



USAID | **EL SALVADOR**
FROM THE AMERICAN PEOPLE

JUSTICE SECTOR STRENGTHENING ACTIVITY

QUARTERLY REPORT
(OCTOBER 1 – DECEMBER 31, 2015)

January 20, 2016

This publication was produced for review by the United States Agency for International Development. It was prepared by Checchi and Company Consulting, Inc.

JUSTICE SECTOR STRENGTHENING ACTIVITY

Contract No. AID-519-C-13-0001

QUARTERLY REPORT

(October 1 – December 31, 2015)

Prepared by:

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

January 20, 2016

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.

TABLE OF CONTENTS

<i>LIST OF ACRONYMS</i>	<i>i</i>
<i>EXECUTIVE SUMMARY</i>	<i>ii</i>
<i>RESUMEN EJECUTIVO</i>	<i>v</i>
1.0 COMPONENT 1: CRIMINAL JUSTICE REFORM	1
1.1 SUB-COMPONENT 1.1: Elevating the Professional Standards of Justice Sector Operators	1
1.2 SUB-COMPONENT 1.2: Improving Current Criminal Justice Procedures and Practices	5
1.3 SUB-COMPONENT 1.3: Community Policing	11
2.0 COMPONENT 2: JUDICIAL TRANSPARENCY	16
2.1 SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption	16
2.2 SUB-COMPONENT 2.2: Strengthening of the National Judicial Council’s Judicial Evaluation and Selection Systems	17
2.3 SUB-COMPONENT 2.3: Strengthening the Capacity, Efficiency and Accountability of the Courts	18
3.0 COMPONENT 3: CITIZEN PARTICIPATION, HOST COUNTRY OWNERSHIP AND WINDOWS OF OPPORTUNITY	20
3.1 SUB-COMPONENT 3A: Citizen Participation.....	20
3.2 SUB-COMPONENT 3B: Host Country Ownership	25
3.3 SUB-COMPONENT 3C: Windows of Opportunity.....	25
4.0 MONITORING AND EVALUATION	26
Annexes	
Annex A. JSSA FY 2016 Work Plan	

LIST OF ACRONYMS

CSO	Civil Society Organization
DTJ	Democracy, Transparency and Justice Foundation
ESCENICA	<i>Asociación Cultural para las Artes Escénicas</i>
FUNDE	National Foundation for Development (<i>Fundación Salvadoreña para el Desarrollo</i>)
FUSADES	Salvadoran Foundation for Economic and Social Development (<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>)
FY	Fiscal Year
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
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
USG	United States Government

EXECUTIVE SUMMARY

The first quarter of Fiscal Year (FY) 2016 was marked by numerous high-level vacancies and political turmoil in El Salvador's judicial sector. The Attorney General's term ended on December 3, 2015, without the Legislative Assembly having named a new authority. In subsequent weeks there were numerous accusations of bribery as the outgoing Attorney General, Luis Martinez, lobbied for another term in the midst of corruption investigations of a former president. The year ended without a new Attorney General being named. Several other high-level justice sector authorities were also pending appointment; as of the end of this reporting period, vacancies included the Director of the Executive Technical Unit, new members of the National Judicial Council, and Director of the Judicial Training School.

Despite this political turmoil, 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. However, a number of activities and proposals remain pending approval from government counterparts, given the vacancies in positions of high-level authority.

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. In coordination with the Executive Technical Unit, the JSSA continued to provide technical assistance to draft an Annotated Criminal Procedure Code to serve as an educational reference for justice sector operators; 379 of the 507 articles have been completed. The Project also began carrying out a diagnostic assessment of the Victims and Witness Protection Program in order to improve inter-institutional protocols to protect victims and witnesses.

This quarter the Project also implemented a variety of training courses to strengthen judicial sector operators' skills in areas including gender perspectives, human rights, group management, court management, case theory and use of evidence, among other topics. In addition, this quarter the University of El Salvador and the Supreme Court signed an agreement approving a new Master's degree program for the Forensic Medicine Institute, which has been developed with JSSA support. The Project is also supporting the Judicial Training School in developing evaluation instruments to assess the effectiveness of its courses.

With the goal of improving criminal investigations, the JSSA established the twelfth Joint Attorney General's Office/National Civilian Police Investigation Team in Chalatenango to coordinate investigation processes. Preparations are on track to have a Joint Investigation Team operational in

every department in the country by FY2016. The Project also carried out a diagnostic assessment of the Attorney General's Office's evidence storage warehouse as part of an effort to improve procedures for evidence handling, to ensure that the evidence is admissible in court.

A key accomplishment this quarter was the JSSA's implementation of a series of workshops on Human Rights, Ethics and Use of Force for National Civilian Police personnel. The Project plans to hold replica workshops for high-level authorities, and eventually the course will be made available to all officers with support from the Police Academy. Also in coordination with the National Civilian Police, the Project held a workshop to develop strategies to strengthen delegation managers' capability to review and interpret data gathered through community policing diagnostics.

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 quarter the JSSA inaugurated a Rape Crisis Center in San Vicente, and two Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) in Suchitoto and Ciudad Arce.

The Project's four grants to civil society organizations continued to progress, with two of the grants completing activities this quarter. The JSSA also received USAID approval and began the process of awarding grant funding to carry out restorative justice pilot programs that promote the use of alternative sentencing for youth offenders.

This quarter the Project continued to support the National Civilian Police in implementing the Community Policing Model in 16 communities, including holding a variety of workshops and training sessions and supporting the police in carrying out community assessments and holding outreach events. As part of this effort, the Project supported implementation of Summer School Programs for 1,440 students.

The Project's work to promote transparency and ethics received high visibility this quarter, as the Illicit Enrichment Law received considerable national attention. A Project-supported Civil Society Coalition implemented an extensive public awareness campaign to promote the draft law, which was under consideration from the Legislative Assembly. However, in December the Legislative Assembly passed its own, weaker version of the law that would move the responsibility for investigating illicit enrichment from the Supreme Court plenary to the Civil Chamber, contrary to the constitutional requirements. Although the president approved the law in the last week of December, the Coalition's work was instrumental in calling national attention to its deficiencies and in prompting public conversations about ethics and corruption. Other JSSA activities to promote transparency included three events in coordination with Transparency Week in December and technical assistance to support the Supreme Court's Judicial Investigations Unit and Professional Investigations Unit.

The JSSA also carried out an assessment of the Supreme Court's organizational structure and will use the results to develop recommendations for improvement. In addition, the JSSA is coordinating with the Supreme Court and the Forensic Medicine Institute to advance the opening of new User's Attention Centers. This quarter a Users' Attention Center was inaugurated in the San Vicente Forensic

Medicine Institute in October, and in the Sonsonate Judicial Center in November; Project support included coordination meetings, remodeling activities, equipment of spaces, and workshops for personnel to improve user services and strengthen the court's administrative capacities. 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 is ready for publication. Finally, in December the Project delivered IT equipment for case management audits in the Supreme Court's Administrative Systems Unit, with the objective of providing the staff with the resources necessary to systematize and analyze court management information.

RESUMEN EJECUTIVO

El primer trimestre del Año Fiscal 2016 estuvo marcado por numerosas vacantes de alto nivel y agitación política en el sector judicial en El Salvador. El Fiscal General de la República finalizó su periodo el 3 de diciembre de 2015, sin que la Asamblea Legislativa haya nombrado una nueva autoridad. En las semanas siguientes hubo numerosas acusaciones de soborno cuando el Fiscal General saliente, Luis Martínez, cabildeó para un nuevo mandato en medio de investigaciones de corrupción de un ex presidente. El año terminó sin el nombramiento de un nuevo Fiscal General. Algunas otras autoridades de alto nivel del sector justicia también estaban pendientes de nombramiento; a partir de finales del período del informe, las vacantes incluyen la del Director de la Unidad Técnica Ejecutiva, los nuevos miembros del Consejo Nacional de la Judicatura y del Director de la Escuela de Capacitación Judicial.

A pesar del escenario político, el Proyecto de Fortalecimiento del Sector de Justicia (JSSA por sus 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 Coordinación 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 organizaciones de la sociedad civil y otras contrapartes. Sin embargo, una serie de actividades y propuestas continúan pendientes de aprobación por parte de las contrapartes del gobierno, dadas las vacantes de los titulares.

Durante este período de tiempo el Proyecto llevó a cabo una serie de actividades para fortalecer el sistema de justicia penal, aumentar la transparencia judicial, establecer vínculos interinstitucionales y mejorar la relación entre la sociedad civil y las instituciones del sector justicia. En coordinación con la Unidad Técnica Ejecutiva, el JSSA continuó brindando asistencia técnica para redactar el Código Procesal Penal Comentado que servirá como una referencia educativa para los operadores del sector justicia; 379 de los 507 artículos han sido completados. El Proyecto también inició el desarrollo de un diagnóstico del Programa de Protección de Víctimas y Testigos, a fin de mejorar los protocolos interinstitucionales para proteger a los mismos.

Este trimestre el Proyecto también impartió una serie de cursos de formación para fortalecer las habilidades de los operadores del sector judicial, en áreas que incluyen la perspectiva de género, derechos humanos, manejo de grupos, gestión de los tribunales, teoría del caso y el uso de evidencia, entre otros temas. Además en este trimestre la Universidad de El Salvador y la Corte Suprema de Justicia firmaron un acuerdo para llevar a cabo un nuevo programa de grado de Maestría para el Instituto de Medicina Legal, el cual ha sido desarrollado con el apoyo del JSSA. El Proyecto también

está apoyando a la Escuela de Capacitación Judicial en el desarrollo de instrumentos de evaluación para evaluar la eficacia de sus cursos.

