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JUSTICE SECTOR STRENGTHENING ACTIVITY

QUARTERLY REPORT
(JANUARY 1 – MARCH 31, 2016)

April 20, 2016

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(January 1 – March 31, 2016)

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April 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.

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LIST OF ACRONYMS

CICOP	Police Information and Operations Center
CSO	Civil Society Organization
DTJ	Democracy, Transparency and Justice Foundation
FUNIPRI	<i>Fundación la Niñez Primero</i>
FUSADES	Salvadoran Foundation for Economic and Social Development (<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>)
FY	Fiscal Year
ISNA	Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (<i>Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia</i>)
JSSA	Justice Sector Strengthening Activity
NGO	Non-governmental Organization
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 second quarter of Fiscal Year (FY) 2016 was marked by several appointments that filled vacancies in Government of El Salvador counterparts, which facilitated advances of Justice Sector Strengthening Activity (JSSA or Project) activities. In January, Douglas Meléndez took office as the new Attorney General of the Republic and Howard Cotto was named as Director of the National Civilian Police, while Mauricio Ramírez Landaverde, former Director of the National Civilian Police, was named Minister of Justice and Security. However, other high-level justice sector authorities are pending appointment, including the Public Defender, Director of the Executive Technical Unit, Director of the Forensic Medicine Institute, and new members of the National Judicial Council. This quarter also saw heightened national attention to security issues, with the Legislative Assembly considering “extraordinary measures” in certain areas given the high levels of violence.

During this period, the JSSA continued to make significant advances in its three technical Components as a result of close collaboration and ongoing dialogue with various Government of El Salvador counterparts, including the Executive Technical Unit of the Justice Sector Coordinating Commission, National Civilian Police, Supreme Court, Public Defender’s Office, Attorney General’s Office, 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.

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, and held workshops to review and update regulations governing the Victims and Witness Protection Program.

Project support to the training schools of the Attorney General’s Office, Public Defender’s Office and National Judicial Council included courses on orality techniques, case theory, use of evidence, and human rights of women, as well as technical assistance to develop training for tutors of new prosecutors. In addition, the Project held three courses as part of the Continuing Education Program with the National Judicial Council in order to help establish a transparent career ladder for judges.

With the goal of improving criminal investigations, the JSSA established the thirteenth Joint Attorney General’s Office/National Civilian Police Investigation Team in La Libertad to coordinate investigation processes. The Project also continued to provide technical assistance to improve evidence handling protocols and procedures. To this end, the Project met with officials from the Attorney General’s Office to discuss plans for evidence storage and chain of custody protocols and to present results and recommendations from the assessment conducted last quarter. In Cuidad

Delgado, the Project provided technical assistance and remodeling for a new evidence storage area in police facilities. Also in support of the Attorney General's Office, the Project provided technical assistance to the Analysis Unit and held coordination meetings to strengthen the Unit's capability to review and interpret information and data gathered from complaints and ongoing cases.

This quarter the Project also supported a study by the United Nations Development Program on judicial system's effectiveness in investigating and prosecuting cases. The study found that a low percent of cases are prosecuted and even fewer result in convictions; recommendations include development of shared databases, including a national DNA registry; establishment of general investigation methodologies and standardization of investigative and forensic procedures; increased use of scientific evidence, and strengthened sanctions against corruption in the judicial system.

This quarter the Attorney General's Office expressed interest in implementing a legal office model developed by the JSSA in San Vicente and Zacatecoluca; given this development, the Project will carry out a diagnostic assessment in these municipalities next quarter. Also by request of the Attorney General's Office, the JSSA began coordination activities to provide technical assistance in updating the institution's criminal prosecution policy, which is required by law to be updated annually but has not been revised since 2010.

In the National Civilian Police, this quarter the Project carried out a series of five workshops on Human Rights, Ethics, and Use of Force. Similarly, it conducted an inter-institutional workshop to review the National Civilian Police's use of force policy, with the goal of creating a unified institutional directive to allow the police to conduct itself in a more transparent and responsible manner. The Project also provided input to the new Police Information and Operations Center regarding its mission and functioning, its organization and structure within the National Civilian Police, and its implementation of several policies and manuals.

At the request of the Public Defender's Office, the JSSA continued to support implementation of the institution's revised criminal procedures that were developed with JSSA technical assistance. This quarter the Project held workshops to disseminate the new procedures, as well as to monitor its implementation.

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 the eleventh Specialized Institutional Units for Attention to Women in Situations of Violence (UNIMUJER) in Conchagua, including a specialized Play Therapy Center for child victims, and agreed with the Supreme Court that the Court will hire a psychologist and lawyer at the victims' assistance center in Chalatenango. The Attorney General's Office also requested implementation of two new centers.

With the goal of promoting the use of alternative sentencing and restorative justice options as a strategy for reducing recidivism and preventing youth from entering the juvenile detention system, the JSSA continued to make progress in preparation for restorative justice pilot programs in Santa Ana and San Miguel. Two grant proposals were received this quarter and are currently under evaluation.

With the goal of improving court administration, the Project continued to disseminate information about the electronic notifications system that is being implemented to improve court procedures, and began installing it in the court's Criminal Chamber. This quarter the JSSA also held workshops on attention to victims for legal staff from the Process Distribution Offices and Users' Attention Centers in Santa Ana and Sonsonate. New Process Distribution Offices will open next quarter with JSSA support in Ciudad Delgado and Santa Tecla.

This quarter the JSSA continued supporting the National Civilian Police in the 16 municipalities where the Community Policing Model has been implemented. These efforts included trainings for 1,216 police officers, recreational sporting events for 2,945 children and youths, civil society meetings for 833 people, and social events for 6,055 people.

