to develop a manual on restorative justice strategies, systemized procedures, and an implementation plan. A final workshop will be held in the next quarter to finalize the manual. An additional workshop was held this quarter to receive comments and inputs on the strategic implementation of juvenile justice pilot programs addressing the procedures and standards contained in the manual. This workshop benefited from inter-institutional participation from juvenile court judges, prosecutors, public defenders, ISNA coordinators, Supreme Court administrators, representatives from the Ministry of Justice and Security, local government officials, and National Civilian Police representatives. Geographically, these participants represented viewpoints from different municipalities including San Salvador, Santa Ana, Santa Tecla, and Ayutuxtepeque.

Other efforts to strengthen juvenile justice administration during the reporting period include trainings for the multidisciplinary teams of judges, prosecutors, public defenders, technical administrators, and other justice sector operators. These trainings covered the phenomenon of juvenile delinquency, forensics, and psychologic testimony during cases involving children and youth. The participants gained understanding on the



special factors involved in juvenile justice, including difficulties faced and the types of intervention needed with juvenile victims.

## **Improved Criminal Court Administration**

Related to the improvement of criminal court administration, the JSSA worked with the Forensic Medicine Institute in San Miguel to advance the opening of a User's Attention Center that will be operational in the next quarter. The first delivery of equipment and furnishings took place in June of this quarter. Additionally, coordination meetings with officials in San Francisco Gotera, Sonsonate, and Ahuachapán continued to advance the establishment of User's Attention Centers in these municipalities. The JSSA is awaiting authorization from the Administrative Department of the Supreme Court to begin remodeling activities at these locations.

During this quarter, representatives from the Process Distribution Offices and system administrators from the Supreme Court approved manuals outlining the organizational structure, work processes and responsibilities, and administrative tools for the Process Distribution Office. The jurisdictions of San Miguel, San Salvador, Santa Tecla, and Santa Ana were represented in this validation workshop. These manuals will be used in the new Process Distribution Offices, which the Supreme Court proposed be opened in San Vicente and Sonsonate. This quarter the Supreme Court began the assignment of personnel and space for the new offices. The establishment of Process Distribution Offices include a computerized case-distribution system that centralizes case reception functions in one office and assigns judicial cases in a random and equitable manner. These offices are important to properly distribute caseloads among judges and preventing attorneys from "shopping" for a specific judge. The Process Distribution Offices contribute to reduce corruption and increase transparency.

In furtherance of project efforts to strengthen judicial court administration, the JSSA worked with the Judicial Training School and the Supreme Court to develop the call for participation in a Model Court for the 15 Justices of the Peace in Isidro Menéndez. The Model Court will aim to build courtroom management skills and good practices. The project also held a six-day workshop this quarter with Supreme Court management personnel to impart skills to improve user services and strengthen administration capacity in the Court.

## **Strengthening the Forensic Medicine Institute**

Regarding administration improvement of the Forensic Medicine Institute, the update to the Forensic Medicine Institute's Strategic Plan was finalized this quarter. The final document, including findings from the 2011-2014 implementation period, was presented to various justice sector officials and the Director of the Forensic Medicine Institute, who subsequently approved the document.

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

**Capacity-Building Initiatives.** The JSSA continued to provide technical assistance to ten municipalities that are implementing the Community Policing Model, as well as began implementing the Model in five new municipalities (Ciudad Arce, San Juan Opico, Cuscatancingo, Tecoluca, and

Conchagua) this quarter. The project provide support in areas such as community integration, community policing assessments and planning, and monthly reporting that will serve as justification for permanent technical assistance.

In these municipalities, the JSSA also distributed 7,000 community policing assessment forms to guide police officers in the accurate completion of assessments. These assessments will be used in planning and mitigating risks to the successful implementation of the Community Policing Model in the municipalities. The assessments also serve to identify priority areas of intervention by the Municipal Crime Prevention Committees.

The JSSA provided technical assistance in planning and capacity-building for the Community Policing Model. Community policing operational plans were completed in Ciudad Barrios, Jiquilisco, and Chalchuapa this quarter and a total of 32 meetings were held with officials and community representatives regarding the implementation and monitoring of Crime Prevention/Security Enforcement Action Plans.

