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# JUSTICE SECTOR STRENGTHENING ACTIVITY

ANNUAL REPORT  
(OCTOBER 1, 2014 – SEPTEMBER 30, 2015)

October 20, 2015

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## **ANNUAL REPORT**

**(October 1, 2014 – September 30, 2015)**

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**October 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

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
ISD	Social Democracy Initiative ( <i>Iniciativa Social para la Democracia</i> )
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
RFA	Request for Applications
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

During Fiscal Year (FY) 2015, the Justice Sector Strengthening Activity (JSSA or Project) 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, Forensic Medicine Institute and National Judicial Council, as well as civil society organizations and other counterparts.

The FY2015 Annual Report highlights advances made from October 2014 through September 2015. During this time period the Project carried out a range of activities to strengthen the criminal justice system, boost judicial transparency, forge inter-institutional links and fortify the relationship between civil society and justice sector institutions.

This year the Project provided technical assistance to finalize the Executive Technical Unit's five-year Institutional Strategic Plan. Also in coordination with the Executive Technical Unit, the Project continued to support monitoring of the implementation of the Criminal Procedure Code, as well as drafting of an Annotated Criminal Procedure Code to serve as an educational reference for justice sector operators.

In the Project's support to training schools, a key achievement this year was the opening of a third new training school facility in Zaragoza, which was beyond the Project's established goals. With the opening of the new facility, the Attorney General's Office now has national coverage of training schools. The Project also finalized the design of basic studies programs for the Attorney General's Office and the Public Defender's Office.

With the goal of improving criminal investigations, the JSSA established Joint Attorney General's Office/National Civilian Police Investigation Teams to coordinate investigation processes. Preparations are on track to have a Joint Investigation Team operational in every department in the country by FY2016. Also in coordination with the National Civilian Police, the JSSA supported the restructuring of what is now called the Police Information and Statistics Center and is supporting the institution's internal control systems, especially the Human Rights Unit.

In collaboration with the Supreme Court, the JSSA is providing technical assistance for the implementation of a pilot electronic notifications system to improve court procedures. The first pilot system was installed in San Marcos and this year the Project completed a feasibility study to assess expanding the pilot system to other locations.

The Project also advanced a range of activities with local civil society organizations, the Forensic Medicine Institute, and other justice sector institutions to strengthen attention to victims of sexual,

gender-based and domestic violence. To that end, this fiscal year the Project opened four victims' assistance centers, two Rape Crisis Centers, ten Play Therapy Centers, three Gesell Chambers and four Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs). The Project also inaugurated the first municipal women's shelter for victims of sexual and domestic violence in Sensuntepeque.

In addition, the JSSA finalized designs for a legal office model in Soyapango, with tools that will result in more efficient prosecutorial activities. The Attorney General's Office approved the proposed model, and implementation will begin in FY2016.

The Project is ahead of schedule in the implementation of the Community Policing Model, having implemented it in six new municipalities this year for a total of 16 municipalities. The newest municipality is Ciudad Delgado, which was selected in concert with the Government of El Salvador's *Plan Seguro*, a comprehensive violence-prevention program targeted at municipalities with high levels of crime. In addition to the standard activities such as police trainings, community assessments and community outreach activities, Project support in Ciudad Delgado will focus on school programs as a way of providing safe, alternative extracurricular activities for youth. Similarly, in other municipalities the JSSA held Summer School programs for 942 students this year. In an assessment carried out by sub-contractor Analitika, the Summer School program was found to have improved students' perceptions of police, improved relationships between police officers and students, and helped students feel safer in school.

One of the JSSA's most significant achievements in FY2015 was the facilitation of a Civil Society Coalition advocating for a new Illicit Enrichment Law, and ongoing support for the Coalition's activities. The Coalition, which now has seven member organizations, is carrying out a public awareness campaign about the draft law as well as promoting its approval in the Legislative Assembly.

The Project also continued to support the National Judicial Council's Judicial Training School, with the goal of strengthening transparency in judicial selection and evaluation. Achievements this year include completing an assessment to evaluate workplace environments and establish more efficient administrative processes, designing a training program for judicial secretaries and collaborators, and evaluating the feasibility of accrediting the Judicial Training School as an institute of higher education. Additionally, the JSSA completed Phase I and began Phase II of a Continuing Education Program for judges specializing in criminal law.

This year the Project also awarded four grants to civil society organizations. Two of these are in support of the Community Policing Model: the National Foundation for Development (FUNDE) is implementing a training program on values and leadership for youth, and the *Asociación Cultural para las Artes Escénicas* (ESCENICA) is running theatre and dance programs in schools. A grant to the Salvadoran Foundation for Economic and Social Development (FUSADES) will strengthen its judicial observatory in the interest of improving transparency and citizen accountability. Finally, the JSSA awarded a grant to *Asociación Déjame Ayudarte, Sendas para la Mujer* (SENDAS) to provide psychological services in the Cojutepeque Rape Crisis Center and for institutional strengthening of the organization.

In addition, the JSSA carried out an assessment of the management and financial capabilities of six host country institutions and civil society organizations, with the goal of determining whether it would be feasible for USAID/El Salvador or an implementing partner to directly fund these entities. The study found that all six entities have the capacity to manage direct funding.

Finally, the Project continued to respond to new windows of opportunity for further technical assistance to the Government of El Salvador. In September, the JSSA held the Third Forum on Civil Service, with the goal of generating an exchange of national and international experiences to improve the professionalization of civil service. The Project also began preparations to provide technical assistance to the Ministry of Foreign Affairs on transparency and anti-corruption strategies via an assessment of recent anti-corruption policies and recommendations for future strategies.

# RESUMEN EJECUTIVO

En el 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, el Instituto de Medicina Legal y el Consejo Nacional de la Judicatura así como con organizaciones de la sociedad civil, entre otras contrapartes.

Este Informe Anual del FY2015 destaca los avances relevantes realizados entre octubre 2014 y septiembre 2015. Durante este año, el Proyecto llevó a cabo actividades para fortalecer el sistema de justicia penal, impulsar la transparencia judicial, forjar vínculos inter-institucionales, y fortalecer la relación entre la sociedad civil y las instituciones del sector justicia.

Este año el Proyecto brindó asistencia técnica para finalizar el Plan Estratégico Institucional de cinco años de la Unidad Técnica Ejecutiva. Además, en coordinación con la Unidad Técnica Ejecutiva, el Proyecto continuó apoyando el monitoreo de la implementación del Código Procesal Penal, así como también en la redacción de un Código Procesal Penal Comentado para que sirva como una referencia educativa a los operadores del sector.

En el marco del apoyo del Proyecto a las escuelas de formación, un logro fundamental en este año fue la apertura de una tercera nueva instalación de la escuela de formación en Zaragoza, con la cual el Proyecto fue más allá de los objetivos establecidos. Con la apertura de esta nueva instalación, la Fiscalía General de la República ahora cuenta con cobertura nacional con las escuelas de formación. El Proyecto además finalizó el diseño del programa de estudios básicos para la Fiscalía General de la República y la Procuraduría General de la República.

Con el objetivo de mejorar la investigación penal, el JSSA estableció Equipos de Investigación Conjunta entre la Fiscalía General de la República y la Policía Nacional Civil para coordinar procesos de investigación. Las coordinaciones están en marcha para contar con un Equipo de Investigación Conjunta operando en cada departamento del país en el año fiscal 2016. Además en coordinación con la Policía Nacional Civil, el Proyecto apoyó la reestructuración de lo que ahora es llamado el Centro de Información y Estadísticas Policiales, y está apoyando el sistema de control interno institucional, especialmente de la Unidad de Derechos Humanos.

En colaboración con la Corte Suprema de Justicia, el JSSA está brindando asistencia técnica para la implementación de un sistema de notificaciones electrónicas piloto para mejorar los procedimientos

judiciales. El primer sistema piloto se instaló en San Marcos y este año el Proyecto completó un estudio de viabilidad para evaluar la ampliación del sistema piloto a otras localidades.

El Proyecto además avanzó en una serie de actividades con organizaciones locales de la sociedad civil, el Instituto de Medicina Legal, y otras instituciones del sector justicia para fortalecer la atención de víctimas de violencia sexual, de género y doméstica. A este propósito, este año fiscal el Proyecto aperturó cuatro Unidades de Atención Integral a Víctimas de Violencia Intrafamiliar, Violencia Sexual y Maltrato Infantil, dos Centros de Atención de Víctimas en Crisis por Abuso Sexual, diez Ludotecas, tres Cámaras Gesell y cuatro Unidades Institucionales de Atención Especializada para las Mujeres en Situación de Violencia (UNIMUJERs). El Proyecto también inauguró el primer modelo municipal de Casa de Acogida para mujeres víctimas de la violencia sexual y doméstica en Sensuntepeque.

Adicionalmente, el JSSA finalizó el diseño de una oficina fiscal modelo en Soyapango, que incluye herramientas que permitirían una gestión eficiente de la oficina fiscal. La Fiscalía General de la República aprobó la propuesta y su implementación iniciará en año fiscal 2016.

El Proyecto ha superado, según lo programado, la implementación del Modelo de Policía Comunitaria, habiendo implementado este año seis nuevos municipios con un total de 16 municipios a la fecha. El municipio más reciente es Ciudad Delgado, el cual fue seleccionado en consideración con el Plan Seguro que impulsa el Gobierno de El Salvador, un programa integral de prevención de violencia dirigido a los municipios con altos niveles de delincuencia. Además de las actividades habituales tales como capacitaciones al personal policial, evaluaciones comunitarias y las actividades de difusión comunitaria, el apoyo del Proyecto de Ciudad Delgado se orientará en los programas escolares como una forma de proporcionar actividades extracurriculares alternativas seguras para los jóvenes. Del mismo modo, en otros municipios del JSSA se llevaron a cabo programas de Escuela de Verano para 942 estudiantes este año; en una evaluación realizada por el subcontratista Analitika, el programa de Escuela de Verano se concluyó que ha mejorado la percepción de los estudiantes con respecto a la policía, se mejoraron las relaciones entre los agentes policiales y los estudiantes, y se coadyuvó a que los estudiantes se sintieran más seguros en la escuela.