With JSSA support, the Civil Society Coalition continued to denounce the Illicit Enrichment Law that was passed by the Legislative Assembly in December 2015. During this reporting period the Civil Society Coalition continued carrying out advocacy initiative concerning the unconstitutionality claim presented to the Supreme Court's Constitutional Chamber and took an active role in public discourse about this issue, participating in radio and television interviews and generating coverage in print and digital media. Other JSSA activities to promote transparency and fight corruption included support to the Supreme Court's Professional and Judicial Investigation Units – including donation of barcode scanners to help the unit track files and improve work processes – and a diagnostic assessment regarding decentralization of information requests and the reception process in the Office of Access to Public Information.

The Project's four grants to civil society organizations continued to progress. This quarter two of the organizations – *Asociación Déjame Ayudarte*, *Sendas para la Mujer* (SENDAS) and the Democracy, Transparency and Justice Foundation (DTJ) – completed institutional strengthening activities in areas including communications, strategic planning, and fundraising. SENDAS also held art therapy workshops for victims of violence, and DTJ is planning activities to support youth leadership trainings.

RESUMEN EJECUTIVO

El segundo trimestre del año fiscal (FY) 2016 fue marcado por varios nombramientos que ocuparon las plazas vacantes de las contrapartes del Gobierno de El Salvador, lo que facilitó avances en las actividades del Proyecto Fortalecimiento del Sector de Justicia (JSSA o Proyecto). En enero, Douglas Menéndez tomó posesión como el nuevo Fiscal General de la República y Howard Cotto fue nombrado Director de la Policía Nacional Civil, mientras que Mauricio Ramírez Landaverde, antiguo Director de la Policía Nacional Civil, fue nombrado Ministro de Justicia y Seguridad. Sin embargo, aún está en espera el nombramiento de otras autoridades del sector de justicia, incluyendo Procurador General, Director de la Unidad Técnica Ejecutiva, Director del Instituto de Medicina Legal y nuevos miembros del Consejo Nacional de la Judicatura. Durante este trimestre también se vio una mayor atención nacional a temas de seguridad, con la consideración hecha por la Asamblea Legislativa de “medidas extraordinarias” en algunas áreas, dado los altos niveles de violencia.

Durante este periodo, el JSSA ha continuado alcanzando avances significativos en sus tres Componentes técnicos como resultado de la cercana colaboración y diálogo continuo con varias contrapartes del Gobierno de El Salvador, incluyendo la Comisión Coordinadora de la Unidad Técnica Ejecutiva del Sector de 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 también organizaciones de la sociedad civil y otras contrapartes. Sin embargo, un número de actividades y propuestas están pendientes de aprobación por contrapartes del estado, debido a las vacantes de puestos de alto nivel en las instituciones.

El Proyecto llevó a cabo una gama de actividades para fortalecer el sistema de justicia penal, impulsar la transparencia judicial, forjar vínculos interinstitucionales y fortalecer la relación entre la sociedad civil e instituciones del sector de justicia. En coordinación con la Unidad Técnica Ejecutiva, el JSSA ha continuado apoyando con asistencia técnica la elaboración de un Anteproyecto del Código Procesal Penal Comentado, que sirva como una referencia educacional para operadores del sector de justicia y para llevar a cabo talleres para revisar y actualizar las regulaciones que guían el Programa de Protección de Víctimas y Testigos.

Se apoyaron las escuelas de formación de la Fiscalía General de la República, de la Procuraduría General de la República y del Consejo Nacional de la Judicatura con la inclusión de cursos sobre técnicas de oralidad, teorías del caso, el uso de la evidencia, los derechos humanos de la mujer, así como también con asistencia técnica para desarrollar capacitaciones para formadores de nuevos defensores públicos. Además, el Proyecto llevó a cabo tres cursos como parte del Programa de Educación Continua con el Consejo Nacional de la Judicatura, con el fin de establecer una escala transparente y profesional para nuevos jueces.

Con el objetivo de mejorar las investigaciones criminales, el JSSA estableció el décimo tercer equipo de investigación conjunta entre la Fiscalía General de la República y la Policía Nacional Civil en La Libertad para coordinar los procesos de investigación. El Proyecto también ha continuado apoyando con asistencia técnica para mejorar los protocolos y procedimientos del manejo de la evidencia. Con este fin, el Proyecto se ha reunido con oficiales de la Fiscalía General de la República para discutir planes para almacenar la evidencia y protocolos para la cadena de custodia y para presentar los resultados de la evaluación llevada a cabo en el trimestre pasado. En Ciudad Delgado, el Proyecto apoyó con asistencia técnica y la remodelación de una nueva área de almacenamiento de evidencia en espacio de la policía. También, apoyó con asistencia técnica a la Unidad de Análisis de la Fiscalía General de la República, y llevó a cabo reuniones de coordinación para fortalecer la capacidad de revisar e interpretar la información y datos recopilados de denuncias y casos en proceso de la Unidad.

Durante este trimestre, el Proyecto también apoyó un estudio del Programa de las Naciones Unidas para el Desarrollo sobre la efectividad en la investigación y enjuiciamiento de casos en el sistema judicial. El estudio encontró que un porcentaje bajo de los casos son enjuiciados y que un porcentaje aún más bajo de estos, terminan en condenas; las recomendaciones incluyen el desarrollo de base de datos compartidas, incluyendo un registro nacional de ADN, el establecimiento de metodologías de investigación genera, estandarización de procesos investigativos y forenses, un aumento del uso de la evidencia científica, y un fortalecimiento de las sanciones contra la corrupción en el sistema judicial.