Con el objetivo de mejorar las investigaciones penales, el JSSA estableció el duodécimo Equipo de Investigación Conjunta conformado por la Fiscalía General de la República y la Policía Nacional Civil en Chalatenango, para coordinar los procesos de investigación. Las gestiones están en marcha para contar con un equipo de investigación conjunta en todos los departamentos del país para el Año Fiscal 2016. El proyecto también llevó a cabo un diagnóstico de la sala de almacenamiento de evidencia de la Fiscalía General de la República, como parte del esfuerzo para mejorar los procedimientos en el manejo de evidencias para garantizar que sean admisibles en los tribunales.

Un logro clave de este trimestre fue la impartición por parte del JSSA de una serie de talleres sobre derechos humanos, ética y uso de la fuerza dirigidos al personal de la Policía Nacional Civil. El Proyecto tiene previsto impartir talleres de réplica para las autoridades de alto nivel y eventualmente, el curso se pondrá a disposición de todos los funcionarios con el apoyo de la Academia Nacional de Seguridad Pública. También en coordinación con la Policía Nacional Civil, el Proyecto llevó a cabo un taller para desarrollar una estrategia a fin de fortalecer la capacidad de los jefes de las delegaciones para revisar e interpretar los datos recogidos a través de los diagnósticos de Policía Comunitaria.

El Proyecto también avanzó en una serie de actividades con las 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. Para ello, en este trimestre la JSSA inauguró un Centro de Atención a Víctimas en Crisis por Abuso Sexual en San Vicente, y dos Unidades Institucionales de Atención Especializada para las Mujeres en Situación de Violencia (UNIMUJERS) en Suchitoto y Ciudad Arce.

Las cuatro pequeñas donaciones del Proyecto otorgadas a organizaciones de la sociedad civil continuaron progresando, y dos de ellas completaron sus actividades este trimestre. El JSSA también recibió la aprobación de USAID e inició el proceso de concesión de una pequeña donación para llevar a cabo programas piloto de justicia restaurativa que promuevan el uso de condenas alternativas para los delincuentes juveniles.

Este trimestre el Proyecto continuó apoyando a la Policía Nacional Civil en la implementación del Modelo de Policía Comunitaria en 16 comunidades, incluyendo la realización de una gran variedad de talleres y sesiones de capacitación, y apoyando a la policía para llevar a cabo diagnósticos comunitarios y eventos de divulgación. Como parte de este esfuerzo el Proyecto apoyó la implementación de Programas de Escuela de Verano para 1,440 estudiantes.

El trabajo del Proyecto para promover la transparencia y la ética recibió gran visibilidad en este trimestre, ya que la Ley de Enriquecimiento Ilícito recibió considerable atención nacional. El Grupo Gestor de la Sociedad Civil, apoyado por el Proyecto, implementó una extensa campaña de sensibilización pública para promover el proyecto de ley que estaba bajo consideración de la Asamblea Legislativa. Sin embargo, en diciembre, la Asamblea Legislativa aprobó su propia versión, una versión más débil de la ley que pasaría la responsabilidad de investigar el enriquecimiento ilícito de la Corte

Plena a la Cámara de lo Civil, en contra de las exigencias constitucionales. Aunque el presidente aprobó la ley en la última semana de diciembre, el trabajo del Equipo Gestor fue fundamental para llamar la atención nacional sobre las deficiencias de la ley, lo que provocó el debate público sobre la ética y la corrupción. Otras actividades del JSSA para promover la transparencia incluyeron tres eventos en coordinación con la Semana de la Transparencia en diciembre, y la asistencia técnica para apoyar al Departamento de Investigación Judicial y la Sección de Investigación Profesional de la Corte Suprema de Justicia.

El JSSA también llevó a cabo un diagnóstico de la estructura organizativa de la Corte Suprema de Justicia, cuyos resultados utilizará como insumos para formular recomendaciones para su mejora. Además, el JSSA está coordinando con la Corte Suprema de Justicia y el Instituto de Medicina Legal para avanzar en la apertura de nuevos Centros de Atención al Usuario. Este trimestre un Centro de Atención al Usuario se inauguró en el Instituto de Medicina Legal de San Vicente en octubre y en el Centro Judicial de Sonsonate en noviembre. El apoyo del Proyecto incluyó reuniones de coordinación, actividades de remodelación, equipamiento de los espacios y talleres para el personal para mejorar los servicios a los usuarios y fortalecer las capacidades administrativas de la Corte. Con el objetivo de mejorar los servicios al usuario, el Proyecto apoyó el desarrollo de un protocolo de atención al usuario, que está pendiente de aprobación de la Corte Suprema de Justicia, así como de un documento de orientación que enumera los principios de atención al usuario, el cual ya fue aprobado y está listo para su publicación. Finalmente, en diciembre del Proyecto entregó equipos informáticos para las auditorías de gestión de casos a la Unidad de Sistemas Administrativos de la Corte Suprema de Justicia, con el objetivo de proporcionar al personal los recursos necesarios para sistematizar y analizar la información de gestión de los tribunales.

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

This quarter the Justice Sector Strengthening Activity continued to provide technical assistance to the Executive Technical Unit's Statistics Division in monitoring and evaluation of the implementation of the Criminal Procedure Code. Indicator data was previously collected from calendar years 2013 and 2014, and the corresponding reports are pending approval from the Coordination Commission. The approval process has been delayed due to political vacancies, given that several members of the Coordination Commission – Attorney General, Executive Director of the Executive Technical Unit, and President of the National Judicial Council – need to be appointed.



Workshop to review advances in the Annotated Criminal Procedure Code and to begin a legal review of its articles.

The Project also 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. This quarter, the Project held two workshops to review advances and to begin a legal review of the articles completed to date, with the goal of ensuring legal consistency across the articles. As of the end of this reporting

period, the drafting team has completed 379 of the 507 articles of the Code.

In addition, the JSSA is collaborating with the Executive Technical Unit to review current rules and policies governing the protection of witnesses and victims of sexual violence in order to support their institutionalization and implementation. This quarter the proposed National Policy of a Legal and

Psychosocial Redress of Victims was completed and submitted to officials of the Executive Technical Unit for revision and approval; the plan will establish guidelines for civil responsibilities for reparations for sexual violence victims. Similarly, the Project is also providing technical assistance to the Executive Technical Unit with the goal of developing inter-institutional protocols to protect victims and witnesses; this quarter the JSSA held four workshops to review the Victims and Witness Protection Program and began carrying out a diagnostic of the program. Information from the diagnostic assessment will be used to draft a proposed protocol during the next quarter.

Also with the goal of improving coordination among justice sector institutions, the JSSA is supporting the development of an information-sharing protocol to facilitate the exchange of justice sector statistics and to standardize data collection practices. The draft protocol was completed during Fiscal Year 2015 and is still pending approval from the Executive Technical Unit, given the Coordination Commission's vacant seats.

In collaboration with the Supreme Court of Justice, the JSSA continues to provide technical assistance to implement pilots of an 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. Pilot electronic notifications systems were previously installed in the Supreme Court's Constitutional Chamber and some civil and administrative courts. As new magistrates take office during the next quarter, the Project will hold training sessions for judges, magistrates, judicial secretaries, and lawyers to promote wider use of the electronic notification system.

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 this quarter included:

- Two inter-institutional replica courses on leadership and organizational change for a total of 90 staff from the Attorney General's Office and the Public Defender's Office. The trainers received courses from the JSSA in coordination with the Advanced School of Economics and Business and are now replicating these courses in their own



institutions, demonstrating the sustainability of the activity.

- Multiple training sessions and workshops for personnel from the Public Defender's Office to strengthen their capacities in the area of gender. Topics included jurisprudential criteria of the inter-American system regarding gender-based violence, gender identities, the Special Integrated Law for a Life Free of Violence for Women, access to justice and due diligence regarding gender-based violence. This quarter 200 public defenders and other staff participated in these courses. 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.
- Courses on management skills for managers from the Attorney General's Office, the Public Defender's Office and the Forensic Medicine Institute. These sessions focused on developing group management and leadership skills, thereby elevating work standards for the relevant institutions.
- 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 45 participants had previously completed four modules, and this quarter completed the last three modules on women's human rights in legal argumentation, public policies of access to justice, and victims' rights from a perspective of intersectionality. A closing ceremony will be held in January 2016.
- Replica courses taught by internal instructors who participated in the JSSA's inter-institutional train-the-trainers series during fiscal year 2015. This quarter three replica courses were held for 85 public defenders on mediation with a gender focus, protection measures for women's social and economic rights, and training techniques. These courses demonstrate the sustainability of the Project's efforts in creating training modules that are responsive to the training needs of the justice sector.
- Three courses for the Training School of the Attorney General's Office on case theory, use of evidence, interrogations and oral techniques. These courses help train prosecutors with techniques based on case theory in order to improve their ability to prosecute cases.
- A course on analysis techniques and psychotherapeutic interventions for psychologists working in victims' attention units of the Public Defender's Office.

In addition, the Project also provided support to both training schools in the development of curriculum and training policies in order to strengthen the institutions' training capacity. This quarter, the JSSA finalized a general curriculum for the Public Defender's Office and presented it to the institution for approval. Several related documents are pending approval from the Attorney General's Office, including a training policy manual and the reforms to the internal regulations of the training school. Also in collaboration with the Attorney General's Office, the Project is developing training for tutors with the objective of improving practices for training new prosecutors. This quarter the training guide was developed and submitted to the Attorney General's Office for approval; training

for the tutors will begin next quarter with courses on leadership, instruction techniques, and the training guide.

Improving Criminal Investigations, Including the Use of Scientific Evidence

This quarter the JSSA established the twelfth Joint Attorney General's Office/National Civilian Police Investigation Team in Chalatenango in November. The final three teams are planned for La Libertad, San Vicente and San Salvador, which will represent a presence in every department in the country. The team in La Libertad will be established during the next quarter.

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 included in the courses that the JSSA is supporting for the Attorney General's Office Training School.