Uno de los logros más significativos de la JSSA en el año fiscal 2015 fue la creación de una Grupo Gestor de la Sociedad Civil para abogar por una nueva Ley de Probidad Pública, y el apoyo permanente a las actividades de éste. El Grupo Gestor, que ahora tiene siete organizaciones miembros, está llevando a cabo una campaña de sensibilización pública sobre el proyecto de ley, así como la promoción de su aprobación en la Asamblea Legislativa.

El Proyecto también continuó prestando apoyo a la Escuela de Capacitación Judicial del Consejo Nacional de la Judicatura, con el objetivo de fortalecer la transparencia en la selección y evaluación judicial. Los logros para este año incluyen una evaluación para evaluar el ambiente de trabajo y establecer procesos administrativos más eficientes, el diseño de un programa de capacitación para secretarios judiciales y colaboradores, y la evaluación de la viabilidad para la acreditación de la Escuela de Capacitación Judicial como un instituto de educación superior. Además, el JSSA completó la Fase I e inició la Fase II del Programa de Especialización Continua para jueces de paz en materia penal.

Además este año el Proyecto adjudicó cuatro pequeñas donaciones a organizaciones de la sociedad civil. Dos de éstas están apoyando al Modelo de Policía Comunitaria: la Fundación para el Desarrollo (FUNDE) que está implementando un programa de formación sobre valores y liderazgo para jóvenes y la Asociación Cultural para las Artes Escénicas (ESCENICA) que está ejecutando un programa de danza y teatro en escuelas. Una donación para la Fundación para el Desarrollo Económico y Social (FUSADES) fortalecerá su observatorio judicial con el fin de mejorar la transparencia y la rendición de cuentas ciudadana. Finalmente, el JSSA adjudicó una donación a la Asociación Déjame Ayudarte, Sendas para la Mujer (SENDAS) para brindar servicios psicológicos en el Centro de Atención de Víctimas en Crisis por Abuso Sexual en Cojutepeque y el fortalecimiento institucional de la organización.

Adicionalmente, el JSSA llevó a cabo una evaluación de la gestión y capacidad financiera de seis instituciones y organizaciones de la sociedad civil, con el objetivo de determinar si sería factible para la USAID/El Salvador o un socio implementador la financiación directamente a estas entidades. El estudio determinó que las seis entidades tienen la capacidad de gestionar la financiación directa.

Finalmente, el Proyecto continuó respondiendo a las nuevas ventanas de oportunidad para brindar más asistencia técnica al Gobierno de El Salvador. En septiembre, el JSSA celebró el Tercer Foro sobre la Administración Pública, con el objetivo de generar un intercambio de experiencias nacionales e internacionales para mejorar la profesionalización de la función pública. El Proyecto también inició los preparativos para proporcionar asistencia técnica al Ministerio de Relaciones Exteriores sobre estrategias de transparencia y lucha contra la corrupción a través de una evaluación de las políticas anticorrupción recientes y recomendaciones para futuras estrategias.

# 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**

In FY2015, the Justice Sector Strengthening Activity made significant progress in supporting the Executive Technical Unit and other justice sector institutions in the implementation of the Criminal Procedure Code.

During the first two quarters, the Project held workshops to help finalize and disseminate the Executive Technical Unit's Institutional Strategic Plan for 2015-2019. The new Strategic Plan emphasizes the importance of improving inter-institutional coordination among its members in order to improve the implementation of criminal reform efforts.

The JSSA also supported the Executive Technical Unit's Statistics Division in monitoring and evaluation of the implementation of the Criminal Procedure Code. Of the nine indicators that were initially developed, baseline data was collected for seven of them from calendar year 2013; for the remaining two indicators, justice sector institutions did not have the information necessary to measure them in accordance with their current definition. The seven indicators being tracked are:

- Indicator 1 - Number of Cases Resolved that were Opened by the Attorney General's Office through an Act of Initial Investigation;
- Indicator 2 - Percentage of Cases Resolved through a Process of Alternative Dispute Resolution;
- Indicator 3 - Average Time Required to Resolve a Case;
- Indicator 4 - Number of Accusations for Serious Crimes;
- Indicator 5 - Number of Cases wherein the Victim is a Minor and their Declaration is Requested/Presented in a Gesell Chamber;
- Indicator 6 - Number of Cases with Definite Sentences where Forensic Evidence was Admitted; and

- Indicator 7 - Number of Cases in which the Accused is Ordered to Make Civil/Financial Remuneration to the Victim.



**Workshop participants from the Executive Technical Unit discuss indicator data for the Criminal Procedure Code.**

The JSSA assisted in the analysis of the 2013 indicator data and presentation of the final report to the Coordination Commission. The Project also provided technical assistance to the Statistics Division to adjust indicators and data collection methodologies, as well as to collect and analyze the data from calendar year 2014. The 2014 report will be presented to the Coordination Commission for approval when it has been finalized and validated. The purpose of the 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.

This year the Project continued to provide support to the Executive Technical Unit and the National Judicial Council to draft an Annotated Criminal Procedure Code, which will serve as an educational and reference tool for justice sector operators and private attorneys when dealing with criminal law cases. Although some efforts were delayed when government editors did not meet delivery deadlines for the assigned products, 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 350 of the 507 articles of the Code.

Also in FY2015, the JSSA held meetings with Executive Technical Unit personnel to review current rules and policies governing the protection of witnesses and victims of sexual violence in order to support their institutionalization and implementation. Similarly, the Project helped update and validate the documents to form the basis of a National Policy of a Legal and Psychosocial Redress of Victims. As part of this effort, the JSSA contracted an international expert who is



**Workshop with the Executive Technical Unit to develop an Inter-Institutional Protocol for the Protection of Victims and Witnesses.**

working with staff from the Unit to develop a protocol for the protection of victims and witnesses.

Additionally, the Project coordinated with the Executive Technical Unit to improve other inter-institutional coordination measures among justice sector institutions. In the first quarter of FY2015, technical assistance was provided in the development of strategies to improve institutions' communications strategies. Later in the year, the project worked with the Executive Technical Unit to develop a draft information sharing protocol to facilitate the exchange of justice sector statistics among justice sector operators; the protocol is currently pending approval from the Executive Technical Unit. The objective of this initiative is to standardize procedures for information requests and data collection practices carried out by the Executive Technical Unit.

**“The electronic notification system works efficiently and allows us to be at the forefront of the use of technology for judicial communication. It cuts response times and saves money on paper, telephones and transportation – in short, it reduces the tedious process that is traditional judicial notification. With this process, we have an optimal sequence for notifications.”**

**AMANDA INFATOZZI, CIVIL JUDGE, SUPREME COURT**

In collaboration with the Supreme Court of Justice, the JSSA is supporting the implementation of a pilot electronic notifications system 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 was piloted first in the Civil Court in San Marcos. During FY2015 the JSSA carried out a feasibility study to assess expanding the pilot program to other locations and coordinated with the Supreme Court Information Technology Unit to support the implementation of replica pilot programs. Additional pilot systems were installed in the Supreme Court's Constitutional Chamber and some civil and administrative

courts, but implementation has been delayed due to the new court body that took office in 2015. The JSSA is holding coordination meetings with the new magistrates, with the hope of beginning implementation in the first quarter of FY2016.

## **Strengthening of Training Schools**

The JSSA continued to provide technical assistance to the National Judicial Council's Judicial Training School, the Public Defender's Office Training School and the Attorney General's Office Training School in developing training modules and teaching courses. Courses implemented include:

- A series of courses on leadership and organizational change in coordination with the Advanced School of Economics and Business for trainers from the Public Defender’s Office and the Attorney General’s Office, who will then replicate these courses in their own institutions. The initial training sessions were completed in April and May, and the replica courses are planned to begin in November 2015. The Project is also coordinating with the National Civilian Police to implement a similar training program for police officers on leadership and organizational change.
- Workshops on Institutional Values and Excellence in Service for personnel from the Attorney General’s Office. 100 people participated in these workshops between July and August. The objective of this activity is to provide participants with tools needed to develop institutional values and improve service to users.
- Courses on legal theory of crime, objections in criminal cases and management skills for public defenders.
- Multiple training sessions and workshops for prosecutors and public defenders to strengthen their capacities in the area of gender. Topics included women’s human rights, gender perspectives, violence against women, femicide, jurisprudential criteria of the Inter-American Court of Human Rights, civil responsibility in responding to gender-based violence, gender identities, the Special Integrated Law for a Life Free of Violence for Women, and attention to victims. Between July and September alone, 40 prosecutors and 100 public defenders received training in these and related topics. These activities raise awareness on gender perspectives and women’s human rights in justice administration, and strengthen judicial actors’ skills so they can better respond to gender-based violence and provide better attention to victims.
- A diploma course on Legal Reasoning with a Gender Perspective for prosecutors from the Attorney General’s Office.



**Participants at the closing ceremony for the diploma cycle on Legal Reasoning with a Gender Perspective (top) and at the opening ceremony for the diploma cycle on and Human Rights and Intersectionality (bottom).**

- An inter-institutional diploma cycle on Human Rights and Intersectionality for personnel from the Attorney General's Office, Public Defender's Office, National Judicial Council, Supreme Court and the Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA). The 40 participants have completed four of the seven planned modules, and will finish the cycle in November 2015.

In addition, the Project also provided support to the Attorney General's Office Training School in the definition of instruction modules, definition of basic training curriculum for prosecutors, revision of internal regulation document and drafting of a Training Policy Manual for prosecutors. Both documents (internal regulations and training policy manual) have been written and are in the validation process with the Training School. The JSSA expects that during the first quarter of FY2016, the final versions will be approved by the Attorney General's Office.

Also in coordination with the Attorney General's Office, the JSSA helped establish a new training school facility in Zaragoza, which was inaugurated in the second quarter of FY2015. 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 Attorney General's Office now can provide national coverage for all prosecutors.