La Fiscalía General de la República, durante este periodo, expresó interés en la implementación de un modelo de oficina fiscal desarrollada por el JSSA, en San Vicente y Zacatecoluca; dado este desarrollo, el Proyecto llevará a cabo una evaluación diagnóstica en estas municipalidades en el próximo trimestre. También, a petición de la Fiscalía General de la República, el JSSA ha comenzado actividades de coordinación para ofrecer apoyo técnico en la actualización de la política de persecución criminal de la institución, la cual requiere por ley de ser actualizada anualmente, pero que no se ha revisado desde el 2010.

En la Policía Nacional Civil, el Proyecto llevó a cabo este trimestre una serie de cinco talleres sobre Derechos Humanos, Ética, y el Uso de la Fuerza. De manera similar, llevó a cabo un taller interinstitucional para revisar la política del uso de la fuerza de la Policía Nacional Civil, con el objetivo de crear una directiva institucional unificada para permitir a la policía de conducirse a sí misma de una manera más transparente y responsable. El Proyecto también aportó insumos al nuevo Centro de Información y de Operaciones de la Policía respecto a su misión y funcionamiento, su organización y estructura dentro de la Policía Nacional Civil, y la implementación de varias políticas y manuales.

A petición de la Procuraduría General de la República, el JSSA ha continuado apoyando la implementación de los procedimientos criminales revisados de la institución que fueron desarrollados con la asistencia técnica del JSSA. Este trimestre, el Proyecto, llevó a cabo talleres para divulgar nuevos procedimientos, así como también monitorear su implementación.

El Proyecto también ha avanzado en una gama de actividades con organizaciones locales de la sociedad civil, el Instituto de Medicina Legal, y otras instituciones del sector de justicia para fortalecer la atención de víctimas de violencia sexual, basada en género y doméstica. En ese objetivo, el JSSA inauguró este trimestre la undécima Unidad Institucional Especializada para la Atención de Mujeres en Situaciones de Violencia (UNIMUJER) en Conchagua, incluyendo una Ludoteca para niños víctimas, y en acuerdo con la Corte Suprema, esta última contratará a una psicóloga y abogada para el centro de atención a víctimas de Chalatenango. La Fiscalía General de la República también solicitó la implementación de dos nuevos centros.

Para promover el uso de sentencias alternas y opciones de justicia restaurativa como una estrategia para la reducción de la reincidencia y de prevención para evitar que los jóvenes entren al sistema de detención juvenil, el JSSA ha continuado haciendo progreso en la preparación de programas pilotos de justicia restaurativa en Santa Ana y San Miguel. Dos propuestas para llevar a cabo donaciones fueron recibidas este trimestre y están siendo evaluadas actualmente.

Con el objetivo de mejorar la gestión del despacho judicial, el Proyecto ha continuado en la divulgación de la información sobre el sistema de notificaciones electrónicas que está siendo implementado para mejorar los procedimientos en los tribunales y ha comenzado su instalación en la Sala de lo Penal de la Corte Suprema de Justicia. Este trimestre, el JSSA, también llevo a cabo talleres sobre la atención de víctimas para personal jurídico de las Oficinas de Distribución de Procesos y del Centro de Atención del Usuario de Santa Ana y Sonsonate. Nuevas oficinas de Distribución de Procesos abrirán en el próximo trimestre en Ciudad Delgado y Santa Tecla con ayuda del JSSA.

Este trimestre, el JSSA continuó apoyando a la Policía Nacional Civil en los 16 municipios donde el Modelo de Policía Comunitaria está siendo implementado. Estos esfuerzos incluyeron capacitaciones para 1,216 oficiales de la policía, eventos deportivos recreacionales para 2,945 niños y jóvenes, reuniones de la sociedad civil para 833 personas y eventos sociales para 6,055 personas.

Con el apoyo del JSSA, el Equipo Gestor continuó denunciando la Ley de Probidad que fue aprobada por la Asamblea Legislativa en diciembre de 2015. Durante el periodo del informe, el Equipo Gestor continuó actividades de incidencia ciudadana sobre el recurso de inconstitucionalidad presentado a la Sala de lo Constitucional de la Corte Suprema de Justicia y tomó un rol activo en el discurso público sobre este tema, participando en entrevistas radiofónicas y televisivas y generando cobertura en medios de comunicación impresos y digitales. Otras actividades del JSSA para promocionar la transparencia y luchar contra la corrupción incluyeron el apoyo dado a los equipos de Investigación Profesional y Judicial conjuntos de la Corte Suprema de Justicia – incluyendo la donación de scanners de código barras para ayudar a la unidad a rastrear archivos y mejorar el proceso de trabajo, y una evaluación de las necesidades sobre las peticiones de la descentralización de la información y la recepción del proceso en la Oficina de Acceso a la Información Pública.

Las donaciones del Proyecto otorgadas a organizaciones de la Sociedad Civil continuaron su progreso. Este trimestre dos de las organizaciones – Asociación Déjame Ayudarte, Sendas para la Mujer (SENDAS) y la Fundación Democracia, Justicia y Transparencia (DTJ) – completaron actividades de

fortalecimiento institucional en áreas de comunicación, planificación estratégica, y captación de fondos. SENDAS también llevó a cabo talleres de arte terapia para víctimas de violencia y DTJ está planificando actividades para apoyar a jóvenes líderes con capacitaciones.

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

The Justice Sector Strengthening Activity has provided technical assistance to the Executive Technical Unit's Statistics Division in monitoring and evaluation of the implementation of the Criminal Procedure Code. The reports containing indicator data from calendar years 2013 and 2014 are still pending approval from the Coordination Commission, a process which has been delayed due to vacancies in the Commission. Next quarter, the Project plans to begin analyzing indicator data from 2015 and evaluating the impact of the Criminal Procedure Code during its first five years of implementation.

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. As of the end of this reporting period, the drafting team has completed 415 of the 507 articles of the Code. The JSSA is also in the process of conducting a legal review of the articles that are drafted, with the goal of ensuring legal consistency across the articles.