In coordination with the investigation teams, the JSSA is also supporting the implementation of a case tracking system that uses a shared database to track and identify criminal and victim profiles in cases of extortion, homicide, femicide, sexual crimes and gender-based violence. This quarter, implementation began in Chalatenango and in La Libertad, where the database also covers the departments of La Paz and Cuscatlán. The JSSA is conducting training on the case tracking system for prosecutors and police investigators in conjunction with the Joint Investigation Teams.

Also with the goal of improving criminal investigation and use of scientific evidence, the Project is providing technical assistance to the Attorney General's Office in the design and regulation of evidence warehouses. During this quarter the JSSA conducted a diagnostic assessment of the newly created evidence storage facility, with the goal of determining current processes and procedures in the management and control of evidence. Project staff met with officials from the Attorney General's Office, Forensic Medicine Institute, Judiciary and National Civilian Police in order to define current protocols – including chain of custody – and determine areas in need of further strengthening. The results will be presented to the Attorney General's Office next quarter, and the JSSA will hold an inter-institutional meeting to review recommendations generated by the assessment.

The JSSA also provided support to the Analysis Unit of the Attorney General's Office in order to develop a plan to strengthen the Unit's capacity to review and interpret data gathered from complaints and ongoing cases. The Project met with the Chief of the Unit and agreed to support the development of a short-term plan to ensure that the institution's statistical data was compatible with similar data from other government agencies.

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

Attorney General's Office

During FY2015, the Project 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 proposal was previously approved by the Attorney General's Office, but completion of new physical space for the office has been delayed given the institution's political turmoil.

The JSSA is also providing support to the Attorney General's Office to create a Case Law Analysis section, which will be part of the institution's Legal Advice Unit and 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. This quarter the Project provided technical assistance to begin developing an internal manual on case law analysis and to develop a work plan for a diagnostic to determine the required equipment and training, as well as profiles of prosecutors who will make up the section. Once the diagnostic assessment is carried out, the JSSA will also provide training in case analysis methodology for the assigned prosecutors.

National Civilian Police

In conjunction with National Civilian Police officials, the Project provided technical assistance in the development of a series of workshops on Human Rights, Ethics, and Use of Force. The workshops, which were developed with the support of the institution's Professional Development and Human Rights Units, included hands-on activities to help participants better understand the concepts being presented. The five one-day workshops were delivered to approximately 130 police officers from several delegations including Ciudad Delgado (as part of *Plan Seguro*), Zacatecoluca, Apopa, and the Human Rights Unit. The JSSA plans to hold replica training sessions for high-level police officials; eventually, the workshop will be made available to all police officers with support from the Police Academy.

The Project is also coordinating with the National Civilian Police to implement a similar training program for police officers on leadership and organizational change; this quarter, the Project supported the development of an institutional strategic vision of leadership, as well as desired leadership skills and potential topics for a leadership and command course. Police officials cited transparency, accountability, and strong command presence as some of the desired qualities for their leadership strategy.

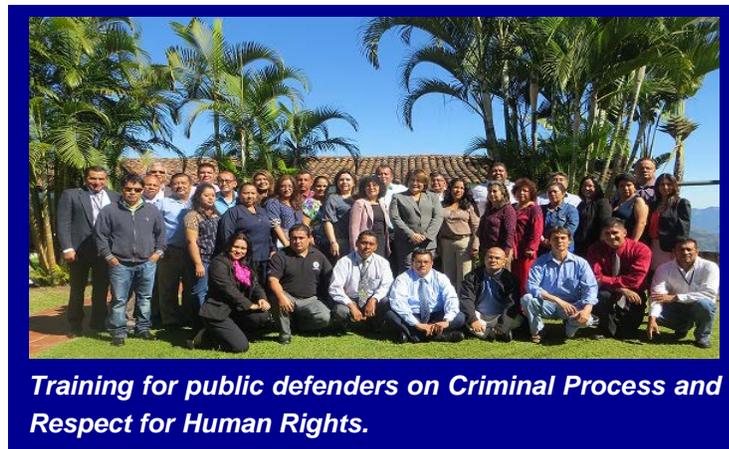
This quarter the JSSA, along with the U.S. Bureau for International Narcotics and Law Enforcement Affairs, held a one-day workshop for Superior and Executive level police officers from the para-central region. The Regional Commissioner had requested the workshop to educate upper and mid-level officers regarding the qualitative interpretation of Community Policing data. Previously, police

management was only using this data to conduct quantitative analysis, and did not understand the qualitative conclusions the reporting was able to provide. It was agreed that the National Civilian Police will develop a plan to strengthen delegation managers' capability to review and interpret data gathered through community policing reports.

The Project also continued its support to the National Civilian Police's Operations and Support Center and Police Information and Statistics Center. The JSSA provided technical assistance in the preparation of three official directives to implement policies and procedures for the units and assign them with specialized personnel. The directives will also ensure that all criminal statistical data will be sent to the units for analysis and disseminated to police management as appropriate. The previously designed operations manual was reviewed and adjusted to the new organizational changes in the units. Once these changes are official, the Director of the institution will sign and approve the manual.

During this reporting period the Project also supported the National Civilian Police in the execution of a climate survey to determine the perception of the police image both internally by its personnel, as well as externally by the public. The preliminary results of the survey were finalized during the month of December. During the next quarter, these results will be reviewed by the police officials and presented to the institution's management. It is anticipated the results will support the development of better leadership practices and serve as an institutional barometer to provide a sense of direction for the institution.

Public Defender's Office



This quarter the Public Defender's Office approved the revised criminal procedures that had been developed with JSSA technical assistance. The new document establishes a standardized public defense process in order to improve services for people in the criminal process, with a focus on women in conflict with the law. It includes procedures that public defenders should follow, precautions to ensure protection of women's human

rights, and forms to collect the required information for the Public Criminal Defense System. Following the institution's approval of the procedures, the JSSA held six training workshops on the new document for a total of 200 public defenders specialized in criminal areas.

Judicial Branch

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

This quarter 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. The JSSA continued providing support to the seven previously established victims' assistance centers by coordinating with the Supreme Court and the Attorney General's Office to hire doctors, psychologists, lawyers and play therapists for the centers. This quarter the Attorney General's Office agreed to contract a doctor and a play therapist for the Santa Ana victims' assistance center, and coordination is underway with the Supreme Court to contract personnel in Chalatenango and Zaragoza. The Project also continued to train personnel, holding a self-help workshop for prosecutors, police and forensic doctors from the Zaragoza center. In addition, 30 people from different institutions attended workshops of the working group from the Chalatenango victims' assistance center.

This quarter the third Rape Crisis Center was inaugurated in the San Vicente Forensic Medicine Institute on October 9, with approximately 150 participants attending the inauguration event. The new Rape Crisis Center will provide quality attention to victims of sexual violence who visit the Forensic Medicine Institute to present evidence and testimony in support of their cases. For each center, Project support includes remodeling and equipment as well as technical assistance in training personnel. The JSSA also held two trainings in October and November for 90 staff members from the new center on topics such as attention to victims and gender-based violence, with the goal of helping staff understand the traumatic state in which victims arrive in order to provide quality attention that avoids re-victimization. Similar training sessions were also held for staff from the Forensic Medicine Institute in San Miguel, where the Rape Crisis Center opened last quarter.



The JSSA also carried out the procurement of a colposcope for the San Miguel Forensic Medicine Institute. The new equipment will be used to collect photographic evidence of sexual crimes, to be used as evidence in prosecuting cases. The equipment was purchased at the request of the Criminal Chamber of the Supreme Court and represents an advance for the investigation and prosecution of sexual violence. The Project also held a training workshop for 20 forensic doctors who will use the new tool.

Also with the goal of improving attention to victims of violence, the Project has worked closely with the National Civilian Police, justice sector institutions and civil society organizations (CSOs) to establish Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs). The ninth UNIMUJER – located in the Suchitoto National Civilian Police sub-delegation – was inaugurated on October 6, and the tenth UNIMUJER – located in Ciudad Arce – was inaugurated on November 27. The UNIMUJERs also include a Play Therapy Center, which provides an appropriate environment for child victims of sexual and domestic abuse to avoid re-victimization. The JSSA has begun remodeling and equipping the space for an eleventh UNIMUJER, which is planned to open in Conchagua during the next quarter.



Inauguration of UNIMUJERs in Ciudad Arce (left) and Suchitoto (right).

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. These coordination workshops were held in the municipalities of Sensuntepeque, Chalchapua, San Juan Opico, Cara Sucia, Zaragoza, Jiquilisco and Chalatenango. The Project also carried out a training workshop for 20 police agents who will be working in the planned UNIMUJERs in Conchagua and Morazán on topics including gender and human rights, violence against women, and victimology. At an additional workshop in December, the Project worked with 15 national-level UNIMUJER managers to review evaluation instruments that will be used to monitor the UNIMUJERs’ work.



Follow-up and monitoring workshop with gender-based violence roundtable in Sensuntepeque.

In addition, the Project continues to provide technical assistance to the staff of the model women’s shelter for victims of sexual and domestic violence that was inaugurated in Sensuntepeque during FY2015. This quarter, a training in December covered topics including therapeutic play, use of the Play Therapy Center, and protocols for attention to victims. The JSSA is waiting for locations to

be decided in order to implement replica shelters in two *Plan Seguro* municipalities.

On November 30, in celebration of International Day for the Elimination of Violence against Women, the Project supported an event about life free from violence for women, which was attended by approximately 200 women from communities in Chalatenango. The JSSA also held two events this quarter to promote the rights of children and adolescents. On October 21, the Cara Sucia UNIMUJER coordinated a fair about youth rights for 300 students from local schools. On December 16, the Ciudad Delgado victims' assistance center held a workshop for 90 adolescents to increase knowledge of their rights.

In previous quarters the Project has 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. However, the proposed system is still pending Supreme Court approval to begin implementation using the equipment that was donated.