In coordination with the Public Defender's Office Training School, the JSSA finalized the design of the basic studies program for public defenders and mediators. This program was presented to and approved by the Public Defender's Office. In addition, the Project is in the process of developing a general curriculum for the institution. Following coordination meetings to gather inputs, the document has been drafted and is currently being revised and validated by officials from the Public Defender's Office.

As part of its institutional strengthening efforts, the JSSA supported an inter-institutional train-the-trainers program for personnel from the Attorney General's Office, Public Defender's Office, Forensic Medicine Institute and Supreme Court to begin producing interdisciplinary teams and modules that are responsive to the training needs of the justice sector. The course series was implemented from August to September for a total of 30 participants. The instructors trained in this course series have begun teaching replica courses in their own institutions, demonstrating the sustainability of the Project's efforts. Seven such courses were held from July to September, with approximately 25 participants each.

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

This year the JSSA continued to support the five previously established Joint Attorney General's Office/National Civilian Police Investigation Teams (in Cabañas, San Miguel, Usulután, La Unión, and Morazán) and established an additional six Joint Investigation Teams in Santa Ana, Chalchuapa, Sonsonate, Ahuachapán, La Paz, and Cuscatlán. Coordination and planning meetings have begun for

the final four Teams – in Chalatenango, La Libertad, San Vicente and San Salvador – which will be implemented in FY2016, representing a presence in every department in the country.

The Joint Investigation Teams contribute to the investigation and prosecution of homicides, extortion, femicides and sexual violence cases by establishing a framework for collaboration and communication in carrying out criminal investigations. The JSSA provided training to prosecutors and police investigators in the theory and practical applications of the Joint Manual of Investigative Procedures, which specifies methodology for tracking and investigating cases. Additionally, the Manual is also included in the courses that the JSSA is supporting for the Attorney General's Office Training School.

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 in cases of extortion, homicide, femicide, sexual crimes and gender-based violence. This case tracking system was approved by the National Civilian Police in Chalatenango and La Libertad, and the JSSA is conducting training for prosecutors and police investigators in conjunction with the Joint Investigation Teams. Implementation of the case tracking system will begin in the first quarter of FY2016.

The JSSA has also agreed to provide technical assistance in the design and regulation of evidence warehouses for the Attorney General's Office. This activity was pending the Attorney General's Office's selection of a new physical space for the warehouse; this was completed and inaugurated in the last quarter of FY2015. During the next reporting period, the Project will provide technical assistance in developing a manual on evidence handling practices for the new evidence warehouse and will support the development of policies and procedures for collection, storage and chain of custody.

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

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

In prior years, the Project collaborated with the Attorney General's Office to establish four Rapid Response Units located in Zacatecoluca, Sonsonate, Cabañas (Ilobasco) and Chalatenango. This year, two additional Rapid Response Units were opened in Usulután and San Marcos. It is worth noting that the San Marcos Rapid Response Unit also houses a Crisis Attention Room and a Child's Play Therapy Center, with the goal of providing appropriate interview spaces for sexual abuse victims in confidential and respectful environments in order to avoid re-victimization. The San Vicente Rapid Response Unit has been postponed until June 2016 because the local Attorney General's Office is relocating to a new building.

The JSSA also presented the Attorney General's Office with the final design proposal for a legal office model in Soyapango. The proposed model includes administration and management tools that should result in efficient and effective office management, and which can be replicated at the national level. The Attorney General's Office approved the proposal in the third quarter of FY2015 and

**“The Attorney General’s Office underwent a change in vision, from being exclusively for prosecutorial activities, where the priority was to condemn the accused to bring justice to society, to being an entity that cares for victims via multi-disciplinary professionals: doctors, psychologists, and social workers. This helps the criminal process because with our assistance the victim is duly protected and empowered all the way through the case.”**

**MAX ALEJANDRO MUÑOZ,  
CHIEF OF THE ZARAGOZA  
ATTORNEY GENERAL’S OFFICE**

Police’s Institutional Strategic Plan 2015-2019, including holding workshops to incorporate community policing principles into the Plan. The Strategic Plan was approved by the Ministry of Justice and Public Security, and the Project helped disseminate copies to National Civilian Police jurisdictions around the country.

This year the JSSA provided extensive technical assistance in the re-engineering of the Operations and Support Center, which is the unit primarily responsible for data collection and management activities for the Police. After holding workshops to define the Center’s mission and functions, the Project carried out a rapid assessment of the Center’s information management practices. This assessment found a number of inefficient practices resulting 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 in order to restructure the center. The design of the new Police Information and Statistics Center takes into account the weaknesses previously described and reports 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 policy and procedures manual describing the new roles, responsibilities and procedures associated with the Center; the manual was completed in the final quarter of FY2015 and is currently pending approval

implementation is expected to begin in 2016, pending completion of the new physical space for the office.

Additionally, the JSSA is providing technical assistance to the Attorney General’s Office to create a Case Law Analysis Unit that will allow access to jurisprudence databases to facilitate the investigation of rape, serial rape, child pornography and sexual and domestic violence cases. The Case Law Analysis Unit will serve as a legal reference center for prosecutors by compiling and facilitating legal information to improve the study and theory of law, particularly in complex cases. Though this activity was delayed due to the internal processes of the Attorney General’s Office, the JSSA provided support to define the new unit’s objectives and the profiles of prosecutors who will make up the unit, as well as to develop a work plan for the unit’s creation.

### **National Civilian Police**

In the first half of FY2015, the JSSA provided technical support to the National Public Security Academy in the design and validation of its Institutional Strategic Plan 2015-2019. Similarly, the Project supported the development and validation of the National Civilian

from the Director of the National Civilian Police. The Project also supported the Center in the process of establishing quality standards for information management, including comments, recommendations and activities to consider as a result of the Center's restructuring.

In addition, the JSSA began coordination with the Bureau of International Narcotics and Law Enforcement Affairs and the United Nations Office on Drugs and Crime to support the internal control systems of the National Civilian Police. Of the four internal control units – Human Rights, Internal Affairs, Internal Control, and the Disciplinary Unit – the JSSA will support the Human Rights Unit by providing technical assistance and a workshop in Ciudad Delgado on Use of Force in the Context of Ethics and Human Rights. This workshop will eventually be replicated by the National Civilian Police for all members of the institution. The support to the internal control systems is being provided as part of *Plan Seguro*, the Government of El Salvador's new initiative to reduce violence. Additional community policing activities in Ciudad Delgado related to the *Plan Seguro* are described in Sub-Component 1.3 below.

### **Public Defender's Office**

During this reporting period, the JSSA continued to provide technical assistance in sentence execution to the Public Defender's Office. In June the Project delivered office and information technology equipment which will assist public defenders in case management and monitoring in 18 offices nationwide; this equipment represents an investment of \$46,681. The project also held workshops with public defenders on Assessment and Documentation of the Criminal Process in Sentence Execution Phases and on the new Criminal Public Defense Pilot Information System, which will promote resource sharing and optimization to make sentencing procedures more efficient. The pilot system protocol document is currently pending approval from officials of the Public Defender's Office to begin implementation and specialized training on its use.

### **Judicial Branch**

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

**Victims' Assistance Centers.** This fiscal year, the Project advanced a range of activities with local NGOs, the Forensic Medicine Institute and other justice sector institutions to strengthen attention to victims of sexual, gender-based and domestic violence. In the first quarter, the JSSA concluded its activities to support the three pre-existing victims' assistance centers in Soyapango, San Salvador and Ciudad Delgado, and the two pre-existing Rape Crisis Centers in San Salvador and Santa Tecla; these activities involved holding self-help courses and Gesell Chamber trainings.

To date, the Project has met its goal of establishing seven new victims' assistance centers. They are located in 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, the Santa Ana Attorney General's Office and the Zaragoza Attorney General's Office; all but the first three were inaugurated during FY2015. JSSA support for each new victims' assistance center includes training for personnel who will staff the center (including prosecutors, National Civilian Police investigators, doctors and psychologists) in topics such as crime theory with a gender perspective, case theory, gender-based violence and victim's assistance. In some cases, the Project also provides support in remodeling the physical space for the new center and coordinates with the Ministry of Health to provide a doctor to attend the center.



***A prosecutor describes services offered by the victims' assistance center to community members in Zaragoza.***

As a result of close collaboration among the JSSA, the Attorney General's Office and the Forensic Medicine Institute, new Rape Crisis Centers were established in the Cojutepeque Attorney General's Office in March and in the San Miguel Forensic Medicine Institute in July. For each center, Project support included remodeling and equipment as well as technical assistance in training personnel. In coordination with this effort, the JSSA also awarded a grant to the non-governmental organization



***Inauguration of the Rape Crisis Center in San Miguel.***

SENDAS for the training of psychological care to victims at the Cojutepeque Rape Crisis Center. The SENDAS psychologist provided psychological support and therapy to victims who came to the Rape Crisis Center and collaborated with the Forensic Medicine Institute in investigations; she also trained a psychologist from the Attorney General's Office who took over these activities after the first six months. The Rape Crisis Center in Cojutepeque also began conducting victims' support group meetings and providing self-care workshops with the prosecutors and forensic staff involved in these cases.

The Project also supports the creation of Play Therapy Centers for children in order to provide an appropriate environment for child victims of sexual and domestic abuse to avoid re-victimization. To date, the JSSA has established twenty Play Therapy Centers, ten of which were created this year: in

**“I will never forget the first user we had in the play therapy center. She smiled to see the play area and after interacting with her in play, she was able to tell her story more easily and in a much less traumatic way than the previous time [before the play therapy center was installed]. This gives me great satisfaction because we were able to carry out the evaluation without further hurting her mental state. In this way the intervention is reducing re-victimization and respecting victims’ dignity.**

**DR. MARINA RIVAS, FORENSIC PSYCHIATRIST, FORENSIC MEDICINE INSTITUTE, SAN MIGUEL**

organizations to establish eight Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) located in Apopa, Sensuntepeque, Chalchuapa, Jiquilisco, Cara Sucia, Chalatenango, San Opico and Aguilares. The last four of these opened during FY2015. Preparations have begun for an additional three UNIMUJERs which will open in the first quarter of FY2016 in Suchitoto, Conchagua and Ciudad Arce. The JSSA also held ongoing inter-institutional coordination workshops between UNIMUJERs and the National Civilian Police, Attorney General’s Office, local government and ISNA representatives, among others, with the goal of increasing the impact and gender focus of the Community Policing Model. The Project has prioritized establishing UNIMUJERs in municipalities where the Community Policing Model is being implemented in order to

the San Marcos Attorney General’s Office, Chalatenango Supreme Court, Cojutepeque Attorney General’s Office/Forensic Medicine Institute, Cara Sucia UNIMUJER, Ahuachapán Public Defender’s Office, Usulután Attorney General’s Office, Santa Ana Attorney General’s Office, San Juan Opico UNIMUJER, Zaragoza Attorney General’s Office and Aguilares UNIMUJER. The Project also held courses on play in children’s emotional stability and on the role that play therapy centers can have in crisis victims’ care process. In the Santa Ana and Zaragoza centers, the JSSA contracted a doctor and psychologist for six months through its subcontract with FUNIPRI, after which point the Attorney General’s Office will provide medical and psychological care.