***Workshop with the Executive Technical Unit to
review regulations governing the Victims and
Witnesses Protection Program.***

In addition, the JSSA is collaborating with the Executive Technical Unit on inter-institutional policies and programs governing the protection of witnesses and victims of sexual violence. A proposed National Policy of a Legal and Psychosocial Redress of Victims was previously submitted to officials of the Executive Technical Unit and is currently pending approval; the plan will establish guidelines for civil responsibilities for reparations for sexual violence victims.

This quarter the JSSA held eight workshops to review the regulations governing the Victims and Witness Protection Program, with the objective of updating the procedures and processes to provide treatment and protection of victims and witnesses. Based on the observations collected in the workshops, the Project is providing support to the Executive Technical Unit to develop a proposal updating the program's regulations. Once the proposal is completed, it will be submitted to the relevant institutions for review and approval.

In collaboration with the Supreme Court of Justice, the JSSA continues to provide technical assistance to implement an electronic notification 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. In February, the JSSA held a public awareness session to share information about the new system for 250 participants from various areas of the Court and private attorneys. Pilot electronic notification systems were previously installed in the Supreme Court's Constitutional Chamber and some civil and administrative courts, and the Project has begun the process of installing the new system in the Criminal Chamber of the Supreme Court. JSSA support to the Criminal Chamber will include technical assistance and equipment.



Supreme Court magistrates and attorneys attend a public awareness session to learn about 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 the following:

- Replica courses taught by internal instructors who participated in the JSSA's inter-institutional train-the-trainers series during fiscal year 2015. This quarter, five replica courses were held for 145 public defenders on orality techniques, gender theory and women's human rights, and due diligence in attention to victims of gender-based violence. 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.

- A course for the Training School of the Attorney General's Office on orality techniques. These courses help train prosecutors on techniques based on case theory in order to improve their ability to prosecute cases in the accusatory system.
- Two courses for the Public Defender's Office on case theory, use of evidence, defense strategies and oral techniques. These courses help train prosecutors on techniques based on case theory in order to improve their ability to prosecute cases.



Instructors trained by the JSSA hold a replica course in the Public Defender's Office on Due Diligence in Attention to Women Victims of Violence.

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 activity is of high priority for the Attorney General's Office, given the large numbers of new prosecutors recently hired by the new Attorney General. The process began last quarter with the development of a training guide; this



Workshop to review the training guide for tutors of new prosecutors.

quarter, the JSSA held two workshops to validate the guide. After the final recommendations are incorporated, the final document will be submitted for approval. The first cycle of courses for tutors also began this quarter, with courses on leadership and teaching methodologies for a group of 21 tutors. The final course, which will cover the training guide, is planned for April, and the full cycle will also be repeated for a second group of tutors.

In addition, the JSSA is providing support to both training schools in the development of curriculum and training policies in order to strengthen the institutions' training capacity. Given the recent changes in authorities, many of these documents are still pending approval. In the Attorney General's Office, documents pending approval from the new Attorney General include an internal regulations document

and a training policy manual. Similarly, a general curriculum for the Public Defender's Office was previously approved by the Public Defender's Office Training School but is pending appointment of a new Chief Public Defender before it can be submitted for approval to authorize its publication.

Improving Criminal Investigations, Including the Use of Scientific Evidence

This quarter the JSSA continued to provide technical assistance for the establishment and strengthening of Joint Attorney General's Office/National Civilian Police Investigation Teams, which 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 thirteenth Joint Investigation Team opened in La Libertad this quarter following months of training and technical assistance. In addition, the JSSA held training courses for police investigators in Chalchuapa and Sonsonate, with the goal of strengthening investigation skills in the accusatory model and increasing coordination with prosecutors.

Also with the goal of improving criminal investigation and use of scientific evidence, the Project is providing ongoing technical assistance to the Attorney General's Office in the design and regulation of evidence warehouses. During this reporting period the Project met with officials from the Attorney General's Office to discuss plans for evidence storage and chain of custody protocols and to present the results of the assessment conducted last quarter. Based on the results of the assessment, it was recommended that the institution's protocols comply with police and court evidence handling guidelines. A plan was discussed to integrate and standardize evidence handling policies of the Attorney General's Office, National Civilian Police and Forensic Medicine Institute, with the goal of ensuring compatibility with processes and procedures currently in use by the Salvadoran judicial system. The institutions hope to create a joint working group to coordinate these evidence handling policies and procedures.

Similarly, the Project provided technical assistance for the installation of a secure storage area for evidence in the Ciudad Delgado police delegation, as part of the government's *Plan El Salvador Seguro*, a comprehensive violence-prevention program targeted at municipalities with high levels of crime. The Project was able to identify several deficiencies in the planned storage area and financed its remodeling to correct these issues and ensure safe storage of valuable evidence. Evidence was moved to the new storage area at the end of March.

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. During this period the Project met with the Deputy Attorney General and the Chief of the Information Analysis Unit to discuss progress to date in the development of a work plan to strengthen the Unit's capability to review and interpret information and data gathered from complaints and ongoing cases. The new Attorney General has determined that the strengthening of the Analysis Unit is of critical importance to improve the efficiency of the Attorney General's Office. The Attorney General's Office has requested information technology equipment and training for the Analysis Unit, which is planned to begin next quarter. The Project also provided direction to ensure the Unit would have compatibility with statistical data derived from other Salvadoran agencies.