During the last quarter, the victims' assistance centers provided service to 2,158 victims of violence (1,714 women and 444 men); of these, 1,052 were minors (715 females and 337 males).

Increasing the Use of Mediation and Alternative Sentencing Options

This quarter 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. In October the Project held two workshops on attention to youth users for ISNA staff, with the goal of improving the services provided to youth in conflict with the law. Follow-up activities also continued in 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. The inter-institutional Restorative Justice Manual, which was developed by the Restorative Justice Committee with JSSA support, is still pending approval from the institutions involved (Supreme Court, Public Defender's Office and Attorney General's Office); the approval process was delayed due to the institutions' political turmoil. This manual covers restorative justice



Women's rights fair in Cara Sucia.

strategies, systemized procedures and an implementation plan. Once it is approved, the JSSA will assist with publication, training and implementation.

Also in the framework of promoting use of alternative sentencing options, the Project will carry out restorative justice pilot programs in Santa Ana and San Miguel. Under these programs, youth offenders will be sent to rehabilitation programs instead of jail for minor offenses or under certain circumstances. This quarter the JSSA received USAID approval to begin the grant process for this effort and held an informational session on December 3 for organizations interested in applying for the grant. The award is currently open to competition, with proposals due on January 29, 2016.

Improved Criminal Court Administration

In furtherance of Project efforts to strengthen judicial court administration, the JSSA continued to support the Supreme Court in the implementation and proper operation of Process Distribution Offices. Two new Process Distribution Offices were inaugurated in November in the San Vicente and Sonsonate Judicial Centers; JSSA support for the new offices included providing equipment and holding inter-institutional training workshops for judges, prosecutors, public defenders and police. 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.

In addition, the JSSA is coordinating with the Supreme Court and the Forensic Medicine Institute to advance the opening of new Users’ Attention Centers. This quarter Users’ Attention Centers were inaugurated in the San Vicente Forensic Medicine Institute in October and in the Sonsonate Judicial Center in November; Project support included coordination meetings, remodeling activities, equipment of spaces, and workshops for personnel to improve user services and strengthen the courts’ administrative capacities. Two additional Centers are planned for next quarter in San Francisco Gotera and Ahuachapán. 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 is ready for publication.



Project support for the Supreme Court also includes initiatives designed to develop innovative and best practices for court administration. An open call or contest to gather best practices for model court management was planned to open this quarter, but approval from the National Judicial Council has been delayed due to the pending appointments of new members for the Council and a new president for the Judicial Training School. In addition, the JSSA is supporting implementation of pilot electronic notification systems to modernize court procedures, as discussed in Sub-Component 1.1 above. Finally, in December the Project delivered IT equipment for case management audits in the Supreme Court's Administrative Systems Unit, with the objective of providing the staff with the resources necessary to systematize and analyze court management information.

Strengthening the Forensic Medicine Institute

The Project is supporting the development of a Master's degree program for the Forensic Medicine Institute, which will include forensic training, institution specialties, trainer's training and management skills. In October, the President of the Supreme Court of Justice, the President of the Criminal Chamber, and the Chancellor of the University of El Salvador signed an agreement approving the new program. The first courses will begin next quarter. The Master's program will 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.



In addition, the JSSA continues to carry out activities to raise awareness about the contents of the Forensic Medicine Institute's Strategic Plan. The Project held a workshop in San Vicente in December on pediatric autopsies and transcription of autopsies, in order to ensure that medical examiners are following the procedures outlined in the Strategic Plan.

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 this quarter 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. 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.

This quarter the JSSA continued supporting the National Civilian Police in the 16 municipalities where the Community Policing Model has been implemented.¹ Among other activities, the Project held a training sessions with the National Civilian Police on community diagnostic assessments and continued to provide additional follow-up and coordination in carrying out the assessments. The Project is also holding workshops to guide police chiefs in developing community intervention plans to mitigate the risks identified in the diagnostic assessments; these workshops were held in Cuscatlán and Apopa this quarter, and are planned for all of the police delegations that the JSSA is supporting.

To promote the sustainability of the Community Policing Model, the JSSA conducted trainings for police officers on topics such as group leadership, self-help, violence prevention, community policing philosophy, gender perspectives, and community relations. From October through December, 682 police officers participated in these training sessions.

In addition, 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 consequences of alcohol/tobacco dependency, gender-based violence, computer skills, peace cultures and values, domestic violence, folkloric and modern dance, children's rights, drug prevention, and gang prevention. The workshops were also supported by the ISNA and the General Direction for Violence Prevention and Peace Culture. 2,510 people participated in these workshops and talks from October to December.
- Recreational sporting events: Police-led sporting events for children and youth included soccer tournaments, softball, cycling and more; some of these activities were also supported by schools and local mayors. From October to December, 6,584 children and youths participated in these events.

¹ The 16 municipalities where the JSSA is supporting implementation of the Community Policing Model are Puerto de La Libertad, Jiquilisco, Ciudad Barrios, Chalchuapa, Olocuilta, Apopa, Suchitoto, Ilobasco, Cara Sucia, San Luis la Herradura, Ciudad Arce, San Juan Opico, Cuscatancingo, Tecoluca, Conchagua and Ciudad Delgado.

- Meetings with civil society: The Project, in coordination with the National Civilian Police, held a variety of community outreach meetings with civil society. Technical assistance and capacity-building included efforts to plan and monitor implementation of summer schools, organize cultural activities, facilitate Communal Development Associations, share experiences among the Municipal Violence Prevention Committees, and coordinate with UNIMUJERs. 3,151 people participated in the civil society outreach meetings from October to December.
- Social events: These activities included cultural festivals, community cinemas, theater, Children’s Day celebrations, end-of-school-year celebrations, and others. 12,634 people participated from October to December.



Given the remarkable success of the 2014 Summer School program, the JSSA implemented similar Summer School programs this quarter in 22 schools in 10 municipalities (Puerto de la Libertad, Apopa, Chalchuapa, Jiquilisco, Ilobasco, Cuscatancingo, Ciudad Delgado, Ciudad Arce, Cara Sucia, and Conchagua). 1,440 students participated in the Summer School programs, with activities including educational sessions (classes on values, positive attitudes, citizenship training), recreational activities (various sports and excursions), and crafts (jewelry-making, card-making, knitting, etc.). The activities were led by police officers and community members; JSSA support was instrumental in organizing the programs, coordinating with the National Civilian Police, purchasing materials, and paying for excursions. The Project worked closely with the National Civilian Police in order to obtain additional financial resources to cover the costs of implementation in order to promote sustainability of the

activities. In this context, the summer schools were also supported by local municipalities, schools, Red Cross, private businesses, and scouting associations.

The Project continues to support implementation of the Community Policing Model in Ciudad Delgado in coordination with the government's *Plan Seguro*, a comprehensive violence-prevention program targeted at municipalities with high levels of crime. In October the JSSA participated in an educational and recreational fair in the municipality, along with other USAID projects. Three of the Summer School programs discussed above were in schools in Ciudad Delgado, and the Project is also providing technical assistance to the National Civilian Police in carrying out diagnostic assessments and planning community activities. Next quarter, the Project will provide support in developing intervention plans based on the results of the assessments.

With the objective of measuring the impact of the Community Policing Model, the JSSA's sub-contractor Analitika conducted a second follow-up study in the control community of Chapelrique in October.



Closing ceremony of FUNDE's leadership program.

The two grants that were awarded to strengthen the Community Policing Model concluded activities this quarter. In October, the National Foundation for Development (FUNDE) held a closing ceremony for the training program on values and leadership that it implemented in two Puerto de Libertad schools – one in Playa San Diego and one in Cangrejera – for a total of 69 students. *Asociación Cultural para las Artes Escénicas*

(ESCENICA) finished implementing theater and dance classes aimed at violence prevention for 463 children and adolescents in Jiquilisco, San Luis la Herradura, Chalchuapa and Ilobasco, with public performances of the drama and dance routines held in each community. Both of these grants included extensive collaboration with the National Civilian Police to ensure officer presence during the activities to promote program sustainability and improve police perception among the youth.

POLICE REFLECT ON THE DANCE/THEATER PROGRAM

“This dance project has helped create more unity between [the kids]. Similarly with us as the police, it has helped a lot. In the beginning of the school year the kids would see us and didn’t want to get close or talk to us, but over the course of this project now the kids are close to us, they know us by name and we have learned their names as well. So the dance project has definitely promoted companionship between the police and the children.”

**OFFICER MANUEL DE JESÚS ASCENCIO VANEGAS,
CHALCHUAPA**

“This type of project helps motivate youth and helps them think of the police institution not only as crime repression, but also as carrying out various types of prevention work.”

**CORPORAL JOSÉ ISRAEL VÁSQUEZ SANDOVAL,
JIQUILISCO**

“Thanks to this experience I am a better police officer because I was able to develop close relationships with the children and try to understand their way of thinking. In this way we learned about their perception of the police and were able to change a lot of negative perceptions, both on my part as a police officer and how the children think of the police.”

**OFFICER JAQUELINE FLORES CASTILLO,
CHALCHUAPA**

“This initiative is important for the police because it allows us to serve the community with an initiative of change, and because it changes the traditional police to a new community police (which is our true nature).”

OFFICER CATALINA ADALINDA PEÑA, ILOBASCO

2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

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

With JSSA support, the Civil Society Coalition – comprised of seven organizations² – continued to promote the passage of a new Illicit Enrichment Law. The Coalition 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. This quarter the Coalition held two public forums, one for legislators and the other for students and professors at Francisco Gavidia University.

Despite the Civil Society Coalition’s efforts, on December 16 the Legislative Assembly passed its own, weaker version of the Illicit Enrichment Law that would move the responsibility for investigating illicit enrichment from the Supreme Court plenary to the Civil Chamber, contrary to the constitutional requirements. The Coalition subsequently held a press conference calling the law unconstitutional and urging the president to veto it. Although the president approved the law in the last week of December, the Coalition’s work was instrumental in calling national attention to its deficiencies. The Coalition will continue to denounce the law and promote other alternatives in the coming quarter.