Additionally, the JSSA provided equipment and site rehabilitation – as well as assistance with inter-institutional coordination – for the establishment of three Gesell Chambers in the Ilobasco Judicial Center, the Santa Ana Attorney General’s Office and the Zaragoza Attorney General’s Office. Gesell chambers provide adequate space and resources for judges and prosecutors to collect victim statements during the criminal investigation procedure while avoiding re-victimization.

To date, the Project has worked closely with the National Civilian Police, justice sector institutions and civil society



**Inauguration of the Aguilares UNIMUJER.**



**A coordination meeting for the Jiquilisco UNIMUJER.**

maximize impact and sustainability. In coordination with the civil society organization *Colectiva Feminista* and other justice sector institutions, the JSSA also held trainings for personnel who will staff UNIMUJERs.

Also this year, the JSSA inaugurated the first model women’s shelter for victims of sexual and domestic violence in Sensuntepeque. This pilot model was implemented with support from the Municipal Council of Sensuntepeque, the National Civilian Police, the Attorney General’s Office and the Salvadoran Institute for Women’s Development, as well as other key justice sector operators and organizations. The Project

continues to provide technical assistance to the shelter’s staff in case management and victims’ assistance.

During the last quarter, the victims’ assistance centers provided service to 2,085 victims of violence (1,698 women and 387 men); of these, 992 were minors (672 females and 320 males).

**Management of Domestic, Gender-Based and Sexual Violence Cases.** Also this year, the Project supported coordination efforts and provided technical assistance to the Supreme Court in the design and validation of a database system to be used in the victims’ assistance centers to flag repeat offenders. 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 victims. The proposed system was presented to the Supreme Court and is currently pending approval to begin implementation.

The JSSA also participated in inter-institutional efforts to disseminate information about victims’ centers and victims’ rights. These activities included inter-institutional roundtables sponsored by the United Nations Development Program (UNDP), commemoration events to celebrate International Day of the Elimination of Violence against Women and Non-Violence towards Women Day, and a Regional Experience Exchange workshop focusing on attention to women in violent situations.

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

This year the JSSA continued to provide technical assistance to the Supreme Court’s Juvenile Justice Office and ISNA to promote the use of alternative sentencing and restorative justice options as a strategy for reducing recidivism and preventing youth from entering the juvenile detention system. A key part of this effort involved training for key stakeholders to raise awareness about restorative justice practices and to strengthen the application of these practices. Participants in these workshops and training courses were judges, prosecutors, public defenders, public officials, youth leaders and representatives from NGOs linked to youth. Topics included children and adolescents’ rights, juvenile

criminal justice, community mediation, restorative dialogue, victimology, juvenile delinquency, the International Convention of Children's Rights and testimony during cases involving children and youth.

As a part of this framework, the JSSA provided support to the Juvenile Justice Office in carrying out the Central American Forum for Restorative Justice in November, with participation of 225 justice sector operators, civil society representatives and youths from the region. The forum's goal was to promote the development of a series of wide empowerment actions and strategies at the institutional, municipal and citizen levels, using training, dissemination and communication to promote knowledge and understanding of Restorative Justice Practices by the formal justice system. The Project also supported a Youth Achievement Fair in San Salvador and a Juvenile Offender's Achievement Fair in Ilobasco, which showcased achievements by youth leaders and youth offenders with the goal of promoting juvenile justice projects aimed to reduce recidivism and increase the use of alternative sentencing.

In addition, the Project worked in close coordination with the Restorative Justice Committee (comprised of members from the Supreme Court's Juvenile Justice Office, Public Defender's Office, ISNA, civil society organizations and local governments) to develop an inter-institutional Restorative Justice Manual covering restorative justice strategies, systemized procedures and an implementation plan. The manual was finalized and validated by the Restorative Justice Committee and is currently pending approval from the institutions involved (Supreme Court, Public Defender's Office and Attorney General's Office). Once it is approved, the JSSA will assist with publication, training and implementation of the manual. Restorative justice pilot programs are being planned for Santa Ana and San Miguel, in which youth offenders will be sent to rehabilitation programs instead of jail for minor offenses or under certain circumstances. The JSSA is currently waiting for USAID approval to begin the grant process. In the meantime, the Project has continued to hold workshops for magistrates and judges from the juvenile jurisdiction on restorative justice strategies to strengthen their skills and knowledge so they will be ready to implement the pilot programs once they are approved.

### **Improved Criminal Court Administration**

In furtherance of Project efforts to strengthen judicial court administration, the JSSA continued to provide technical assistance to key counterparts. Training activities included workshops for Supreme Court management personnel to impart skills to improve user services and strengthen administration capacity in the Court.

JSSA also continued to support the implementation and proper operation of Process Distribution Offices. During FY2015, the Project provided support to the Supreme Court in order to establish Process Distribution Offices in Santa Tecla, San Miguel, Santa Ana and the Isidro Menéndez Judicial Center in San Salvador, as well as to incorporate new jurisdictions into the Process Distribution Office system. An additional two offices in San Vicente and Sonsonante are planned for the first quarter of FY2016. Also during this year, representatives from the Process Distribution Offices and system administrators from the Supreme Court approved manuals developed with JSSA support outlining the

organizational structure, work processes and responsibilities and administrative tools for the Process Distribution Offices. The establishment of Process Distribution Offices includes a computerized case-distribution system that centralizes case reception functions in one office and assigns judicial cases in a random and equitable manner, which allows caseloads to be properly distributed among judges and prevents attorneys from ‘shopping’ for a specific judge. As such, it contributes to reducing corruption and increasing transparency. The JSSA provides technical assistance in developing procedures and training judges, as well remodeling and equipment.

At the request of the Supreme Court, the JSSA is supporting specific activities to expand implementation of the electronic notification pilot program, as discussed in Sub-Component 1.1 above. This program improves efficiency in the Supreme Court by delivering notifications in an expedited manner to parties of a legal proceeding, including judges, secretaries, process servers and private attorneys. The first pilot had previously been implemented in the Civil Court in San Marcos, and during this year the JSSA supported efforts to install and implement replica pilot programs in other locations.

Also related to the improvement of criminal court administration, the JSSA worked with the Forensic Medicine Institute to advance the opening of new Users’ Attention Centers. Project support included coordination meetings, remodeling activities, equipment of spaces, and workshops for Supreme Court personnel to improve user services and strengthen the court’s administrative capacities. The San Miguel Users’ Attention Center was inaugurated in July; the San Vicente center opened in late September and will be inaugurated in October. Additionally, coordination meetings with officials in Morazán, Sonsonate and Ahuachapán continued to advance the establishment of Users’ 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. With the goal of improving user services, the Project supported the development of a users’ attention protocol, which is pending approval from the Supreme Court, as well as a guidance document listing users’ attention principles, which was approved and will be published next quarter.

Additionally, the National Judicial Council designed a contest to develop and share best practices for case management and judicial office management. The contest will open in November, with the goal of developing a model management system to improve court administration. This activity was designed as a result of JSSA’s support in the implementation of court management and administration in various judicial jurisdictions.

## **Strengthening the Forensic Medicine Institute**

This year the JSSA provided technical assistance to the Forensic Medicine Institute in the development of its Strategic Plan. The final document, which included an update of the Institute's objectives and 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. After its approval, the JSSA held workshops to raise awareness about the contents of the Strategic Plan.



The Project also supported the design of a Master's degree program for the Forensic Medicine Institute, which will include forensic training, institution specialties, trainer's training and management skills. This was approved by the Supreme Court to begin in 2016 and is currently pending approval from the Ministries of Health and Education and the University of El Salvador. The Master's program in forensic medicine would strengthen the capacity of medical doctors to conduct forensic investigations and improve their presentation at trials. This would also allow doctors to become permanent experts of the Supreme Court, as required by Article 226 of the Criminal Procedure Code. The Supreme Court agreed to support the implementation of the new degree program, and implementation will begin once the Ministries of Health and Education and the University of El Salvador sign the agreement to certify the program. The JSSA will support implementation by contracting international experts to teach courses for staff of the Forensic Medicine Institute.

Also in the framework of supporting the Forensic Medicine Institute, the Project provided technical assistance in the development of brochures on internal procedures for Institute personnel, which are complete and pending approval from the Supreme Court. Additionally, the Project is assisting with the development of content and design for brochures for users in each region providing information on the types of services that the Institute offers.

Experts from the Forensic Medicine Institute also provided specialized training to members of the Joint Attorney General's Office/National Civilian Police Investigation Teams through courses focused on the use of scientific evidence in criminal cases. In order for evidence to be admissible in court, it must have been handled correctly and the chain of custody must be intact. Training prosecutors and police officers in these topics improves their ability to prosecute criminal cases.