In addition, the Project provided support to the United Nations Development Program in the implementation of a study to analyze the judicial system's effectiveness in investigating and

prosecuting cases, as well as the degree to which it protects the human rights of victims and suspects. The study focused on homicides and femicides, using a sample of cases from 2012 from the municipalities of San Salvador, Santa Ana and San Miguel. It found that the percent of cases prosecuted was very low, though there was variation among the three municipalities; 11.1% of cases were prosecuted in San Salvador, 15.5% in Santa Ana, and 51.9% in San Miguel. Even fewer cases – 28 of the 268 studied – resulted in a conviction. Other key findings of the study were the absence of coordination between justice sector institutions, a frequent lack of scientific evidence, and a focus on prosecuting gang-related cases, sometimes to the exclusion of other cases. Key recommendations included:

- Develop shared databases, including a national DNA registry;
- Establish general methodologies for investigation of homicides and femicides, and standardize investigative and forensic procedures;
- Improve coordination between the National Civilian Police, Attorney General’s Office, and Forensic Medicine Institute;
- Reorganize certain areas of the referenced institutions, and prioritize resources towards investigation;
- Increase the use of scientific evidence;
- Develop protocols and guides for prosecutorial responsibilities and sentence drafting; and
- Strengthen sanctions against corruption in the judicial system.

The report was presented to authorities including the Attorney General, Director of the National Civilian Police, and representatives of the Ministry of Justice, Forensic Medicine Institute, and Criminal Chamber of the Supreme Court. This activity was carried out in conjunction with the United Nations Population Fund and United Nations Women.

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. Although the model was originally designed for Soyapango, the Attorney General’s Office expressed interest in implementing it in San Vicente and Zacatecoluca instead of Soyapango, due to the high levels of delinquency in those municipalities. Given this request, the JSSA plans to replicate the diagnostic assessment in these locations in order to prepare for implementation.

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 access to legal information with the goal of improving the study and theory of law, particularly in complex cases. This quarter the Project presented an assessment of the basic requirements for the creation of the office – such as the number of prosecutors, equipment and training that would be needed – to the institution’s new authorities for approval.

The Attorney General’s Office has also requested technical assistance in updating its criminal prosecution policy, which is required by law to be updated annually but has not been revised since its creation in 2010. To this end, the JSSA held several meetings with the Attorney General and his legal advisor; next quarter it will develop a work plan and begin reviewing the criminal prosecution policy.

National Civilian Police

In conjunction with National Civilian Police officials, the Project held a series of five workshops on Human Rights, Ethics, and Use of Force during the week of March 14, 2016. 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 140 senior, mid-level, and basic level officers from the internal affairs, inspection, and disciplinary units, as well as from the police delegations of La Libertad and San Salvador. Representatives from the institution’s Inspector General and Legal Unit also participated in this session to ensure that these offices are in compliance with the doctrine. The JSSA plans to hold a series of up to 30 replica training sessions during the remaining period of the fiscal year.

In March, the JSSA also conducted a workshop on the National Civilian Police’s use of force policy for representatives from the National Civilian Police, the Inspector General, the National Human Rights Ombudsman and the Attorney General’s Office. The purpose of this workshop was to consolidate information regarding use of force and to create a single document to serve as the institutional directive. All four institutions agreed on the need for a clear policy that would allow the police to conduct itself in a more transparent and responsible manner. They also recognized the need for an official document containing all of the elements of a use of force policy: legality, necessity, and proportionality.

Also in coordination with the National Civilian Police, the Project is supporting the development of a program on leadership and command. This quarter the JSSA held four workshops with police officials of various levels, in coordination with the Leadership and Planning Unit. The purpose of the workshops was to provide guidance for the



development of a strategic vision of leadership and to receive feedback from each level of officers as to their perception of leadership within the institution. The workshops were critical in further defining a strategic vision and potential leadership goals for the institution, and the resulting recommendations were presented to the Director. Key recommendations included unification of training programs, compliance and control of the training process to ensure a consistent doctrinal framework, and creation of an Advisory Council of upper-level officers to provide oversight and monitor the permanent strategic institutional guidelines per the Strategic Plan and the Community Policing Training Manual.

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. This quarter the JSSA presented the results of the survey to the new Director of the National Civilian Police, who plans to review them with high-level officials. It is anticipated that these results will support the development of better leadership practices and serve as a barometer to provide a sense of direction for the institution.

Finally, the Project also continued its support of the National Civilian Police's Operations and Support Center and Police Information and Statistics Center. Police authorities took a renewed interest in this initiative and combined the two centers into one, called the Police Information and Operations Center (CICOP). Project personnel met with the newly appointed members of the CICOP to discuss ways to implement several of the policies outlined in the manuals previously developed by the Project and National Civilian Police. The Project also held a workshop for the institution's Deputy Director and CICOP members to demonstrate how other Centers function in various law enforcement agencies. The Project discussed the mission and function of the CICOP and provided input on its organization and structure within the National Civilian Police. The National Civilian Police has dedicated four rooms within its central headquarters to house and support the new CICOP.

Public Defender's Office

At the request of the Public Defender's Office, the JSSA continued to support implementation of the institution's revised criminal procedures that were 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. This quarter the Project held two dissemination workshops for public defenders. In addition, the Project held the first in a series of workshops to monitor the implementation of the new procedures and identify areas for improvements.

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 it was agreed that the Project will continue to contract a doctor and play therapist in Zaragoza for an additional six months, after which the Attorney General's Office will take over the contracts. Similarly, the Supreme Court hired the psychologist and lawyer at the victims' assistance center in Chalatenango. The Attorney General's Office also requested implementation of two new centers in San Vicente and Zacatecoluca.

In addition, through a grant from the JSSA, the organization *Asociación Déjame Ayudarte, Sendas para la Mujer* (SENDAS) held six art therapy workshops between December and March for women and child victims of sexual violence who have used services from the Zaragoza victims' assistance center. The JSSA is currently planning to contract SENDAS to accompany victims via self-help workshops and training sessions for staff from the victims' assistance centers, as well as to launch a public awareness campaign regarding the services of the centers. These activities are planned to begin next quarter.