In addition to supporting the Civil Society Coalition, the JSSA is also providing direct support to the Probity Unit in promoting anti-corruption. This quarter, however, the Probity Unit was unable to devote time to these activities given several urgent, high-priority cases requiring the Unit’s full attention. Planned activities include a campaign called “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 will consist of radio spots, social media, written press, billboard advertisements and promotional materials. The JSSA will also hold training sessions for public and municipal officials on the use of the Probity Unit’s website

² The seven members of the Civil Society Coalition are the Salvadoran Foundation for Economic and Social Development (FUSADES), Democracy, Transparency and Justice Foundation (DTJ), Social Democracy Initiative, National Foundation for Development (FUNDE), Francisco Gavidia University, the National Association of Private Enterprise and the Legal Studies Center.

(www.consultaprobidad.info), through which citizens can track statistics and public servants may submit their patrimony declarations as required by law.

In December, the Project held three events in the context of Transparency Week. These activities were carried out in coordination with the Consortium for Transparency and Anti-Corruption, which includes representatives from FUSADES, FUNDE, DTJ, and the El Salvador Journalists Association. The events included a forum on transparency and anti-corruption in the Northern Triangle; a youth discussion group; and a forum on corruption, impunity and citizen security. A total of approximately 220 people participated in the three events.



Also with the goal of increasing transparency and fighting corruption, the JSSA has been supporting the Supreme Court's Judicial Investigations Unit and Professional Investigations Unit. This quarter the Project renovated space and provided office equipment, and will provide computer equipment next quarter for new staff hired in order to respond to the high number of cases. Changes in internal procedures as well as the new staff are contributing to reducing the backlog in both Investigation Units; from January to September 2015, the President of the Supreme Court issued 281 resolutions and the full Court issued 61 final resolutions, which is much higher than the previous year. In addition, a proposed case filtering mechanism would further reduce the serious backlogs by dismissing administrative sanctions that are pending from more than 5 years ago. In some cases, there are sanctionary procedures pending from the 1990s for minor disciplinary issues such as a judge arriving late to a hearing; dismissing these cases would allow the Investigation Units to focus on more recent and more serious cases. The JSSA has helped coordinate this process, and the proposal is currently pending approval from the Supreme Court.

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. Though the National Judicial Council has delayed approval of some activities pending appointment of new members, the Project has made significant gains in other activities. This quarter the JSSA finished developing draft evaluation instruments to assess effectiveness of Judicial Training School courses and is testing these instruments in two programs (a judicial Master's program and training courses for judges specializing in juvenile justice). As a part of

this process, the Project held a number of focus groups, workshops, and interviews to review and evaluate the evaluation instruments.

Activities pending approval from the National Judicial Council include a process manual for the Selection and Evaluation Units and a training program for judicial secretaries and collaborators with the goal of improving skills and the selection process for judicial support personnel. This quarter the JSSA also finished a manual describing desired competencies of personnel for the Judicial Training School and submitted it for validation by officials of the Training School.

In addition, the Project collaborated with the Judicial Training School and the Criminal Chamber of the Supreme Court to hold a series of forums and events 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 and others understand its contents. Approximately 362 attorneys, prosecutors, legal advisors, university students and civil society representatives attended these events during this quarter.

Since 2014, the JSSA has implemented a Continuing Education Program at the request of the National Judicial Council in order to help put into place a transparent career ladder for judges. This quarter, two additional courses were held on judicial ethics and evidence in the criminal process for the 43 justices of the peace participating in Phase II. The final four courses in the cycle will be completed in 2016. 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. In this vein, consultants led a discussion group about judicial ethics as well as a workshop on legal evidence for judicial secretaries.

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

In collaboration with the Judicial Training School, the JSSA continued to hold courses as part of the Judicial Management Training Program, which focuses on use of technology to modernize processes. The first group of participants had previously completed the program, and the second group completed the sixth and final course in October. The Project is planning a train-the-trainers component on similar topics in order to ensure the program's sustainability.

In addition, this quarter the JSSA completed a diagnostic assessment of the Supreme Court's organizational structure to identify its strengths, weaknesses and opportunities for improvement. The assessment was submitted to and approved by the Supreme Court. Next quarter, the second part of the consultancy will involve developing a proposal for restructuring the Court's organizational structure to address the issues found in the assessment. This will serve to facilitate future changes and decisions regarding the court's structure.

Also in the framework of improving court management, the Project had previously provided technical assistance for the development of a proposal to implement integrated procedures in the Process Distribution Offices and Users' Attention Centers through the use of a unified case numbering system. Currently the Project is awaiting a decision from the Supreme Court as to whether it wants to continue with the implementation process.

The JSSA is also planning activities to provide technical assistance to the Office of Access to Public Information in areas including decentralization of information requests, development of criteria in order to better classify information, and development of indicators to measure transparency and compliance regarding access to public information. Similarly, the Project is carrying out training sessions on access to public information; this quarter 167 judges and magistrates participated in workshops on judicial ethics, access to information and anti-corruption.

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 provided ongoing support to the Civil Society Coalition to promote the enactment of a new Illicit Enrichment Law.

The Project's citizen participation efforts also included a grant to FUSADES that was completed this quarter. The organization's Judicial Observatory, which was modernized and strengthened with support from the grant, promotes transparency and citizen oversight of judicial actions by providing access to information about judicial proceedings and functions. FUSADES also carried out research on the recent ruling of unconstitutionality regarding the National Judicial Council's selection of candidates for the Supreme Court. It is hoped that the heightened awareness about the importance of the candidate elections generated by this study will pressure the National Judicial Council to make future elections more open and transparent. The other study carried out by FUSADES analyzed the effect of crossover voting in the 2015 legislative elections and made recommendations for electoral reforms. This quarter FUSADES also held forums and discussion events to disseminate the results of the two studies.



Conference on the impact of crossover voting in the March 2015 legislative elections.

Other citizen participation efforts involve direct support to civil society organizations. The following grants were under implementation during this quarter:

Organization: <i>Asociación Déjame Ayudarte, Sendas para la Mujer (SENDAS)</i>		Amount: \$29,412.60
Name of Project	Implementation of a Rape Crisis Center in the Attorney General's Office in Cojutepeque, Cuscatlán, and institutional strengthening of SENDAS.	
Objective	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.	
Status	<p>Awarded – Implementation period from 3/18/15 to 3/3/16.</p> <p>Institutional strengthening: Consultants supported SENDAS in the areas of strategic planning and institutional communication. The final strategic plan was completed last quarter, and this quarter consultants completed the organization's communications plan and graphic design, including a new logo, branding manual, and institutional materials. Another consultant completed a manual on attention to victims and provided training for SENDAS personnel in use of the manual and application of certain tests for victims. Finally, a consultancy to support the organization's fundraising capacities is in progress and will be completed during the next reporting period.</p> <p>Technical assistance to the Cojutepeque Rape Crisis Center: Technical assistance was completed last quarter. Six months of follow-up support and monitoring activities were planned, but due to differences with the center's head, these activities were not able to be completed. Instead, the Statement of</p>	

	<p>Work was modified to provide this monitoring support in the Zaragoza victims' assistance center instead. Workshops in Zaragoza began in December.</p> <p>Around 80% of the activities under this grant have successfully been completed.</p>
Report	75% of the total amount of the grant has been disbursed upon delivery and approval of the first quarterly report.

Organization: <i>Fundación Nacional para el Desarrollo (FUNDE)</i>	Amount: \$19,991.00
---------------------------------------------------------------------------	----------------------------

Name of Project	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.
Objective	To give workshops on leadership skills and citizen values to children and youth of two public schools in the district of Puerto de la Libertad. This program will be developed and implemented with the help of the Community Police in view of reducing and preventing violence in their communities.
Status	<p>Awarded – Implementation period from 5/5/15 to 12/4/15.</p> <p>During this period 100% of the planned activities have been successfully completed. Implementation of the workshops was completed this quarter, with a closing ceremony held in October. Approximately 69 children and adolescents participated in these courses in both schools.</p>
Report	100% of the total amount of the grant has been disbursed to FUNDE following delivery and approval of a working plan, a schedule of activities, two quarterly reports and a final report.

Organization: <i>Asociación Cultural para las Artes Escénicas (ESCENICA)</i>	Amount: \$63,979.00
-------------------------------------------------------------------------------------	----------------------------

Name of Project	Strengthening of the Community Policing Model in the area of violence prevention with youth and children.
Objective	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.

Status	Awarded – Implementation period from 6/26/15 to 11/25/15. During this period 100% of the planned activities were successfully completed. Implementation of dance and drama workshops finished in the eight public schools in the different municipalities, with a total of 463 children participating. Public presentations of the different drama and dance workshops were held in November.
Report	100% of the total amount of the grant was disbursed to ESCENICA following delivery and approval of three monthly reports and the final report.

Organization: <i>Fundación para el Desarrollo Económico y Social (FUSADES)</i>	Amount: \$74,984.43
---------------------------------------------------------------------------------------	----------------------------

Name of Project	Strengthening of citizen oversight spaces of the judiciary and analysis of rulings issued by the Constitutional Chamber of the Supreme Court.
Objective	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.
Status	Awarded – Implementation period from 7/23/15 to 12/22/15. FUSADES has currently completed 90% of the planned grant activities. This quarter both research studies were completed and published on analysis of jurisprudence in elections for the National Judicial Council and the impact of crossover voting in the 2015 legislative elections. In addition to holding focus groups and interviews to investigate these topics, the consultants also participated in various conferences and public events. FUSADES is currently in the process of modernizing Judicial Observatory, working with a website designer and adding inputs obtained from meetings with the consultant and from the different presentations.
Report	90% of the total amount of the grant has been disbursed to FUSADES following delivery of two progression reports and approval of an implementation plan. A final disbursement (10%) is expected for the beginning of January after the final report is submitted and approved.