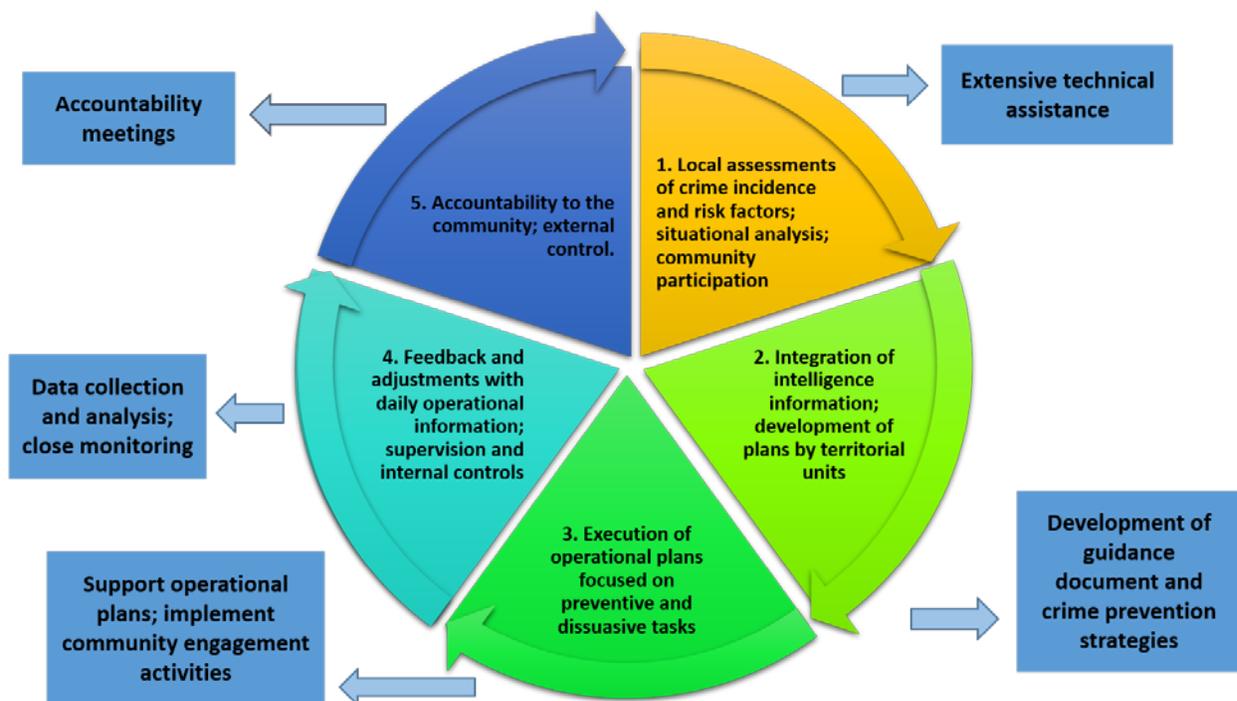
### **1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING**

A key aspect of the Justice Sector Strengthening Activity is implementation and strengthening of the Community Policing Model, and in FY2015 the Project continued to make significant advances in this area. Community policing represents an extension of the traditional police mandate that focuses on

forming long-term relationships with the community and civil society strategic partners. Key principles include problem-solving, proactive approach to meet community needs, long-term assignments to form lasting relationships, civil society strategic partners and citizen accountability. Police-sponsored community engagement activities (such as community meetings, workshops and recreational events) strengthen residents' trust in the police, while activities such as increased patrolling and community cleaning help mitigate risk factors, limit criminal opportunities and reduce violence. For example, graffiti is often a symbol of gang power, so cleaning up graffiti is one aspect of gang prevention activities. Community policing strategies also involve improved intelligence collection, a focus on crime prevention, attention to victims and renewed efforts to arrest and prosecute those involved in criminal activities.

Although in theory the entire National Civilian Police is supposed to be following the Community Policing Manual, in practice it is not a priority for many municipal commanders and it is typically not implemented without significant technical assistance such as that provided by the Project. The following diagram explains the methodology of the Community Policing Model, as well as JSSA support provided at each stage:

### Community Policing Stages



In each municipality, implementation begins with ensuring that all police officers have received training in the Community Policing Manual. The regional commander then assigns specific officers to specific communities so that they can form in-depth and long-term connections with the communities. In the first stage of implementation, each officer carries out an in-depth assessment of their assigned

community, focusing on social risk factors (such as gangs, poverty, lack of jobs, and places that promote drug and alcohol use), situational risk factors (places with high mobility of people and geographical concerns), and social and community factors (institutions and organizations that could be strategic partners in violence prevention efforts). The JSSA provides extensive technical assistance by training police officers on how to complete the assessments and holding workshops to monitor their implementation; this year the Project also printed and distributed 7,000 assessment forms to guide officers in the accurate completion of assessments.

Based on the results of the assessment – which is also shared with the community to get its input – the National Civilian Police plans strategies for community involvement to mitigate the identified risks. The JSSA provides technical assistance to guide and support the police in developing strategies and plans. During implementation, the JSSA continues to support the annual operational plans and accompany police officers in the community integration process. At the same time, the Project also works to strengthen the Municipal Violence Prevention Committees, which are comprised of civil society organizations, local government institutions and community leaders; the Committees also use the community assessments carried out by the police to identify priority areas of intervention.

The final two methodological phases involve monitoring, follow-up and citizen accountability. The JSSA provides ongoing assistance in the drafting of monthly activity reports for evaluation and follow-up of the activities implemented. Additional project support involves specialized training on critical concepts and skills to facilitate involvement in the community, including leadership and management skills, human rights, problem-solving, stress management and communication skills.

This year the JSSA continued to make significant gains in the implementation of the Community Policing Model in a total of 16 municipalities – ten where it was previously implemented (Puerto de La Libertad, Jiquilisco, Ciudad Barrios, Chalchuapa, Olocuilta, Apopa, Suchitoto, Ilobasco, Cara Sucia and San Luis la Herradura) and six new municipalities selected by the NCP to begin implementation (Ciudad Arce, San Juan Opico, Cuscatancingo, Tecoluca, Conchagua and Ciudad Delgado). Among other activities, the Project has accompanied the National Civilian Police during community integration processes, provided support in the development of planning and evaluation activities, and provided assistance in the drafting of monthly activity reports for the corresponding Delegation Commanders.

Ciudad Delgado, the sixth new municipality where the Community Policing Model was implemented this year, was selected for implementation ahead of the Project's original schedule in order to coordinate with the government's *Plan Seguro*. *Plan Seguro* is a comprehensive violence-prevention program targeted at municipalities with high levels of crime; it brings together a series of interventions in which multiple government institutions collaborate with the goal of having a positive impact on the selected communities. As part of this effort, the JSSA was asked to implement the Community Policing Model in Ciudad Delgado. Technical assistance to the police has begun with training sessions on group leadership, community insertion and development of community assessments; coordination sessions to plan community interventions; and a baseline study by sub-contractor Analitika in September.

Community intervention efforts will focus on school programs as a way of providing safe, alternative extracurricular activities. The JSSA will help the police implement three Summer School programs to provide recreational and educational activities, and will also train police officers to run school presentations and recreational activities on a more long-term basis. These activities will be implemented in close coordination and with support from other USAID implementing partners to maximize resources and impact. The JSSA is also coordinating with the police to establish an UNIMUJER in Ciudad Delgado to address gender-based violence issues.

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 for police officers on topics such as group leadership, public speaking, participative methodology for working with children and youth, community policing philosophy, community policing assessments and violence prevention. From July through September, 1,466 police officers participated in these training sessions.

Within the implementation of the Community Policing Model, the JSSA sponsored a variety of activities to strengthen community ties with the National Civilian Police with the goals of preventing crime, improving public perception of the police and reinforcing police presence in the communities:

- Community policing workshops: With the objective of preventing crime and creating a culture of lawfulness, these workshops and talks covered topics including self-help, family values, drug prevention, gang prevention, women's and children's rights, gender equality, dance, parenting and peace culture. They were also supported by the ISNA and the General Direction for Violence Prevention and Peace Culture. 3,284 people participated in these workshops and talks from July to September.
- Recreational sporting events: Police-led sporting events for children and youth included soccer tournaments, basketball, softball, cycling and more; some of these activities were also supported by schools and local mayors. From July to September, 8,220 children and youths participated in these events.
- Meetings with civil society: The Project, in coordination with the National Civilian Police, held a variety of community outreach meetings with civil society, including the Municipal Violence Prevention Committees. Technical assistance and capacity-building included efforts to draft or revise Annual Operational Plans and organize community events such as youth festivals and cleaning up graffiti. Community policing operational plans were completed in Ciudad Barrios, Jiquilisco and Chalchuapa this year and the Project continued to hold coordination meetings with officials and community representatives regarding the implementation and monitoring of Crime Prevention/Security Enforcement Action Plans. 3,629 people participated in the civil society outreach meetings from July to September.
- Social events: These activities included cultural festivals, community cinemas, theater and others. 19,687 people participated from July to September.



*National Civilian Police officers engage in a variety of recreational and educational activities with community members.*

One specific community policing activity that was implemented to remarkable success was the Summer School program in 11 schools in Chalchuapa, Puerto de La Libertad, Apopa, Ilobasco and Jiquilisco. This activity helped strengthen values, reduce social and crime risk factors, improve community relations with the National Civilian Police, and provide youth with safe alternative extracurricular activities. 942 students, ranging in age from 10 to 17, benefitted from the Summer School activities. Through its subcontract with Analitika, the JSSA also carried out an assessment of the program involving pre- and post-activity surveys. The results of the assessment demonstrate a noticeably positive change in attitude of students toward the police in comparison to the pre-intervention survey results. Key findings include:

- Improved relations between school children and police officers.
- Improved perception of the police:
  - 58% of students would like to be a police officer.
  - 92.3% say the police make them feel important.

- Trust in the police increased from 7.4 to 8.9 out of 10 (key improvement among students ages 14 to 18).
- Effective violence prevention initiative:
  - 89.6% believe summer school helps prevent gang recruitment.
  - 96.1% learned to solve problems without the use of violence.
  - 96.7% feel safer in school.

These results were presented to the National Civilian Police in February 2015. Given the success of the first Summer School program, the JSSA is coordinating with the National Civilian Police to expand the program during the summer of 2016 to approximately 19 schools in 9 municipalities.

Additionally, a JSSA-supported entrepreneurial program entitled the Indigo Project in Chalchuapa was implemented this year. 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.