To promote the sustainability of the Community Policing Model, the JSSA worked with the National Civilian Police Secretary for Community Relations to implement a training on the basics of community policing for operational and administrative staff from different levels of the National Civilian Police. Furthermore, the JSSA conducted trainings in Chalchuapa, Cara Sucia, Suchitoto, Ilobasco, and Puerto de La Libertad on topics such as group management, step-by-step investigation, public speaking, participative methodology for working with children and youth, community policing philosophy, community policing assessments, and violence prevention.

**Community Outreach.** The JSSA awarded two grants to strengthen the Community Policing Model this quarter. These include a grant agreement with the National Foundation for Development (FUNDE) for the implementation of a training program on values and leadership in two Puerto de Libertad schools, one in Playa San Diego and one in Cangrejera. A total of 80 students are enrolled in the programs, along with six police officers who will be trained to replicate the course in other schools. Classes began on May 20 in both schools.



**Community Policing outreach activities.**

The JSSA also signed an agreement with the *Asociación Cultural para las Artes Escénicas* (ESCENICA) this quarter to provide theatre and dance classes aimed at violence prevention for youth in Jiquilisco, San Luis la Herradura, Chalchuapa, and Ilobasco. ESCENICA will reach approximately 500 public school children over the course of five months, with the first classes beginning in July. The National Civilian Police is also cooperating to ensure officer presence during the activities to promote program sustainability and improve police perception among the youth.

## COMMUNITY POLICING OUTREACH PROJECT

### Student becomes the Teacher

In her first classes with the Indigo Art Project in Chalchuapa, Karla Cardona stood out as one of the most skilled and dedicated students. During a workshop with students in the Dr. Ranulfo Castro school center from April 27 to May 8, Karla was given the opportunity to use what she had learned by serving as a trainer. Accompanied by two National Civilian Police officers, Karla conducted afternoon sessions with students, embracing this chance for professional growth and even receiving her first paycheck.

***“(The workshops) have helped me find my interests, to keep changing as a person to find my dreams, and to never give up.”***

- Student participant in the Telpochtli Yauitl Indigo Art Project workshops

Additionally, the JSSA-supported entrepreneurial program entitled the Indigo Project in Chalchuapa was completed this quarter. The approximately 205 youth beneficiaries (117 girls and 88 boys) learned dyeing art techniques and participated in a range of workshops including business planning and crime prevention. The Indigo Project also donated resources to the National Civilian Police for community policing activities. Police officers in Apopa, Ilobasco, Suchitoto, Jiquilisco, Chalchuapa, San Luis la Herradura, and Olocuilta who will participate in athletic leagues and teach physical fitness in schools received 22 equipment kits containing stopwatches, whistles, hula hoops, cones, and jump ropes, among other sports gear.

With the aim of collecting information and improving the implementation of the Community Policing Model based on experience, the JSSA worked with the Community Relations Secretary on the development and distribution of a standard monthly reporting template form to be used by police delegations implementing the Community Policing Model. This form will serve to monitor and evaluate performance of the model.

Also with the objective of measuring the impact of the Community Policing Model, the JSSA’s subcontractor Analitika conducted baseline studies in Conchagua, Ciudad Arce, Tecoluca, Cuscatancingo, and Opico, as well as follow-up assessments in ten other municipalities are planned to be conducted during the next quarter. These studies are primarily focused on public perception of the Police before and after implementing the Community Policing Model.

# 2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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

This quarter the Probity Unit requested JSSA support for the campaign entitled “Probity in Public Service,” which will be directed at all public sector servants and will seek to promote and demand transparency and denunciations of public corruption. The JSSA will provide assistance through promotional materials including brochures, posters, and educational documents. In addition, the Probity Unit will provide domain space for a website ([www.consultaprobidad.info](http://www.consultaprobidad.info)) in which users can submit documents electronically and track statistics, among other features.

Public servants may also use the site for patrimony declarations and other legal documents, increasing the efficiency and transparency with which they are delivered. Nearly 400 officials from public and municipal institutions will receive training in subsequent quarters on the use of the electronic system.

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

The JSSA continues to provide support to the National Judicial Council to strengthen its evaluation and judicial selection systems. This quarter the JSSA-supported workplace environment assessments for the council’s Evaluation and Selection Units were finalized. Major findings of the assessment include the need for improved relationships and communication between different units (as well as with other justice sector institutions), increased managerial capacity, and increased information and resource management. Technical assistance was provided to incorporate these recommendations into the National Judicial Council’s 2013-2017 Strategic Plan revision, 2016 Work Plan, and risk management manual.