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 eleventh UNIMUJER, located in Conchagua (La Unión



Art therapy workshops in Zaragoza, La Libertad help victims in the recovery process.

SUCCESS STORY: EMOTIONAL AND PSYCHOLOGICAL HEALING

“In the beginning I was afraid to go to the Attorney General's Office ... I didn't want to go and I didn't want to start the legal process. My family also was afraid, they asked why go to therapy and said that I could be killed or robbed on the bus.

When I entered they received me very kindly, it filled me with peace. I didn't know whether I deserved help. Thanks to the services of the doctor I have improved a lot, I'm healing now...

I have to help myself. Now I know I need to continue [the legal process]; I can overcome this and not stay behind.”

PARTICIPANT IN THE ART THERAPY GROUP IN THE ZARAGOZA VICTIMS ASSISTANCE CENTER

department) was inaugurated in February. It also includes a Play Therapy Center, which provides an appropriate environment for child victims of sexual and domestic abuse to avoid re-victimization. The JSSA is coordinating with the police delegation in Soyapango to open an UNIMUJER in that city next quarter. The next UNIMUJER office supported by the Project will be located in San Marcos.

The JSSA also held ongoing inter-institutional coordination workshops between UNIMUJERs and the National Civilian Police, Attorney General's Office, local government and Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA) representatives, among others, with the goal of increasing the impact and gender focus of the Community Policing Model. These coordination workshops were held in the municipalities of Chalchuapa, San Juan Opico, Suchitoto, Jiquilisco, Cara Sucia, Chalatenango, and Sensuntepeque during this reporting period. JSSA grantee FUNIPRI also held workshops for UNIMUJER staff in Conchagua and Cara Sucia on play therapy centers and benefits of play for child victims of violence.

During the last quarter, the victims' assistance centers provided service to 2,068 victims of violence (1,712 women and 356 men); of these, 940 were minors (655 females and 285 males).



Coordination workshops for the UNIMUJER in Chalchuapa (left), and the UNIMUJER and shelter in Sensuntepeque (right).

Increasing the Use of Mediation and Alternative Sentencing Options

With the goal of promoting the use of alternative sentencing and restorative justice options as a strategy for reducing recidivism and preventing youth from entering the juvenile detention system, the JSSA continued to make progress in preparation for restorative justice pilot programs in Santa Ana and San Miguel. Two proposals – from World Vision and the Intersectoral Association for Economic Development and Social Progress – were submitted by the grant application deadline of January 29. The JSSA is currently evaluating the proposals and coordinating with the Supreme Court and ISNA to ensure that the grant projects are consistent with the priorities of these institutions.

This quarter the JSSA also developed a position description manual for the Social Insertion Sub-Directorate of ISNA, with the goal of having qualified personnel to carry out social insertion programs for youth. The manual was approved, and next quarter the Project will hold a dissemination workshop.

Improved Criminal Court Administration

With the goal of strengthening court administration, the JSSA continued to support the Supreme Court and the Forensic Medicine Institute in the implementation of Users' Attention Centers. Project support includes coordination meetings, remodeling activities, equipment of spaces, and workshops for personnel to improve user services and strengthen the courts' administrative capacities. This quarter the JSSA provided equipment for the Users' Attention Center in San Francisco Gotera, which will be inaugurated in April, and also held a workshop to disseminate information about the new center for judges and legal staff. A new Users' Attention Center in Ahuachapán will also open next quarter.

The Project is also coordinating with the Supreme Court to open Process Distribution Offices, which include a computerized case-distribution system that centralizes case reception functions in one office and assigns judicial cases in a random and equitable manner, allowing caseloads to be properly distributed among judges and preventing attorneys from 'shopping' for a specific judge. As such, it contributes to reducing corruption and increasing transparency. This quarter the JSSA held two workshops on attention to victims for legal staff from the Process Distribution Offices and Users' Attention Centers in Santa Ana and Sonsonate. In addition, new Process Distribution Offices will open next quarter with JSSA support in Ciudad Delgado and Santa Tecla.

Strengthening the Forensic Medicine Institute

In conjunction with the Supreme Court and the University of El Salvador, the Project has been supporting the development of a Master's degree program for the Forensic Medicine Institute, slated to include forensic training, institution specialties, trainer's training and management skills. Courses led by the University of El Salvador began this quarter for eight doctors from the country's public health system who specialize in forensic medicine. The JSSA will bring international consultants to teach future courses in the program.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING

This quarter the JSSA continued supporting the National Civilian Police in the 16 municipalities where the Community Policing Model has been implemented.¹



Police officers take part in a planning meeting to strengthen implementation of the Community Policing Model.

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.

Among other activities, the Project held a series of workshops to guide police chiefs in developing community intervention plans to mitigate the risks identified in diagnostic assessments. Also in collaboration with police chiefs, the JSSA provided ongoing technical assistance in monthly assessments of community policing implementation and held follow-up meetings to discuss successes and challenges in implementation.

To promote the sustainability of the Community Policing Model, the JSSA conducted trainings for police officers on topics such as leadership, teamwork, self-help, best practices in community policing implementation, and developing intervention plans for sub-sectors. From January through March, a total of 1,216 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:

- Recreational sporting events: Police-led sporting events for children and youth included various types of soccer tournaments, softball, basketball and more; some of these activities were also supported by schools and local mayors. From January to March, 2,945 children and youths participated in these events.
- Meetings with civil society: The Project, in coordination with the National Civilian Police, held a variety of community outreach meetings with civil society. Technical assistance and capacity-building included efforts to organize cultural activities and community events, facilitate Communal Development Associations, share experiences among the Municipal Violence Prevention Committees, and coordinate with UNIMUJERs. 833 people participated in the civil society outreach meetings from January to March.
- Social events: These activities included cultural festivals, community cinemas, theater, and other events. 6,055 people participated from January to March.