In March the JSSA launched a book entitled “Among Little Writers,” which is a collection of poems, prose, life goals and lessons learned from 30 children and youth from schools in Puerto de La Libertad. Approximately 150 people attended the event. The book represents the conclusion of literature workshops sponsored by the Project and implemented with support from the Municipal Crime Prevention Committee and the National Civilian Police as an alternative extracurricular activity for young students after school hours.

The JSSA awarded two grants to strengthen the Community Policing Model this year. 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. Implementation of the workshops for 79 students is expected to finish in mid-October. The second agreement, with *Asociación Cultural para las Artes Escénicas* (ESCENICA), funds theater and dance classes aimed at violence



**Training programs on values and leadership in Pacífica la Libertad (top) and San Diego La Libertad (bottom).**

prevention for youth in Jiquilisco, San Luis la Herradura, Chalchuapa and Ilobasco. The classes are ongoing in eight public schools in these municipalities, with a total of 463 children and adolescents enrolled. 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.

With the objective of measuring the impact of the Community Policing Model, the JSSA's sub-contractor Analitika conducted baseline studies in Conchagua, Ciudad Arce, Tecoluca, Cuscatancingo, San Juan Opico and Ciudad Delgado, as well as in two control communities, Aguilares and Ayutuxtepeque. The follow-up assessments for ten municipalities were conducted in Chalchuapa, Cara Sucia, Ciudad Barrios, Jiquilisco, Olocuilta, Apopa, Suchitoto, San Luis La Herradura, Ilobasco and Puerto de la Libertad, as well as the control communities of Jujutla, San Pedro Perulapán and Santiago Nonualco. These studies are primarily focused on public perception of the police before and after implementing the Community Policing Model. In general, the evaluations found a positive impact of the Community Policing Model compared to the control communities where it was not implemented.

## **SUCCESS STORIES: COMMUNITY POLICING OUTREACH PROJECT**



***“In the workshops I learned that studying is good for my future. I want to graduate from high school and study business administration. Now I believe it’s possible to achieve this.”***

William Cruz, age 14, shown at left with his grandmother, used to get into fights and skip class frequently, even repeating a year of school for bad grades. When the community policing youth workshops began in his community, he was skeptical. “My friends said it would be a waste of time and I was afraid to be so close to the police. Not anymore – now we have a good relationship with the officers and my friends wish they were taking the classes too.” Gálata Patricia Cornejo, the director of William’s school in Playa San Diego, says that William has become a positive role model for his classmates and due to his good grades he was selected to be the school flag-bearer in civil events.

***“I was a very shy girl. In the workshops I met many people and I’ve made new friends.”***

Krisia Mora, age 14, shown at right with her younger sister, has always been studious but had trouble making friends. When she began participating in youth workshops led by police officers, her family was surprised by the change. “She was always so timid,” comments Krisia’s mother, Mercedes Mejia. “She changed from participating in the workshops. Now she’s more open to expressing herself and to participating with her classmates, teachers and even the police officers who teach the course.” Krisia now takes part in her school’s theater group and hopes to become a business owner when she grows up.



# 2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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

With the goal of reducing corruption, the JSSA continued to provide significant assistance to the Probity Unit to draft and promote the approval of a new Illicit Enrichment Law. The draft law was presented to the Chief Legal Counsel of the Supreme Court, who submitted it to the Plenary Court. In the framework of this support, the JSSA held work sessions with FUSADES, the Democracy, Transparency and Justice Foundation (DTJ) and the Social Democracy Initiative (ISD), among other civil society organizations and government bodies, all of which contributed to the development of the draft law. The JSSA also helped develop a document that described the legal considerations behind the draft law, which was reviewed by the aforementioned organizations and the Probity Unit.

One of the Project's most notable contributions in FY2015 was the facilitation of a Civil Society Coalition advocating for the new Illicit Enrichment Law and ongoing support for the Coalition's activities. The Coalition presented the new draft Illicit Enrichment Law to the Legislation and Constitutional Matters Commission of the Legislative Assembly in October 2014. Consequently, the Coalition has been active in promoting its approval in the Legislative Assembly. Among other activities, the Coalition analyzed the differences between its proposed version of the draft law and an older version of a draft law that was being considered in the Legislative Assembly. The Coalition also sent letters to the major political parties asking to meet to discuss the proposed law.

In addition, with JSSA support, the Civil Society Coalition has implemented an extensive citizen awareness and advocacy campaign – through radio, written press, promotional materials, social media, workshops and public forums – to promote the enactment of the draft law. These initiatives demonstrate civil society's commitment to highlighting the importance of the new Illicit Enrichment Law in the public agenda. The citizen awareness campaign includes:

- Educational and promotional materials, developed with JSSA support in the design, creation and publication. For example, as part of this effort FUSADES (a key member of the Coalition) issued a bulletin entitled, "The Probity Law: Absolutely Essential" to foster public debate on critical issues linked to the need for the new Illicit Enrichment Law.

- Public events to raise awareness of the law and to generate press coverage. For example, a press conference and workshop in June promoted the draft law prepared by the Civil Society Coalition. The 75 attendees at the press conference and related event included coalition members, journalists and Supreme Court magistrates. Similarly, a lunch event with journalists entitled, “More probity, less corruption” led to press coverage and editorials about the draft law.
- An extensive social media campaign on Facebook and Twitter, as well as a website ([probidadelsalvador.org](http://probidadelsalvador.org)) providing information for citizens and public servants about the draft Illicit Enrichment Law. The website includes a video explaining the objectives of the draft law.
- Outreach to Salvadoran youth leaders. 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. Francisco Gavidia University, one of the Coalition’s members, has a second youth forum planned for October.

In December, in the context of the Transparency Week, the Project carried out five dissemination activities on topics related to Transparency, Corruption and the draft Illicit Enrichment Law. This activity was carried out in coordination with the Transparency Anti-Corruption Consortium, which includes representatives from FUSADES, DTJ, National Foundation for Development (FUNDE) and the El Salvador Journalists Association. All activities were aimed at private attorneys, university professors and students. Approximately 500 people in total participated in the five activities supported by the Project for Transparency Week.

In addition to the civil society coalition, the JSSA also provided direct support to the Probity Unit in promoting the draft law. This year the Probity Unit requested JSSA support for a 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 campaign consists of radio spots, social media, written press, billboard advertisements and promotional materials. The JSSA provided support in the design of the campaign, which was approved by the head of the Probity Unit. Implementation will begin during the first quarter of FY2016.

The JSSA provided support to the Probity Unit to increase public awareness of the work being done by the Unit. As a result, the Probity Unit has improved a website ([www.consultaprobidad.info](http://www.consultaprobidad.info)) through which citizens can track statistics and public servants may submit their patrimony declarations as required by law, 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.

In addition to its assistance in drafting and promoting the Illicit Enrichment Law, the Project also provided support to the Supreme Court’s Judicial Investigations Unit and Professional Investigations Unit. This year the Presidency of the Criminal Chamber has expressed an interest in resuming activities to reengineer the Judicial Investigation Unit’s procedures. However, the Project is awaiting further

guidance and authorization from the Supreme Court to begin work, given that the Supreme Court plans to make personnel and administrative changes to the Unit prior to JSSA intervention. In the Professional Investigations Unit, the JSSA provided technical assistance this year to create a system to archive files, with the goal of improving processes so that papers do not get misplaced. The Project will also help remodel and expand the office once the Supreme Court completes the electrical installations. Finally, the Project held training sessions with members from both investigation units. Topics included Principles and Procedural Rules of the Civil Procedure Code, Evidence Evaluation, Criminal Procedure Code, Criminal Law, Sentence Elaboration and Excellence in Service. The objective is to train the functionaries responsible for handling disciplinary administrative procedures against judges and civil servants on the appropriate processes so they may correctly implement them.

## **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 year the Project provided technical assistance to the National Judicial Council's Evaluation and Selection Units to evaluate workplace environment and establish more efficient administrative processes. 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. A follow-up assessment will be conducted next year.

Also in coordination with the National Judicial Council's Selection and Evaluation Units, the JSSA assisted with the development, validation and socialization of a processes manual. This manual will be submitted for approval once the new members of the National Judicial Council take office.

With the goal of improving skills and the selection process for judicial support personnel, the JSSA designed a training program for judicial secretaries and collaborators. Once the new members of the National Judicial Council take office, the training program will be presented for their approval and the JSSA will provide technical assistance in the implementation of the first three courses for the specialization in criminal law. Course topics will include transparency, access to information, ethics, legal reasoning and evidence in the criminal process. The objective is to strengthen the basic training of personnel who take part in the administration of justice in the country, as well as to make the selection process more transparent.

Additionally, the JSSA carried out a study to evaluate the feasibility of accrediting the National Judicial Council's Judicial Training School as an institute of higher education. The accreditation of the Judicial Training School would help improve the quality of the academic activities implemented by the institution, enhance the credibility of the Judicial Training School as an institution of academic excellence and reduce costs to the National Judicial Council by eliminating the need to contract universities to certify its training programs. The final report, which was presented to the National

Judicial Council, outlines the requirements, steps and documentation that would be required to apply for certification from the Ministry of Education.

The Project also provided technical assistance in the design of an evaluation model to measure the impact of the Judicial Training School's courses. To date, a diagnostic assessment, analysis of norms and work plan have been completed. The design of the evaluation model and related evaluation instruments will be completed in the next quarter and presented to the National Judicial Council for approval.

***“Thanks to the Continuing Education Program, judicial management has improved significantly and the judicial system is more open to users.”***

**ANDRES MARINERO CISNEROS,  
JUSTICE OF THE PEACE, TOROLA,  
MORAZÁN**

***“Our work is more effective because the Continuing Education Program has allowed us to ensure that quality service is provided in the judicial centers.”***

**MIRTALA DE CRUZ, JUSTICE OF THE  
PEACE, SESORI, SAN MIGUEL**

In FY2014, 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. This year the JSSA completed Phase I of the program, consisting of eleven courses for 22 justices of the peace in the Eastern zone. Phase II began in May 2015 and will continue through March 2016 for 43 justices of the peace from the central, para-central and western regions, with courses held in Santa Ana. Course topics include Constitutional Principles of the Criminal Process, Legal Theory of Crime, Management Skills, Judicial Reasoning, Judicial Management, Techniques in Writing Sentences, International Judicial Cooperation, Communications, Treatment of Information, and the Criminal System. To capitalize on the academic quality of consultants who supported the Continuing Education Program courses and to extend coverage to a greater number of operators, the JSSA held a series of related workshops and university discourses on topics relevant to the criminal jurisdiction for judicial secretaries and other judicial collaborators.