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. The JSSA finished phase one of the Continuing Education Program last quarter and advanced phase two this quarter with a series of courses and conferences in San Salvador. Topics included public administration crimes, inter-institutional analysis of juvenile justice training needs, constitutional principles, and judicial crime theory.

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



***Judicial Management Training Program.***

In collaboration with the Judicial Training School, the JSSA began a Judicial Management Training Program this quarter, with courses focused on process modernization. Participants were from all levels and varying offices of the judiciary. The Project also started an assessment on the administrative organization of the Supreme Court, which will serve to facilitate future changes and decisions regarding its structure.

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

Based on the assessment completed in the previous reporting period to determine civil society organizations interested in creating and/or strengthening judicial observatories, four civil society organizations were identified this quarter to receive project support: SENDAS, the Salvadoran Foundation for Economic and Social Development (FUSADES), the Democracy, Transparency and Justice Foundation (DTJ), and *Fundación Iris*. As part of this effort, the JSSA provided technical assistance to SENDAS for the development of a strategic institutional communication plan and a victim's assistance manual. These documents will be completed during the next quarter.

As part of the advocacy strategy to promote the enactment of a new Illicit Enrichment Law, the JSSA continued to support the Illicit Enrichment Law Civil Society Coalition in the implementation of an advocacy campaign to enact a new Law. Among other activities, the Coalition held a press conference and workshop to promote the draft law prepared by the Civil Society Coalition. The 45 attendees at the press conference included coalition members and journalists. The Coalition also carried out an event following the press conference to raise awareness about the draft law; 75 participants attended, including magistrates from the Supreme Court of Justice, members of the National Judicial Council, and commissioners of the Institute for Access to Public Information.

The Civil Society Coalition also has reached out to Salvadoran youth leaders for support. In this context, the JSSA assisted the Coalition in the implementation of a forum entitled Youth Demanding Government Integrity in San Salvador. Fifty youth leaders attended the forum with the goal of learning about and advocating for the new Law. The advocacy campaign also has gained support in social



**Twitter posts about the draft Illicit Enrichment Law.**

media, significantly increasing the number of fans on Facebook, as well as increasing the number of followers on the Coalition's Twitter account.

During this quarter, advocacy efforts by the Illicit Enrichment Law Civil Society Coalition have been very successful in the National Assembly. For example, representatives of the ARENA political party officially introduced the draft law promoted by the Illicit Enrichment Law Civil Society Coalition to committee in the National Assembly for analysis and discussion. The draft law was accepted and a special committee is will discuss it during the next quarter.

During this quarter, the JSSA concluded the grant award process to issue a grant to FUSADES to help strengthen citizen oversight of the judiciary, facilitate public access to information, and increase understanding of the roles and responsibilities of the judiciary among citizens. The JSSA expects to begin implementation of this grant during the next reporting period upon receiving grant approval from USAID.

As discussed in the subcomponents above, the JSSA progressed in the implementation of its small grants program. The following grants are currently under implementation by the JSSA:

<b>Organization: <i>Asociación Déjame Ayudarte, Sendas para la Mujer (SENDAS)</i></b>		<b>Amount: \$29,412.60</b>
<b>Name of Project</b>	Implementation of a Rape Crisis Center in the Attorney General's Office's in Cojutepeque, Cuscatlán, 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 municipality of Cojutepeque. The grant will also provide institutional strengthening assistance to SENDAS in the areas of strategic planning, volunteerism, and fundraising.	
<b>Status</b>	<p>Awarded – Implementation period from 3/18/15 to 3/3/16.</p> <p>Area of institutional strengthening: Consultants have been hired in the area of strategic planning and institutional communication, including a consultant specialized in the area of attention to victims who is helping in the elaboration of a manual. Internal meetings have been held to coordinate the work of the consultants with members of SENDAS and final products are expected to be completed during the next quarter.</p> <p>Technical assistance to the Rape Crisis Center in the Cojutepeque Attorney General's Office: The psychologist hired by SENDAS is providing assistance to victims and their relatives. Moreover, therapy groups have been formed and self-help groups for prosecutors are taking place. JSSA support related to the hiring of the psychologist is 50% completed, after which the Cojutepeque Attorney General's Office will provide a psychologist. However, SENDAS will still continue to supervise the therapy sessions and provide follow up on the activities in the Cojutepeque Rape Crisis Center.</p>	
<b>Report</b>	The first quarter progress report is due on July 1.	