Children from the community of Tecoluca participate in police-led soccer tournaments held as part of the implementation of the Community Policing Model.

The Project continues to support implementation of the Community Policing Model in Ciudad Delgado in coordination with the government's *Plan El Salvador Seguro*. Activities this quarter included

technical assistance in carrying out monthly assessments of community policing implementation and workshops to develop intervention plans for sub-sectors. In addition, the JSSA is supporting the Ciudad Delgado police delegation in establishing and implementing a citizens' attention office. Assistance this quarter involved remodeling and equipping the office space – including a space for evidence storage and analysis, as discussed in section 1.1 above. Next quarter the Project will provide training courses in coordination with the Attorney General's Office.

This quarter the Project also began the process of selecting new municipalities for implementation of the Community Policing Model, based on criteria such as demonstrated need, quality of police leadership in the area, mayoral/community concurrence, and synergy with other United States Government activities. Pending approval from the National Civilian Police and USAID, implementation will begin next quarter, including collection of baseline data by subcontractor Analitika.

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 denounce the Illicit Enrichment Law that was passed by the Legislative Assembly in December 2015. During this reporting period the Civil Society Coalition held workshops to develop an unconstitutionality claim, which was then presented to the Supreme Court’s Constitutional Chamber. No response has been received to date. The Civil Society Coalition also continued to take an active role in public discourse about this issue, participating in radio and television interviews and generating coverage in print and digital media.

In addition to supporting the Civil Society Coalition, the JSSA is also providing direct support to the Probity Unit in promoting anti-corruption. However, the Supreme Court has put these activities on hold due to a high number of 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 – and training sessions for public and municipal officials on the use of the Probity Unit’s website (www.consultaprobidad.info), through which citizens can track statistics and public servants may submit their patrimony declarations as required by law.

Also with the goal of increasing transparency and fighting corruption, the JSSA has been supporting the Supreme Court’s Judicial Investigations Unit and Professional Investigation Unit. Both units recently hired new staff in order to reduce the backlog of cases, and the JSSA provided computer and office equipment. In the Professional Investigation Unit, the Project also provided eight barcode scanners to help the unit track files and improve work processes. In addition, the JSSA held two courses on administrative sanctionary law, application of the Civil Procedures Code, and sanctions for notaries, with the goal of increasing staff knowledge of the sanctionary procedures at their disposal.

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; Francisco Gavidia University; the National Association of Private Enterprise and the Legal Studies Center.



Changes in internal procedures, new staff and JSSA support are contributing to reducing the backlog in both Investigation Units. For example, the Judicial Investigation Unit completed 293 disciplinary procedures between July 1 and December 15, 2015, representing more than double the number completed in the previous six months. During this period, the unit's backlog of cases in progress decreased by 19%. Similarly, the Professional Investigation Unit completed 114 disciplinary procedures between July 1 and December 15, 2015, representing an increase of 44% from the previous six months.

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 gains in other activities. JSSA-supported 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 professional skills and the selection process for judicial support personnel. This quarter the institution's technical committee approved evaluation instruments to assess effectiveness of Judicial Training School courses and a manual describing desired competencies of personnel for the Judicial Training School; both documents will be submitted to the new Council once it is appointed.

Since 2014, the JSSA has implemented a Continuing Education Program with the National Judicial Council in order to help establish a transparent career ladder for judges. This quarter, three additional courses were held on sentence drafting techniques; contemporary legal issues in criminal investigation; and communication, treatment of information, and the criminal system for the 49 justices of the peace participating in Phase II. The final course is planned for next quarter, after which the judges will



complete a practicum with various tribunals as the final requirement for graduation from the program. To capitalize on the high-quality academic instruction by consultants who supported the Continuing Education Program courses and to extend coverage to a greater number of operators, the JSSA is holding a series of related workshops and university discourses on topics relevant to criminal jurisdiction for judicial secretaries and other judicial collaborators. In this vein, consultants led a practical workshop on sentence drafting techniques as well as a discussion group on the relationship between the judicial system and the media.

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

The JSSA continued to collaborate with the Supreme Court to improve the institution's administrative organizational structure. Following last quarter's diagnostic assessment, this quarter the Project supported the Court in beginning to implement the recommendations that were identified. To this end, the Project completed a functional organizational description of the Court's new and revised units, and a consultancy is ongoing to review and improve work processes in accordance with the new organizational structure.

With the objective of improving accountability, the Project is providing ongoing technical assistance to the Supreme Court's Office of Access to Public Information. This quarter the JSSA held a series of workshops for a diagnostic assessment regarding decentralization of information requests and the reception process. A total of four workshops were held, with two for staff from the central office and two for staff from regional offices, for a total of 79 participants. The resulting diagnostic assessment has been submitted to the Supreme Court for approval. In addition, the Project is in the planning stage for consultancies on development of criteria in order to better classify information, and development of indicators to measure transparency and compliance regarding access to public information.

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

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

This quarter the Project held several forums and events to raise youth awareness of themes relating to transparency and access to public information. In collaboration with the Law School of Central American University José Simeón Cañas, the JSSA held a conference on transparency and the right to information in the Inter-American system, attended by 100 law students and professors. The Project also supported the Advanced School of Economics and Business in holding the Eighth Inter-School Debate Competition on the topic of transparency in civil service. 196 students participated in the competition, which was held over several rounds during February and March. The competition was held with the goal of expanding awareness about the importance of transparency in civil service in order to encourage youths to demand an honest and transparent government.

Similarly, next quarter the Project will support a university conference as part of the Fifth International Forum for Political Analysis organized by the Salvadoran Foundation for Economic and Social Development (FUSADES). The Forum focuses on issues related to transparency, corruption, security and rule of law. Luis Almagro, Secretary General of the Organization of American States, will give the keynote address entitled, “International Commissions against Impunity: A New Factor in Strengthening Democracy?,” and the conference will also feature speakers from international think tanks and universities.