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



**Conference on legal reasoning with law students from the José Simeón Cañas Central American University and José Matías Delgado University.**

To this end, the Project, in coordination with the Judicial Training School and the Criminal Chamber of the Supreme Court, designed a series of courses and forums to promote judicial ethics. This effort was formed as part of an Experience Dissemination and Systematization Plan to Implement a Judicial Management System, aimed at magistrates, judges, legal advisors and other justice system operators in order to encourage the application of values required by a Rule of Law. This year the JSSA held a total of 89 courses and events on transparency and public probity for attorneys, prosecutors, judges, legal advisors, universities and civil societies. These activities are part of the

Outreach Plan to raise public awareness of judicial ethics issues, with the goal of making the Judicial Ethics Code's implementation more effective by ensuring that judicial operators understand its contents. For example, a conference was held in December 2014 on citizen participation in the fight against corruption for 100 professors and students from the multi-disciplinary department of El Salvador University.

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

In coordination with the Supreme Court's Administrative Systems Unit, the JSSA developed a proposal to unify case numbers in the Process Distribution Office. The use of standard unified case numbers will facilitate case tracking and management within the court system. After overcoming some initial challenges, the unified case numbering system is in operation in the Process Distribution Offices that the JSSA implemented or expanded. Given the Supreme Court's strong commitment to this initiative, the JSSA will continue to provide technical assistance to consolidate the practice of utilizing a unified numbering system in the existing and future Process Distribution Offices. In addition, the JSSA provided technical assistance to strengthen coordination between the Information Technology and Administrative Systems Units of the Supreme Court in order to implement integrated procedures between the Process Distribution Offices and the Users' Attention Centers through the use of a unified case numbering system.

**“The specialization program in Judicial Management has been very useful given the need for paradigm changes and given institutional habits in judicial management that negatively affect users by creating delays. For these reasons, the tools received in the course will be of great assistance in improving judicial management processes.”**

**THELMA ESPERANZA, FIRST CIVIL AND COMMERCIAL JUDGE, SANTA ANA.**

In collaboration with the Judicial Training School, the JSSA carried out a Judicial Management Training Program in the second half of FY2015, with courses focused on process modernization. Participants were from all levels and varying offices of the judiciary. Courses included courtroom management, use of new technologies, judicial administration and judicial indicators.

The Project also began providing technical assistance in carrying out a diagnostic assessment on the organizational structure of the Supreme Court to identify its strengths, weaknesses and opportunities for improvement. This will serve to facilitate future changes and decisions regarding its structure. This activity is in the data collection phase and is expected to be completed in December 2015; to date, 52 people have been interviewed and a workshop was held with managers.

In addition, the JSSA presented a training plan on access to public information for magistrates and judges specializing in instruction, family, childhood and adolescence, as well as justices of the peace. The training program was approved by

the President of the Supreme Court and the National Judicial Council. Three courses have been held to date on judicial ethics, code of conduct and access to information.

The JSSA is also providing technical assistance to the Office of Access to Public Information on decentralization of information requests. The Project has begun the process of bringing an international consultant to assist with this topic during the next quarter.

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

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

As discussed in Sub-Component 2.1 above, the JSSA facilitated the creation of a Civil Society Coalition to promote the enactment of a new Illicit Enrichment Law and provided ongoing support for its activities. In addition to supporting the Coalition's advocacy activities, Project involvement included coordination to strengthen the Coalition's capacities and attract new members. The initial three members of the Coalition were FUSADES, DTJ and ISD. In February, the JSSA coordinated with these organizations to hold a workshop with the purpose of encouraging other civil society organizations to join the Coalition. Twenty representatives attended the event, including members of FUNDE, José Simeón Cañas Central American University, University of El Salvador, FUSADES, DTJ, ISD, Francisco Gavidia University, El Salvador Journalists Association, Matías Delgado University and the Guillermo Manuel Ungo Foundation. By the end of FY2015, four additional organizations joined the coalition for a total of seven members: FUSADES, DTJ, ISD, FUNDE, Francisco Gavidia University, the National Association of Private Enterprise and the Legal Studies Center.

Other citizen participation efforts involve direct support to civil society organizations. In the second quarter of FY2015, the JSSA contracted the services of an international expert to identify civil society organizations and university study centers that could benefit from JSSA technical assistance and training on topics related to transparency and access to information. Based on this assessment, the JSSA selected civil society organizations to receive grant awards and began implementation of small grants focused on institutional strengthening initiatives. To date, four grants have been implemented

with civil society organizations to carry out advocacy and citizen participation activities, as well as to support organizational development activities aimed at strengthening management capacities. The following four grants are currently being implemented:

<b>Organization: <i>Asociación Déjame Ayudarte, Sendas para la Mujer</i> (SENDAS)</b>		<b>Amount: \$29,412.60</b>
<b>Name of Project</b>	Implementation of a Rape Crisis Center in the Attorney General's Office in Cojutepeque, 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>Institutional strengthening: Consultants have been supporting SENDAS in the areas of strategic planning and institutional communication, including a consultant specialized in the area of attention to victims who is helping develop a manual. The final strategic plan has been completed, and the communications strategy will be finalized in October. Additionally, a graphic designer was recently hired to update the organization's branding and materials. A fundraising consultant is also providing support to the organization.</p> <p>Technical assistance to the Cojutepeque Rape Crisis Center: The technical assistance effort has been completed. The psychologist hired under the grant for six months has finished her term, and the Attorney General's Office now provides a psychologist for the Center. Before the technical assistance finished, the SENDAS psychologist trained the Attorney General's Office psychologist on working with victims and trained other Attorney General's Office staff on records management and other services available to victims upon referral. SENDAS continues to supervise therapy sessions and provide follow-up on the activities in the Rape Crisis Center at the request of the AGO without compensation from the JSSA.</p>	
<b>Report</b>	60% of the total amount of the grant has been disbursed upon delivery and approval of the first two deliverables.	

<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 Community Policing officers to promote violence prevention.	
<b>Status</b>	<p>Awarded – Implementation period from 5/5/15 to 12/4/15.</p> <p>Implementation of workshops has been ongoing for almost 5 months, and is expected to finish in mid-October. Approximately 79 children and adolescents have enrolled in these courses in both schools. During this period, FUNDE completed approximately 95% of the activities.</p>	
<b>Report</b>	76.6% of the total amount of the grant has been disbursed to FUNDE upon review and approval of the corresponding contractual deliverables.	

<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>	<p>Awarded – Implementation period from 6/26/15 to 11/25/15.</p> <p>Implementation of dance and drama workshops is ongoing in the eight public schools in the different municipalities, with a total of 463 children and adolescents enrolled. To date, the Grantee has completed approximately 70% of the program. Currently, students are training for the final performance. The workshops continue through October, and the final presentations in each of the four municipalities will be held during the first week of November.</p>	
<b>Report</b>	70% of the total amount of the grant has been disbursed to ESCENICA following delivery and approval of various progress reports.	

<b>Organization: <i>Fundación Salvadoreña 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>	Awarded – Implementation period from 7/23/15 to 12/22/15.  FUSADES has begun conducting analysis and research of the key rulings issued by the Constitutional Chamber of Justice. The organization began conducting focus groups and interviewing important actors to contribute to the study. Additionally, the JSSA is in the process of contracting two consultants to strengthen the judicial observatory as well as speak at events being held by FUSADES. The organization has also purchased computer equipment and hired a website designer to begin modernizing the Judicial Observatory.	
<b>Report</b>	40% of the total amount of the grant has been disbursed to FUSADES following delivery and approval of an implementation plan.	

In addition, the following grants are in various stages of the award process:

<b>Organization: <i>Fundación Democracia, Justicia y Transparencia (DTJ)</i></b> <b>– Sole source</b>		<b>Amount: TBD – not over \$55,000</b>
<b>Name of Project</b>	Institutional strengthening and citizen participation to strengthen the Salvadoran Democracy.	
<b>Objective</b>	To strengthen the institutional capacities of DTJ, promote major citizen participation and strengthen emerging leaders by implementing training to generate advocacy on topics of national interest.	
<b>Status</b>	The proposal has been received and is under review by the Grants Selection Committee.	
<b>Report</b>	Not applicable during this reporting period.	

<b>Organization: TBD – Open Competition</b>		<b>Amount: \$70,000 (possibly awarded as two grants of \$35,000 each)</b>
<b>Name of Project</b>	Use of alternative sentencing and restorative justice options as a strategy to reduce recidivism and prevent youth offenders from being imprisoned.	
<b>Objective</b>	<p>To promote alternative sentences for adolescents and youth offenders in order to avoid imprisonment. Alternative sentences can include youth and adolescent participation in a crime prevention project.</p> <p>The project will be implemented via pilot programs in San Miguel and Santa Ana. Organizations will be able to submit proposals for one or both cities; as such, this project may be awarded in one or two grants.</p>	
<b>Status</b>	This award will be open to competition, with a Request for Applications (RFA) published in newspapers. The JSSA is currently awaiting approval from USAID to publish the RFA.	
<b>Report</b>	Not applicable during this reporting period.	

<b>Organization: <i>Fundación Iris</i> – Sole Source</b>		<b>Amount: \$55,000</b>
<b>Name of Project</b>	Reinforcing police skills in conflict resolution, and institutional strengthening of Fundación Iris.	
<b>Objective</b>	<p>Under this grant, Fundación Iris will train police personnel on conflict resolution with the goal of improving interpersonal relations inside the institution, as well as community relations in municipalities where the Community Policing Philosophy is being implemented.</p> <p>The grant will also provide institutional strengthening assistance to Fundación Iris in the areas of communications, public relations, fundraising and administration.</p>	
<b>Status</b>	This award will be restricted to Fundación Iris. The JSSA is currently awaiting approval from USAID to publish the RFA.	
<b>Report</b>	Not applicable during this reporting period.	