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

Organization: <i>Fundación Democracia, Justicia y Transparencia (DTJ)</i>		Amount: \$47,072.90
Name of Project	Institutional Strengthening and Citizen Participation to Strengthen the Salvadoran Democracy	
Objective	To strengthen the institutional capacities of DTJ and to promote major citizen participation and strengthen emerging leaders by implementing training to generate advocacy on topics of national interest.	
Status	The grant was approved by USAID on November 18, 2015. Checchi Consulting and DTJ signed Grant Agreement JSSP-FAA-2015-05 on December 16, 2015. The implementation period will be from 1/4/16 to 8/3/16.	
Report	Not applicable during this reporting period.	

Organization: <i>Fundación Iris</i>		Amount: \$55,000
Name of Project	Reinforcing police skills in conflict resolution, and institutional strengthening of Fundación Iris.	
Objective	<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 Model 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>	
Status	This award is restricted to Fundación Iris. The Request for Applications was approved by USAID on November 11, 2015, and Checchi Consulting subsequently held an informative meeting with Fundación Iris. The proposal is due in January 2016.	
Report	Not applicable during this reporting period.	

Organization: TBD		Amount: \$90,000 (possibly two grants of \$45,000 each)
Name of Project	Use of alternative sentencing and restorative justice options as a strategy to reduce recidivism and prevent youth offenders from being imprisoned.	

Objective	<p>To promote alternative sentences for adolescents and youth who are in conflict with the law in order for them not to be imprisoned. Alternatives sentences can be the participation by adolescents and youth 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>
Status	<p>This award is currently open to competition, with the Request for Applications approved by USAID on November 5, 2015. Public announcements appeared in two newspapers of major circulation, <i>La Prensa Gráfica</i> (November 16 and November 30) and <i>El Diario de Hoy</i> (November 23), inviting civil society organizations to demonstrate their interest by participating in an informational meeting that was held on December 3. Eight organizations expressed interest in the procurement. Proposals are due on January 29, 2016.</p>
Report	<p>Not applicable during this reporting period.</p>

3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

The Project has no further instructions from USAID to implement activities regarding host country ownership.

3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY

At the request of USAID and the Ministry of Foreign Relations, the JSSA contracted an international consultant to carry out a study on anti-corruption strategies in El Salvador since 2009. The analysis was carried out this quarter and a draft report was presented to the Ministry in December. The results of the analysis indicated that although there have been advances in transparency, ethics, access to public information and anti-corruption, the controlling institutions need additional human and material resources, as well as strengthened legal tools, in order to more effectively combat corruption.

4.0 MONITORING AND EVALUATION

This section describes activities and achievements corresponding to JSSA indicators 1, 4, 5, 10, 12, 18, 22, 23, 24, 25, and 26 which reported advances in the first quarter of FY 2016.

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

Target FY 2016: 3,000

To date the following numbers of justice sector personnel were trained:

Number of Justice Sector Personnel that Received USG Training			
Justice Sector Institution	Male	Female	Total
Attorney General's Office	1	4	5
Public Defender's Office	43	51	94
Supreme Court	35	35	70
Forensic Medicine Institute	17	13	30
Executive Technical Unit	15	14	29
National Judicial Council	0	1	1
National Civilian Police	367	62	429
Total	478	180	658

Indicator 4: Number of new victims' assistance centers established

During the first quarter of FY 2016, the project has established 3 new victims' assistance centers, distributed as follows:

Victims' Assistance Centers Established		
Fiscal Year	Target	Centers Established
2016	Rape Crisis Center: 2	Rape Crisis Center: 1 in San Vicente in the Forensic Medicine Institute in October 2015.
	UNIMUJER: 5	UNIMUJER: 2, 1 in Suchitoto in October 2015 and 1 in Ciudad Arce in November 2015.
	Play Therapy Center: 5	Play Therapy Center: 2, 1 in each UNIMUJER in Suchitoto and Ciudad Arce
	Total: 12	Total: 5

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

Target FY 2016: 8,550

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

Victims Attended, October – December 2015			
	Male	Female	Total
Minors	337	715	1052
Adults	107	999	1106
Grand Total	444	1714	2158

Indicator 10: Number of additional Justice of the Peace (JP) courts that function with Process Distribution Office, Users' Attention Center and/or Mediation Center.

The following Process Distribution Offices and Users' Attention Centers were opened this quarter:

Process Distribution Offices and Users' Attention Centers		
Fiscal Year	Target	Established
2016	Users' Attention Center: 1	Users' Attention Center: 2
	Process Distribution Offices: 2	Process Distribution Offices: 2
	Total: 3	Total: 4

One Users' Attention Center was established in the Forensic Medicine Institute in San Vicente in October 2015 and one in the Supreme Court in Sonsonate in November 2015. The Process Distribution Offices were established in courts in San Vicente and Sonsonate in November 2015.

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

During this reporting period, the JSSA established one Joint Investigation Team, which is located in the department of Chalatenango and opened in November 2015.

Joint Investigation Teams			
Fiscal Year	Target	Established	Jurisdiction
2016	2	1	Chalatenango

Indicator 18: Number of new or improved procedures developed for the Supreme Court's Investigations Units (Professional Investigations Unit and Judicial Investigations Units) for improved effectiveness.

The JSSA provided technical assistance and coordination in the development of a proposal to reduce backlogs in the Professional Investigation Unit and the Judicial Investigation Unit. The proposal, which is currently pending approval from the Supreme Court, would dismiss administrative sanctions that are pending from more than five years ago, allowing the Units to focus on the more recent cases. In addition, the Judicial Investigation Unit has adopted improved procedures for final resolutions, whereby cases are reviewed by a three-person Commission of Magistrates before being passed to the full body of the Supreme Court. This has sped the process and helped reduce backlogs in emitting final resolutions.

Indicator 22: Number of USG-assisted courts with improved case management systems.

During this reporting period the Project established improved case management systems in 2 courts.

Courts with Improved Case Management Systems			
Tribunal/Judicial Center	Improvement	Number of Courts	Date
Centro Judicial de San Vicente	Process Distribution Office	1	November 2015
Centro Judicial de Sonsonate	Process Distribution Office	1	November 2015
Total		2	

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

Target FY 2016: 300

The JSSA has trained 60 justice sector operators and public servants on the Judicial Ethics system.

Government Officials Receiving Transparency/Anti-Corruption Training			
Justice Sector Institution	Male	Female	Total
Supreme Court	28	32	60

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

Indicator 24: Benchmark scale measure of process to establish an Administrative Unit for the Supreme Court.

Upon consultation with the Supreme Court and legal review of the current regulatory framework, the JSSA and the Supreme Court concluded that the establishment of an Administrative Unit in the Supreme Court would violate existing law. Therefore, implementation of an Administrative Unit would require modifications to the Organic Law of the Judicial Branch, and there is no interest in the Supreme Court to carry out such an effort. This notwithstanding, the JSSA is providing technical assistance to the Supreme Court by conducting an assessment of the administrative challenges faced by the Supreme Court in order to propose alternatives to these issues and improve the functioning of the Court. This quarter, the diagnostic assessment was completed and approved by the Supreme Court. During the next quarter, the JSSA will develop proposals to improve the court's organizational structure to address issues found in the assessment.

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

Target FY 2016: 6

During this reporting period, Checchi Consulting and DTJ signed a Grant Agreement on December 16, 2015, for the financing of the project "Institutional Strengthening and Citizen Participation to Strengthen the Salvadoran Democracy."

Indicator 26: Number of public outreach and/or advocacy initiatives by CSOs supporting citizens' rights and/or reform efforts with USG support

Target FY 2016: 20

During this reporting period the JSSA surpassed the target established, undertaking 29 Public Outreach or Advocacy Initiatives.

Public Outreach and Advocacy Initiatives				
Number	Initiative	Date	Civil Society Organization	Topic
1.	Focus groups	October 2015	FUSADES	Study on crossover voting
2.	Discussion Forum	October 2015	Civil Society Coalition	Promotion of the draft Probity Law
3.	Conference	October 2015	Civil Society Coalition	Promotion of the draft Probity Law

Public Outreach and Advocacy Initiatives

Number	Initiative	Date	Civil Society Organization	Topic
4.	Conference	October 2015	FUSADES	Achievements in the justice administration
5.	Conference	October 2015	FUSADES	Crossover voting
6.	Discussion forum with youths	October 2015	FUSADES	The importance of electoral reform: internal democracy and open lists
7.	Conference	October 2015	FUSADES	Open lists and crossover voting: comparative experiences in Latin America
8.	Discussion Forum	November 2015	FUSADES	Judicial Observatory and jurisprudence in the 2015 election of Supreme Court magistrates by the National Judicial Council
9.	Conference	November 2015	Universidad Tecnológica de El Salvador	Illicit and irregular evidence: analysis of exclusion of evidence
10.	Discussion Forum	November 2015	FUSADES	Modernization of the Judicial Observatory of FUSADES
11.	Discussion Forum	November 2015	FUSADES	Jurisprudence in the election of Supreme Court magistrates
12.	Conference	November 2015	FUSADES	Internal democracy in political parties: comparative perspective of Latin America
13.	Conference	November 2015	FUSADES	Internal democracy in José Matías Delgado University
14.	Conference	November 2015	FUSADES	Internal democracy in political parties: comparative perspective of Latin America