<b>Organization: <i>Fundación Nacional para el Desarrollo (FUNDE)</i></b>		<b>Amount: \$19,991.00</b>
<b>Name of Project</b>	Strengthening of the capacities of children and youth in public schools in the district of Puerto de la Libertad, La Libertad, in order to improve relations with the National Civilian Police.	
<b>Objective</b>	To give workshops on leadership skills and citizen values to children and youth of two public schools in the district of Puerto de la Libertad. This program will be developed and implemented with the help of the Community Police in view of reducing and preventing violence in their communities.	
<b>Status</b>	<p>Awarded – Implementation period from 5/5/2015 to 12/4/2015.</p> <p>Implementation of the program workshops started on May 20. Approximately 80 students have enrolled in the lectures. These workshops are accompanied by approximately six police officers.</p>	

<b>Report</b>	Not applicable during this reporting period. 40% of the total amount of the grant was disbursed to FUNDE upon delivery and approval of the first milestone.
<hr/>	
<b>Organization: <i>Asociación Cultural para las Artes Escénicas (ESCENICA)</i></b>	
<b>Amount: \$63,979.00</b>	
<b>Name of Project</b>	Strengthening of the Community Policing Model in the area of violence prevention with youth and children.
<b>Objective</b>	To provide support for the effective implementation of the Community Policing Model in the municipalities of Jiquilisco, San Luis La Herradura, Chalchuapa, and Ilobasco. In particular, the Grantee will carry out activities to prevent and reduce violence by conducting dance and drama workshops for approximately 500 children and youth attending public schools in the aforementioned municipalities. This program will be developed and executed in coordination with the National Civilian Police.
<b>Status</b>	Awarded –Implementation period from 6/26/15 to 11/25/15.  Coordination meetings are currently being held with the National Civilian Police, ESCENICA and Crime Prevention Committees of the different municipalities in order to initiate the workshops in the middle of July.
<b>Report</b>	Not applicable during this reporting period. 30% of the total amount of the grant was disbursed upon delivery and approval of the first milestone.

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

<b>Organization: <i>Fundación para el Desarrollo Económico y Social (FUSADES)</i></b>	
<b>Amount: \$74,984.43</b>	
<b>Name of Project</b>	Strengthening of citizen oversight spaces of the judiciary and analysis of rulings issued by the Constitutional Chamber of the Supreme Court.
<b>Objective</b>	FUSADES will strengthen its Judicial Observatory so that Salvadoran citizens will better understand and be aware of judicial proceedings and functions of the judicial system. FUSADES will also promote citizen oversight and advocacy through research by conducting studies of key recent rulings issued by the Constitutional Chamber of the Supreme Court, particularly the rulings concerning the selection of magistrates to the Supreme Court and the right of Salvadoran citizens to vote across party lines.
<b>Status</b>	Negotiation process has finished. Grant documents were sent to USAID for approval.
<b>Report</b>	N/A

# 4.0 MONITORING AND EVALUATION

This section describes activities and achievements corresponding to JSSA indicators 1, 4, 5, 12, 14, 16, 23, and 25, which reported advances in the third quarter of FY 2015.

## **Indicator 1: Number of justice sector personnel that received United States Government (USG) training**

The following numbers of justice sector personnel were trained from October 2014 through June 2015:

**Target FY 2015: 1,980**

<b>Number of Justice Sector Personnel that Received USG Training</b>			
<b>Justice Sector Institution</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Attorney General's Office	89	123	212
Public Defender's Office	111	223	334
Supreme Court	322	378	700
National Academy of Public Security	119	39	158
Forensic Medicine Institute	5	5	10
Ministry of Justice and Public Security	1	1	2
National Judicial Council	22	13	35
National Civilian Police	580	157	737
<b>Total</b>	<b>1,249</b>	<b>939</b>	<b>2,188</b>

The number of people trained is expected to continue to increase in the next quarter based on planned training activities.

## **Indicator 4: Number of new victims' assistance centers established**

During FY 2015, the project has established 16 new victims' assistance centers, distributed as follows:

## Victims Assistance Centers Established

Fiscal Year	Target	Centers Established
2015	Domestic Violence Initiative: 2	Domestic Violence Initiative: 3
	Rape Crisis Center: 1	Rape Crisis Center: 2
	UNIMUJER: 5	UNIMUJER: 3
	Play Therapy Center: 2	Play Therapy Center: 8
	<b>Total: 10</b>	<b>Total: 16</b>

Of the centers listed in the table, the following were established during this reporting period: two Domestic Violence Initiatives, one UNIMUJER, and two play therapy centers.