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

To lay the groundwork for local ownership of USAID-funded initiatives, in FY2015 the JSSA conducted an assessment of the management capacities of three government institutions (Executive Technical Unit, Public Defender’s Office and National Judicial Council), one private university (Universidad Dr. José Matías Delgado), and two civil society organizations (FUSADES and Fundación

Iris). The study's objective was to determine whether it would be feasible for USAID/El Salvador or an implementing partner to directly fund these entities, and if so, what funding mechanisms would be suggested.

The Project developed an Expedited Risk Assessment tool based on elements from four existing USAID assessment tools: USAID Public Financial Management Risk Assessment (ADS 220), USAID Organizational Capacity Assessment, USAID Organizational Performance Index and the Non-U.S. Pre-Award Survey. The Expedited Risk Assessment covers seven areas: governance, management and leadership; budgeting systems and execution; procurement/ordering and payment; human resources; information technology; external and internal audit/control environment; and project implementation and performance management.

The feasibility study was carried out in the second quarter of FY2015 and found that each of the six organizations has sufficient financial and managerial capacity to manage USAID funds in accordance with U.S. Government and USAID requirements. Although the breadth and scope of Public Financial Management risk mitigation measures for each entity would vary, USAID and/or an implementing partner could feasibly provide funding to each of the six entities after conducting additional and less rapid risk assessments.

These results were presented to USAID, and the Project has no further instructions to implement a host country program.

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

The JSSA continued to provide technical support to meet arising needs of government counterparts and civil society organizations to improve transparency, reduce impunity and improve citizens' engagement in justice sector reforms.

During the first quarter of FY2015, the JSSA carried out a study on the legal situation of prisoners from the National Civilian Police delegations in Montserrat, Apopa, Cojutepeque and Soyapango. In general, the study shows that the capacity of the prison cells is exceeded by 179% at the facilities analyzed. Study results demonstrate that 70% of the detainees are accused of crimes not eligible for alternative sentencing, which contributes to the overcrowding of cells. In this context, the study highlights the following recommendations: 1) review the competencies of Justices of the Peace in order to identify and address the legal obstacles restricting their actions during the initial phase of the case; and 2) promote the creation of preventive detention centers in accordance with Article 72 of the Penitentiary Law.

The JSSA also conducted a study to evaluate the impact that the provision of comprehensive victims' assistance services has had on victims of sexual abuse, inter-family violence and child abuse in the context of judicial processes. The study involved interviews with victims as well as the revision of case files and courtroom records for cases handled by the victims' assistance centers. The results of the study were that the comprehensive attention model used in victims' assistance centers – which involves providing a wide range of care including psychological, social, medical and legal assistance –

has a positive impact on victims' well-being and also increases access to justice for members of vulnerable groups. This information will help inform the establishment of new centers in the context of maximizing access to justice for victims. The study was completed in the second quarter of FY2015.

In September, the JSSA supported the Third Forum on Civil Service, coordinated in conjunction with the President's Technical and Planning Secretariat. The goal of the forum was to generate an exchange of national and international experiences to improve the professionalization of civil service. It was attended by 398 people on the first day and 257 people on the second day; the US Ambassador, Mari Carmen Aponte, was also in attendance. Related events included a breakfast session for 20 justice sector actors, which included a talk on Professionalization in the Ibero-American Civil Service Charter, and a lunch session for 20 members of the Legislative Assembly's Commission on Labor and Social Services, which included a talk on The Importance of Improving Norms for the Professionalization of Civil Service.



**The Third Forum on Civil Service.**

also in attendance. Related events included a breakfast session for 20 justice sector actors, which included a talk on Professionalization in the Ibero-American Civil Service Charter, and a lunch session for 20 members of the Legislative Assembly's Commission on Labor and Social Services, which included a talk on The Importance of Improving Norms for the Professionalization of Civil Service.

The Project also began preparations to bring an international consultant to provide technical assistance to the Ministry of Foreign Affairs on transparency and anti-corruption strategies. The assessment, which is planned for the first quarter of FY2016, will involve an analysis of the government's anti-corruption advances since 2009 and development of suggestions for future initiatives and strategies that will have a greater impact in fighting corruption.

# 4.0 MONITORING AND EVALUATION

The JSSA continued to make significant advances in achievement of the expected results, as documented by the Project indicators. Detailed information concerning all indicators will be reported in the annual Performance Monitoring Plan Report, submitted separately.

**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.								100%	Activity completed in Q4 FY 2015.
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.								65%	
1.1A.7 Provide technical assistance and training to professional staff responsible for generating institutional statistical data at key justice sector institutions.								40%	New Work Plan FY 2015 (WP2015) activity.
1.1A.8 Assist in developing inter-institutional protocols for sharing information within the justice sector.								65%	
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.								60%	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.								35%	New WP2015 activity.
1.1A.13 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices communications protocol.								35%	
1.1A.13.1 Assist in the implementation of the access to justice communications protocol.								0%	Subject to the advance of 1.1A.13.
1.1A.14 Provide technical assistance and training to institutional spokespersons for the justice sector.								0%	
1.1A.15 Conduct a feasibility assessment regarding the use of court electronic notification systems.								100%	Activity completed in Q1 FY 2015.

Justice Sector Strengthening 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.15.1 If deemed feasible, assist in implementing an electronic notification pilot program in the SC during the base period.								25%	
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.								100%	Activity completed in Q4 FY 2015.
1.1A.16.4 Provide technical assistance in the development of reforms for the internal rules of the AGO Training School.								90%	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.								90%	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.								60%	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.								70%	
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%	
<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.

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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.								35%	
<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.
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%	

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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.								5%	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%	
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.								70%	
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.

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1.2.23 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.								100%	Activity completed in FY 2014.
1.2.24 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions.								0%	
1.2.25 Assist PDO in the strengthening of the Sentence Execution Stage Unit.								70%	
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.								40%	
<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).								100%	Activity completed in Q4 FY 2015.
1.2.30 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).								75%	
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%	
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.								90%	
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.								100%	Activity completed in Q4 FY 2015.
<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%	

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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.								55%	
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.								35%	New FY 2015 activity.
1.2.42 Provide technical assistance in implementing the Restorative Justice Manual.								65%	
1.2.43 Continue to provide support to strengthen the Restorative Justice Roundtable.								45%	
1.2.44 Provide support to the Specialized Juvenile Justice Training Program in the SC Juvenile Justice Office.								75%	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.								25%	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.								40%	
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.								45%	
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%	
1.2.49 Assist in establishing 3 new ODPs during the option years.								0%	
1.2.50 Provide technical assistance and limited equipment to the SC Quality Control Unit and the Information & Administrative Systems Division in developing an institutional protocol to improve the quality of user services, including for those with disabilities.								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%	

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1.3.2 Provide technical assistance and limited equipment to the Police Delegations for the implementation of the CPM.								60%	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.								60%	
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.								50%	
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%	
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.								60%	
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.								65%	
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.								40%	
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.								65%	
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.								65%	
1.3.15.1 Relevant training and modest equipment support will be provided for each new UNIMUJER, including the establishment of active listening rooms.								65%	
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).								100%	Activity Completed in Q4 FY 2015.
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.								80%	
<b>COMPONENT 2: Judicial Transparency</b>									

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<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).								100%	Activity Completed in Q4 FY 2015.
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.								65%	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.								25%	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.								55%	
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.

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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.								80%	
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.								80%	New WP2015 activity.
2.2.7 Provide assistance in the development of a mapping process for the Evaluation and Selection Units.								100%	Activity completed in Q4 FY 2015.
2.2.8 Provide assistance in developing the design and methodology for a model to measure the impact of the trainings provided by the JTS, and assist with the initial implementation of the model.								20%	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.								100%	New WP2015 activity. Activity completed in Q4 FY 2015.
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> .								100%	New WP2015 activity. Activity completed in Q4 FY 2015.
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.								40%	New WP2015 activity.
<b>SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts</b>									
<b>Improved case management (2.3A)</b>									
2.3A.1 Provide technical support for adopting a unified case number system at the national level, to ensure easier access to decision, especially those made at lower levels.								15%	
2.3A.2 Assist the SC in integrating the ODP and CAU applications and unified case number system.								10%	
2.3A.3 Provide technical assistance to design a training program for judges on the the administration of judicial offices, in collaboration with the SC and NJC/JTS.								100%	New WP2015 activity. Activity completed in Q2 FY 2015.
2.3A.4 Assist the SC in implementing the training program (see 2.3A.3), including a train-the-trainers component.								0%	New WP2015 activity.
<b>Assess feasibility of a SC Administrative Unit (2.3B)</b>									
2.3B.1 If approved by the SC, conduct a study regarding the feasibility of establishing a streamlined SC Administrative Unit to make final decisions on administrative and financial issues, or devise other methods to streamline the administrative decision-making process.								15%	
<b>Judicial training program in new transparency and other procedures and policies (2.3C)</b>									

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2.3C.1 Conduct specialized courses for judges and their staff in advanced court administration skills.								100%	New WP2015 activity initiated in FY 2014. Activity completed in Q4 FY 2015.
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.								15%	
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).								70%	
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.								30%	
3A.4 Develop and implement an action plan with CSOs to define concrete strategies to increase citizen participation.								40%	
3A.5 Create/strengthen judicial observatories and other major CSOs working on justice and transparency issues.								45%	
3A.6 Assist CSOs in conducting investigations and analyzing important themes in criminal justice, judicial independence, legal reform and transparency, among others.								15%	
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.								15%	
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.								30%	
<b>Host Country Ownership (3B)</b>									
3B.1 Design a feasibility study of possible methods for USAID/El Salvador to engage directly with the Government of El Salvador (GOES) in future projects.								100%	Activity completed in Q2 FY 2015.

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					
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.								30%	

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