Public Outreach and Advocacy Initiatives

Number	Initiative	Date	Civil Society Organization	Topic
15.	Conference	December 2015	FUSADES	The impact of crossover voting in the 2015 legislative elections
16.	Presentation of Study	December 2015	FUSADES	Jurisprudence in the election of Supreme Court magistrates, Western Zone
17.	Presentation of Study	December 2015	FUSADES	Jurisprudence in the election of Supreme Court magistrates, Eastern Zone
18.	Forum	December 2015	Consortium for Transparency and Anti-Corruption	Promotion of transparency and anti-corruption in the Northern Triangle
19.	Discussion Forum	December 2015	Consortium for Transparency and Anti-Corruption	Alliance for Prosperity: Opportunities to promote transparency and anti-corruption in the Northern Triangle
20.	Forum	December 2015	Consortium for Transparency and Anti-Corruption	Corruption, impunity and citizen insecurity
21.	Facebook Fan Page	October - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
22.	Twitter	October - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
23.	Website	October - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
24.	Digital Billboards	October - November 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
25.	Stationary Billboards	October - November 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
26.	Radio Spots	October - November 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
27.	Newspaper Publication	November - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
28.	Digital Media	November - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law
29.	Press Conference	October - December 2015	Civil Society Coalition	Promotion of the Illicit Enrichment Law

JSSA WORK PLAN

CHECCHI AND COMPANY CONSULTING, INC.
JUSTICE SECTOR STRENGTHENING ACTIVITY
FY 2016 WORK PLAN (Pending USAID Approval)

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
COMPONENT I: CRIMINAL JUSTICE REFORM								
SUB-COMPONENT 1.1: Elevating the professionals standards of justice sector operators.								
Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (1.1A)								
Sector-wide planning to achieve a common vision regarding criminal justice								
1.1A.1 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission to develop the UTE's Strategic Plan, with an emphasis on improving coordination among its members.							100%	Activity completed in Q2 FY 2015.
1.1A.2 Assist in the development of inter-institutional protocols for victim rights.							20%	
1.1A.2.1 Assist in implementing victim rights protocol in the corresponding institutions.							0%	Subject to the advance of 1.1A.2.
1.1A.3 Assist in developing coordination protocols for collecting and processing forensic evidence.							0%	
1.1A.3.1 Assist in the implementation of the forensic evidence protocols.							0%	Subject to the advance of 1.1A.3.
1.1A.4 Strengthen the UTE Statistical Unit by contracting a technical specialist until September 2015.							100%	Activity completed in Q4 FY 2015.
1.1A.5 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.6 Provide technical assistance and training to professional staff responsible for generating institutional statistical data at key justice sector institutions.							40%	
1.1A.7 Assist in developing inter-institutional protocols for sharing information within the justice sector.							65%	
1.1A.8 Assist in the formal evaluation of CPC impact after 5 years of implementation.							0%	
1.1A.9 Provide technical assistance in the further dissemination and implementation of the National Civil Police (NCP)/Attorney General's Office (AGO) Investigative Procedures Manual.							85%	
1.1A.10 Provide technical assistance to assist with the development of an annotated CPC.							75%	Activity extended from FY 2015.

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.1A.11 Provide technical assistance to review and propose comprehensive regulations on civic responsibilities related to inter-family and sexual violence.							80%	Activity extended from FY 2015.
1.1A.12 Conduct a feasibility assessment regarding the use of court electronic notification systems.							100%	Activity completed in Q1 FY 2015.
1.1A.12.1 If deemed feasible, assist in implementing an electronic notification pilot program in the Supreme Court (SC) during the base period.							25%	Activity extended from FY 2015.
1.1A.12.2 If deemed feasible, assist in implementing a second electronic notification pilot program in the SC during the option period.							0%	Activity extended from FY 2015.
Strengthening of Training Schools								
1.1A.13 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs.							95%	Activity extended from FY 2015.
1.1A.13.1 Support AGO Training School courses on legal themes, such as case theory, pleas, interrogations and objections, and rules of evidence.							80%	Activity extended from FY 2015.
1.1A.13.2 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%	Activity extended from FY 2015.
1.1A.13.3 Provide three courses on gender sensitivity and four self-help workshops for prosecutors.							100%	Activity completed in Q4 FY 2015.
1.1A.13.4 Provide technical assistance in the implementation of the interinstitutional Diploma Course on Human Rights and Intersectionality.							90%	New Work Plan FY 2016 (WP2016) activity initiated in FY 2015.
1.1A.13.5 Provide technical assistance in the development of reforms for the internal rules of the AGO Training School.							90%	Activity extended from FY 2015.
1.1A.13.6 Provide technical assistance to develop a basic curriculum for the training of prosecutors.							100%	Activity completed in Q2 FY 2015.
1.1A.13.7 Provide technical assistance to the AGO Training School in the implementation of the new basic curriculum.							0%	New WP2016 activity.
1.1A.13.8 Provide technical assistance in the development and publication of a training policy manual for the AGO Training School.							90%	Activity extended from FY 2015.
1.1A.14 Assist in establishing and equipping a regional AGO Training School in Santa Ana.							100%	Activity completed in FY 2014.
1.1A.15 Assist in establishing and equipping a regional AGO Training School in San Miguel.							100%	Activity completed in FY 2014.
1.1A.16 Provide support to conduct workshops to improve attention to users by focusing on institutional values and avoiding re-victimization.							60%	Activity extended from FY 2015.
1.1A.17 Provide technical assistance to strengthen the Public Defender's Office (PDO) Training School in the areas of crime, gender and other subjects necessary to adequately train public defenders, and promote the sustainability of training programs.							75%	Activity extended from FY 2015.
1.1A.18 Provide technical assistance to develop a basic curriculum for the training of public defenders.							90%	New WP2016 activity initiated in FY 2015.
1.1A.18.1 Provide technical assistance to the PDO Training School in the implementation of the new curriculum.							0%	New WP2016 activity.

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.1A.19 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.20 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula.							30%	Activity extended from FY 2015.
1.1A.21 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.							55%	Activity extended from FY 2015.
Leadership and Change Management Programs								
1.1A.22 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.22.1 Assist in the implementation of the police-commander certificate courses (2 are anticipated).							100%	Activity completed in FY 2014.
1.1A.23 Carry out one Leadership and Executive Development Training Program.							0%	New WPFY2016 activity.
1.1A.24 Develop a Professional Development Training Team to conduct leadership training to NCP officials.							0%	New WPFY2016 activity.
1.1A.25 In conjunction with the Advanced School of Economics and Business (ESEN), provide 2 Leadership and Organizational Change courses to key AGO officials.							100%	Activity completed in FY 2014.
1.1A.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PDO officials.							100%	Activity completed in FY 2014.
1.1A.27 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.28 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials.							100%	Activity completed in FY 2014.
1.1A.29 Replicate Leadership and Organization Change courses in justice sector institutions with the assistance of NCP, AGO, and PDO trainers.							45%	
Improving criminal investigations, including use of scientific evidence (1.1B)								
1.1B.1 Design and implement four courses in the Intensive Case Theory Methodology of criminal investigations.							100%	Activity completed in FY 2014.
1.1B.2 Provide technical assistance to distribute the Joint Investigative Procedures Manual as part of the effort to create joint investigation teams.							85%	Activity extended from FY 2015.
1.1B.3 Assist the AGO and NCP in the implementation of the Joint Investigative Procedures Manual.							60%	
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).							85%	
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>).							60%	

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
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.							5%	
1.1B.8 Provide technical support to expand the AU capability to assist with complex cases outside of the San Salvador metropolitan area.							5%	
1.1B.9 Carry out studies to measure the arrest-to-conviction rate in targeted jurisdictions.							0%	Activity extended from FY 2015.
1.1B.10 Technical assistance to design evidence storage facilities in the AGO.							15%	Activity extended from FY 2015.
1.1B.11 Provide technical assistance to develop mechanisms for proper evidence storage and evidence room security procedures (check-in and check-out procedures) in the NCP.							10%	New WP2016 activity.
1.1B.12 Provide technical assistance for the development and publishing of an interinstitutional evidence handling manual.							0%	New WP2016 activity.
1.1B.13 Design and implement an interinstitutional training program for evidence handling.							0%	New WP2016 activity.
SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices								
Attorney General's Office (AGO)								
1.2.1 Conduct a brief assessment to identify the key contributions and areas for improvement of the Rapid Response Units (RRUs) in order to ensure quality implementation in other AGO offices. The evaluation will also explore the RRU impact in the work of the PDO and Justices of the Peace courts.							100%	Activity completed in FY 2013.
1.2.2 Assist with an assessment of the AGO's current strategic plan.							100%	Activity completed in FY 2014.
1.2.3 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country.							95%	
1.2.4 Provide technical assistance and appropriate training to assist in implementing the <i>Sistema de Información y Gestión Automatizada del Proceso Penal</i> (SIGAP), and to promote its proper usage among prosecutors and other AGO personnel.							100%	Activity completed in FY 2014.
1.2.5 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly.							100%	Activity completed in FY 2014.