### Indicator 5: Number of people reached by USG funded intervention providing gender based violence services

From October 2014 to June 2015, the following number of victims of gender-based violence were reached by project interventions:

**Target FY 2015: 7,450**

Victims Attended, October 2014 – June 2015			
	Male	Female	Total
Minors	892	1,399	2,291
Adults	181	2,239	2,420
<b>Total</b>	<b>1,073</b>	<b>3,638</b>	<b>4,711</b>

During the current reporting period, the following number of victims of gender-based violence were reached by project interventions:

Victims Attended, April – June 2015			
	Male	Female	Total
Minors	265	425	690
Adults	45	820	865
<b>Grand Total</b>	<b>310</b>	<b>1,245</b>	<b>1,555</b>

### **Indicator 12: Number of targeted jurisdictions implementing new protocols/procedures for processing serious crimes**

During FY 2015, the JSSA has established five Joint Investigation Teams. The fifth of these, which is located in the department of La Paz, was opened this quarter.

<b>Joint Investigation Teams</b>			
<b>Fiscal Year</b>	<b>Target</b>	<b>Established</b>	<b>Jurisdiction</b>
2015	8	5	Santa Ana
			Chalchuapa
			Ahuchapán
			Sonsonate
			La Paz

### **Indicator 14. Number of new municipalities implementing the Community Policing Program**

During this period the JSSA began implementing the Community Policing Model in five new municipalities, as planned for FY 2015.

<b>Municipalities Implementing the Community Policing Model</b>			
<b>Fiscal Year</b>	<b>Target</b>	<b>Implemented</b>	<b>Municipality</b>
2015	5	5	Ciudad Arce
			San Juan Opico
			Cuscatancingo
			Tecoluca
			Conchagua

### **Indicator 16: Benchmark scale measure of revised and updated Illicit Enrichment Law legal framework progress**

Five benchmarks were established for the revision and updating of the Illicit Enrichment Law: 1) Assessment; 2) Socialization; 3) Development of a draft law; 4) Validation; and 5) Proposal. For FY 2015, the goal was to conclude the third and fourth benchmarks. The JSSA has exceeded this goal, given that the fifth and final benchmark was reached. In May the Illicit Enrichment Law Civil Society Coalition presented the draft law in the National Assembly, where it is currently being considered.

### **Indicator 23: Number of government officials that received transparency/anti-corruption training**

From October 2014 to the present, the JSSA has trained 144 justice sector operators and public servants on transparency, anti-corruption, the Illicit Enrichment Law as a tool to prevent corruption, the Judicial Ethics system, and crimes against public administration.

**Target FY 2015: 50**

<b>Government Officials Receiving Transparency/Anti-Corruption Training</b>			
<b>Justice Sector Institution</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Attorney General's Office	1	1	2
Public Defender's Office	20	12	32
Supreme Court	47	36	83
Municipalities	2	0	2
National Assembly	0	1	1
Executive Branch	6	5	11
Government Ethics Tribunal	3	1	4
National Judicial Council	8	1	9
<b>Total</b>	<b>87</b>	<b>57</b>	<b>144</b>

The number of people trained is expected to continue to increase in the next quarter based on planned training activities.

### **Indicator 25: Number of CSOs receiving USG assistance engaged in advocacy interventions**

**Target FY 2015: 6**

To date the JSSA has given grants to three organizations: SENDAS, ESCENICA, and FUNDE. The grants are described in more detail in Section 3.0 above.

**JSSA WORK PLAN**

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

Justice Sector Strengthening Activity (JSSA) 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.								85%	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.								60%	
1.1A.7 Provide technical assistance and training to professional staff responsible for generating institutional statistical data at key justice sector institutions.								5%	New Work Plan FY 2015 (WP2015) activity.
1.1A.8 Assist in developing inter-institutional protocols for sharing information within the justice sector.								50%	
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).								70%	
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.

Justice Sector Strengthening Activity (JSSA) 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.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.
1.1A.15.1 If deemed feasible, assist in implementing an electronic notification pilot program in the SC during the base period.								20%	
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.								90%	
1.1A.16.1 Support AGO Training School courses on themes including case theory, pleas, interrogations and objections, and rules of evidence.								80%	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.								55%	
1.1A.16.3 Provide three courses on gender sensitivity and four self help workshops for prosecutors.								90%	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.								70%	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.								60%	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.								50%	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.								95%	
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.								30%	
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.								50%	

Justice Sector Strengthening Activity (JSSA) 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>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.								45%	
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.
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.								30%	
<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.								70%	
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).								70%	
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</i> - UCATI).								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.