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
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 AGO office model in one additional location.							0%	
1.2.10 Provide support to create a Jurisprudence Analysis Unit.							10%	Activity extended from FY 2015.
National Civilian Police (NCP)								
1.2.11 In accordance with NCP priorities, provide technical assistance in the modernization of processes/procedures in the following police divisions/units: Investigations Sub-Direction, 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 Investigations Sub-Direction, such as: preparation of an annual training plan, improving the analytical capabilities across all organizational levels (central, delegation, and sub-delegation), and supporting the implementation of mechanisms that provide effective linkages between the analytical and community policing functions of the PNC at the delegation and sub-delegation levels.							60%	
1.2.13 Strengthen the <i>División de Policía Técnica y Científica</i> through increased collaboration with the Forensic Medicine Institute (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%	Activity extended from FY 2015.
1.2.16 Promote the sustainability and strengthen the institutionalization of the community policing model with other NCP divisions and units through cross-training, academy training, and leadership development activities.							75%	Activity extended from FY 2015.
1.2.17 Provide technical assistance to strengthen protocols, processes, and procedures for evidence handling, to include: collection, preservation, management, and chain of custody within Judicial System (linked to 1.1A.3).							0%	New WP2016 activity.
1.2.18 Provide technical assistance for the design of a police career program.							0%	New WP2016 activity.
Public Defenders Office (PDO)								

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.2.19 Provide technical assistance to improve case management practices.							100%	Activity completed in FY 2014.
1.2.20 In coordination with PDO officials, conduct various work sessions to review and modify case management processes.							100%	Activity completed in FY 2014.
1.2.21 Assist the PDO in the strengthening of the Sentence Execution Stage Unit.							100%	Activity completed in Q1 FY 2016.
1.2.22 In coordination with PDO officials, conduct relevant training to strengthen the penitentiary pilot initiative.							40%	
Judicial Branch								
Improving attention to victims of sexual, gender-based and domestic violence								
1.2.23 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado).							100%	Activity completed in Q1 FY 2015.
1.2.24 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.
1.2.25 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla).							100%	Activity completed in Q4 FY 2015.
1.2.26 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training).							85%	
1.2.27 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%	Activity extended from FY 2015.
1.2.28 Provide technical assistance to JSSA counterparts in developing and implementing a sustainability and dissemination plan for the DVIs, play therapy centers and RCCs.							95%	
1.2.29 Provide technical assistance to IML in the design 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%	
1.2.30 Assist the IML in conducting certification program in forensics to prepare participating doctors in forensic standards, basic crime criteria, and other relevant topics to facilitate court testimony.							0%	Activity extended from FY 2015.
1.2.31 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.
1.2.32 Assist in the establishment of play therapy centers (<i>ludotecas</i>) in AGO (5), PDO (2) offices, and other institutions (2) and conduct relevant training and monitoring.							100%	Activity completed in Q2 FY 2015.
1.2.33 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.
Increasing the use of mediation and alternative sentencing options								
1.2.34 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors.							60%	

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.2.35 Provide technical assistance to the Juvenile Justice Office of the SC and the Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA by 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.							60%	
1.2.36 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%	
1.2.37 Provide technical assistance in implementing the Restorative Justice Manual.							70%	Activity extended from FY 2015.
1.2.38 Continue to provide support to strengthen the Restorative Justice Roundtable.							50%	
1.2.39 Provide support to the Specialized Juvenile Justice Training Program in the SC Juvenile Justice Office.							75%	
1.2.40 Provide support for the training program directed to municipality staff who lead the SC Juvenile Justice Office to prevent recidivism.							25%	
Improved criminal court administration								
1.2.41 Assist in establishing new Users Attention Centers in each of the 12 remaining departments, 6 during the base period, and 3 in each of the option years.							55%	
1.2.42 Assist in establishing a new Process Distribution Office for the 15 Tribunals/Justice of the Peace Courts during the base period.							75%	Activity extended from FY 2015.
1.2.43 Assist in establishing 3 new Process Distribution Offices during the option years.							0%	
1.2.44 Provide roll-out support of the Justice of the Peace Model Court innovations and case management techniques to all 15 JP courts in Isidro Menendez.							10%	
1.2.45 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%	
1.2.46 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.							30%	
Strengthening the IML								
1.2.47 Provide technical assistance to update the IML's Strategic Plan.							100%	
1.2.48 Provide direct support in implementing the new IML's Strategic Plan.							15%	
1.2.49 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 and IML experts.							30%	
1.2.50 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%	
SUB-COMPONENT 1.3: Community Policing								
1.3.1 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period.							100%	Activity completed in Q3 FY 2015.

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.3.1.1 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the first option year.							0%	
1.3.1.2 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the second option year.							0%	
1.3.2 Provide technical assistance and limited equipment to the Police Delegations for the implementation of the CPM.							65%	
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 activities.							60%	
1.3.4 Assist the NCP in publishing up to 12,000 CP manuals to complete distribution to NCP and National Academy of Public Security 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.							55%	
1.3.8 As part of the CPSEAP process, develop other relevant community action plans and crime prevention initiatives working jointly with municipal councils, local community groups, and local NCP officials.							55%	
1.3.9 Provide Technical assistance to carry out Community Policing Diagnostics in targeted communities.							25%	New WP2016 activity initiated in FY 2015.
1.3.10 Conduct relevant training and outreach activities in each CP community.							55%	
1.3.11 Incorporate innovative and successful pilot activities, such as the <i>Escuelas Seguras</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.							60%	
1.3.12 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.							65%	

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
1.3.13 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%	
1.3.14 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.							50%	
1.3.15 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.							75%	
1.3.16 Assist in creating 15 new Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJERs) throughout the country during the base period of the Project. The UNIMUJERs will assist all victims of violence whenever possible.							75%	
1.3.16.1 Provide relevant training and modest equipment support for each new UNIMUJER, including the establishment of active listening rooms.							75%	
1.3.17 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, Ministry of Health, National Health Fund, IML, Salvadoran Institute for Women's Development, and non-profit organizations, among others).							100%	Activity completed in Q4 FY 2015.
1.3.18 Implement additional municipal shelters (2) to protect victims of domestic violence, child abuse and sexual violence as well other crimes.							0%	New WP2016 activity.
1.3.19 Training in gender sensitivity and the appropriate treatment of women victims of violence will be included as part of the basic CP course.							90%	
COMPONENT 2: Judicial Transparency								
SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption								
Strengthening of the Integrity Unit (2.1A)								
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.

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
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%	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%	
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%	Activity extended from FY 2015.
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 assessment.							100%	Activity completed in Q1 FY 2015.
2.1A.9 Provide technical assistance to the IU to strengthen and reform procedures and processes.							40%	New WP2016 activity initiated in FY 2015.
Strengthening of the SC Investigation Units (2.1B)								
2.1B.1 Provide technical support in updating procedures in both the SC Professional Investigations Unit and the Judicial Investigations Unit to enhance their investigative capabilities.							65%	
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 Professional Investigations Unit (increased training in the use of conciliation) and the Judicial Investigations Unit (possible liquidation system to filter less serious cases against judges) to decrease serious backlogs.							45%	Subject to the advance of 2.1B.1
SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems								
2.2.1 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems.							100%	Activity completed in FY 2014.
2.2.2 In coordination with the NJC, Judicial Evaluation Working Group, SC and <i>Mesa Judicial</i> , review and propose changes to the NJC Manual of Judicial Evaluation 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.							85%	

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
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%	
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.							90%	
2.2.9 Support the development of an administrative and economic feasibility study to accredit the JTS as an institute of superior education.							100%	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%	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%	
2.2.12 Assist in the implementation of a Continuing Education Program for judges.							75%	Activity extended from FY 2015.
2.2.13 Support the implementation of training programs/courses for justice sector institutions and private attorneys in collaboration with local universities.							45%	
SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts								
Improved case management (2.3A)								
2.3A.1 Assist the SC in integrating the Process Distribution Office and User's Attention Center applications and unified case number system.							10%	Activity extended from FY 2015.
2.3A.2 Provide technical assistance to design a training program for judges on the administration of judicial offices, in collaboration with the SC and NJC/JTS.							100%	Activity completed in Q2 FY 2015.
2.3A.3 Conduct specialized courses for judges and their staff in advanced court administration skills.							100%	Activity completed in Q4 FY 2015.
2.3A.4 Assist the SC in implementing the training program (see 2.3A.3), including a train-the-trainers component.							0%	
Assess feasibility of a SC Administrative Unit (2.3B)								
2.3B.1 If approved by the SC, conduct a study regarding the feasibility of establishing a streamlined SC Administrative Unit to make final decisions on administrative and financial issues, or devise other methods to streamline the administrative decision-making process.							50%	
Judicial training program in new transparency and other procedures and policies (2.3C)								

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
2.3C.1 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%	
2.3C.2 Support the implementation of trainings in Transparency and other procedures and policies							0%	New WP2016 activity.
Strengthening of the SC's Office of Access to Public Information (OAPI) (2.3D)								
2.3D.1 Provide technical support to the OAPI in the development of criteria to classify information in order to improve transparency in the management of public information.							20%	
2.3D.2 Provide technical support to the SC and the OAPI in the development of indicators to measure the levels of transparency and compliance regarding access to public information in the Judicial Branch.							10%	
2.3D.3 Provide technical support to the OAPI to decentralize practices concerning requests for public information.							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.							35%	
COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity								
Citizen Participation (3A)								
3A.1 Develop a Grants Manual outlining rules and procedures for prospective sub-awardees in accordance with USAID policy that will receive assistance from the Small Grants Program.							100%	Activity completed in FY 2013.
3A.2 Design a strategy to carry out a multi-faceted Citizen Participation/Oversight Strategy incorporating the institutional strengthening, access to justice and judicial transparency-related themes of the JSSA (Access to Information Law, Illicit Enrichment Law, judicial performance reviews).							80%	Activity extended from FY 2015.
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.							40%	
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.							75%	
3A.6 Assist CSOs in conducting investigations and analyzing important themes in criminal justice, judicial independence, legal reform and transparency, among others.							25%	
3A.7 Through the Small Grants Program, 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.							20%	

Justice Sector Strengthening Activity (JSSA) WORK PLAN (March 4, 2013 - March 3, 2018) CHECCHI AND COMPANY CONSULTING, INC.	FISCAL YEAR 2016				FY17	FY18	% COMPLETED TO DATE	Comments
	QTR 1	QTR 2	QTR 3	QTR 4				
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.							40%	
Host Country Ownership (3B)								
3B.1 Design a feasibility study of possible methods for USAID/El Salvador to engage directly with the Government of El Salvador in future projects.							100%	Activity completed in Q2 FY 2015.
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 PDO 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%	
Windows of Opportunity (3C) (subject to written instructions from USAID)								
3C.1 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity.							35%	

U.S. Agency for International Development

El Salvador

Bulevar y Urbanización Santa Elena

Antiguo Cuscatlán, La Libertad

El Salvador, C.A.

Tel: 011 (503) 2501-2999; Fax: 011 (503) 2501-3401

elsalvador.usaid.gov