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	QTR 1	QTR 2	QTR 3	QTR 4					
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.
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.								100%	Activity completed in Q3 FY 2015.
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.								65%	
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.								55%	
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%	

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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.								80%	
1.2.17 Provide technical assistance in the modernization of processes/procedures in the Planning Unit.								70%	
1.2.18 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction.								45%	
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.								65%	
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.								35%	
<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).								100%	Activity completed in Q3 FY 2015.
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).								50%	
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.								40%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.32 Provide technical assistance to JSSA counterparts in developing and implementing a sustainability and dissemination plan for the DVIs, play therapy centers and RCCs.								50%	
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%	Activity completed in Q2 FY 2015.
1.2.37 Assist in the establishment of 3 Gesell Chambers in SC facilities, including equipping a play therapy center at each location.								70%	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.								55%	
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.								45%	
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.								30%	New FY 2015 activity.
1.2.42 Provide technical assistance in implementing the Restorative Justice Manual.								60%	
1.2.43 Continue to provide support to strengthen the Restorative Justice Roundtable.								35%	
1.2.44 Provide support to the Specialized Juvenile Justice Training Program in the SC Juvenile Justice Office.								70%	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.								20%	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.								35%	
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.								5%	

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	QTR 1	QTR 2	QTR 3	QTR 4					
1.2.49 Assist in establishing 3 new ODPs during the option years.								65%	
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.								20%	New WP2015 activity.
<b>Strengthening the IML</b>									
1.2.52 Provide technical assistance to update the IML's Strategic Plan.								100%	
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.								20%	
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.								10%	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.								100%	Activity completed in Q3 FY 2015.
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.								25%	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.								45%	
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.								50%	
1.3.8 Conduct relevant training and outreach activities in each CP community.								50%	

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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.								50%	
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.								50%	
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.								50%	
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.								60%	
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.								60%	
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.								55%	
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).								90%	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.								50%	
<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%	

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2.1A.2.1 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations.								100%	Activity completed in FY 2014.
2.1A.3 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes.								100%	Activity completed in FY 2014.
2.1A.4 Conduct an assessment of the Probity Law reform efforts, with the objective of amending/replacing the Probity Law with stronger legislation to improve the monitoring, investigation, and enforcement mechanisms.								100%	Activity completed in FY 2014.
2.1A.5 Provide technical assistance for the development, discussion and validation of the draft Probity Law.								100%	New WP2015. Activity completed In Q1 FY 2015.
2.1A.6 Provide training to staff from the IU and other related institutions according to their needs.								30%	New WP2015 activity initiated in FY 2014.
2.1A.7 Support the IU in the design and printing of educational materials and promotional items to increase the visibility of the IU's work.								10%	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.								45%	
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.								0%	
2.2.4 Develop, publish and distribute training manuals and materials.								30%	

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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.								75%	New WP2015 activity.
2.2.7 Provide assistance in the development of a mapping process for the Evaluation and Selection Units.								90%	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.								10%	New WP2015 activity.
2.2.9 Support the development of an administrative and economic feasibility study to accredit the JTS as an institute of superior education.								80%	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> .								25%	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.								70%	
2.2.13 Support the implementation of training programs/courses for justice sector institutions and private attorneys in collaboration with local universities.								20%	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.								20%	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.								5%	
<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.

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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.								25%	
<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 JSSA (Access to Information Law, Illicit Enrichment Law, judicial performance reviews).								80%	
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.								20%	
3A.4 Develop and implement an action plan with CSOs to define concrete strategies to increase citizen participation.								35%	
3A.5 Create/strengthen judicial observatories and other major CSOs working on justice and transparency issues.								40%	
3A.6 Assist CSOs in conducting investigations and analyzing important themes in criminal justice, judicial independence, legal reform and transparency, among others.								10%	
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.								5%	
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.								25%	
<b>Host Country Ownership (3B)</b>									
3B.1 Design a feasibility study of possible methods for USAID/EI Salvador to engage directly with the Government of El Salvador (GOES) in future projects.								100%	Activity completed in Q2 FY 2015.

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3B.2 Conduct an assessment of the management capacities of key JSSA 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.								25%	

**U.S. Agency for International Development**

El Salvador

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