As discussed in Sub-Component 2.1 above, the JSSA provided ongoing support to the Civil Society Coalition to denounce the new Illicit Enrichment Law passed by the Legislative Assembly.

The Project's citizen participation efforts also include direct support to civil society organizations. The following grants were under implementation during this quarter:

Organization: <i>Asociación Déjame Ayudarte, Sendas para la Mujer</i> (SENDAS)		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 3/17/16.</p> <p>Institutional strengthening: The consultancy to improve the organization's fundraising capacities is ongoing and will be completed in early April. Checchi is also in the process of bringing a consultant to develop a volunteer plan for the organization; this will be paid directly by Checchi outside of the grant award.</p> <p>Technical assistance to the Cojutepeque Rape Crisis Center: SENDAS held art therapy workshops in the Zaragoza victims' attention center from December 2015 to March 2016 for women and child victims of sexual violence who have used services from the center.</p> <p>Around 95% of the activities under this grant have successfully been completed.</p>	
Report	90% of the total amount of the grant has been disbursed upon delivery and approval of the first quarterly report. The final report is due in April.	

Organization: <i>Fundación para el Desarrollo Económico y Social</i> (FUSADES)		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 100% of the planned grant activities. This quarter FUSADES completed the modernization of the Judicial Observatory, which is fully functioning online at http://observatoriojudicial.org.sv/ .
Report	100% of the total amount of the grant has been disbursed to FUSADES following delivery and approval of the final report, two progression reports and approval of an implementation plan. The final disbursement was on January 29 and FUSADES signed the closeout documentation on February 1. FUSADES exceeded the planned cost share amount.

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	Awarded - Implementation period will be from 1/4/16 to 8/3/16. Institutional strengthening: Consultants are currently supporting DTJ in the development of a communications plan and strategic plan. These plans will be presented to the organization's Board of Directors for approval. Promotion of citizen participation: This quarter DTJ contracted a consultant to develop the course on democracy, transparency and justice that will be held for youth leaders who are volunteers of TECHO. The organization is in the process of contracting a consultant to develop an additional course on leadership and citizen participation for a core group of youth leaders. Once the courses are designed, DTJ will provide ongoing training on these topics to youth leaders.	
Report	70% of the total amount of the grant has been disbursed to DTJ.	

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

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 would 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 would also provide institutional strengthening assistance to Fundación Iris in the areas of communications, public relations, fundraising, and administration.</p>
Status	This award process has been suspended due to revisions in the Project's Work Plan in order to better respond to the priorities of the Government of El Salvador, described in the <i>Plan El Salvador Seguro</i> program.
Report	Not applicable.

Organization: Under competition	Amount: \$90,000 (possibly two grants of \$45,000 each)
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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	Proposals were due on January 29, 2016, and two organizations submitted proposals: World Vision and the Intersectoral Association for Economic Development and Social Progress. The proposals are currently being reviewed by the JSSA grant evaluation committee. The Project is also coordinating with the Supreme Court and ISNA to ensure that the grant projects are consistent with the priorities of these institutions.
Report	Not applicable during this reporting period.

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

This quarter the Project continued to make progress on the study of anti-corruption strategies in El Salvador since 2009, which was developed at the request of USAID and the Ministry of Foreign Relations. 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. The report – entitled, “Evaluation of El Salvador’s Advances in Anti-Corruption and Recommendations for Future Strategies” – is currently being finalized after incorporating comments from the Ministry of Foreign Relations. A formal presentation to the Minister will be held next quarter.

4.0 MONITORING AND EVALUATION

This section describes activities and achievements corresponding to JSSA indicators 1, 4, 5, 12, 14, 19, 23, 24, and 26, which reported advances in the second 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 in FY 2016:

Number of Justice Sector Personnel that Received USG Training			
Justice Sector Institution	Male	Female	Total
Attorney General's Office	62	85	147
Public Defender's Office	294	328	622
Supreme Court	138	154	292
Forensic Medicine Institute	54	38	92
Executive Technical Unit	32	47	79
National Judicial Council	6	10	16
National Civilian Police	803	169	972
National Academy of Public Security	6	4	10
Total	1,395	835	2,230

Indicator 4: Number of new victims' assistance centers established

To date, the project has established seven new victims' assistance centers in FY 2016 – five in the first quarter and two in the second quarter. They are as follows:

Victims' Assistance Centers Established

Fiscal Year	Target	Centers Established
2016	Rape Crisis Center: 2	Rape Crisis Center: 1 in the San Vicente Forensic Medicine Institute in October 2015.
	UNIMUJER: 5	UNIMUJER: 3: 1 in Suchitoto in October 2015, 1 in Ciudad Arce in November 2015 and 1 in Conchagua in February 2016.
	Play Therapy Center: 5	Play Therapy Center: 3: 1 in each UNIMUJER in Suchitoto, Ciudad Arce and Conchagua.
	Total: 12	Total: 7

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

Target FY 2016: 8,550

From October 2015 to March 2016, the following number of victims of gender-based violence were reached by Project interventions:

Victims Attended, October 2015 – March 2016			
	Male	Female	Total
Minors	622	1,370	1,992
Adults	178	2,056	2,234
Total	800	3,426	4,226

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

To date, the JSSA has established two Joint Investigation Teams during FY 2016. One was created in the department of Chalatenango in November 2015, and the second was established in the department of La Libertad in February 2016. With the creation of the Joint Investigation Team in La Libertad, the Project has reached this indicator's target for FY 2016.

Joint Investigation Teams			
Fiscal Year	Target	Established	Jurisdiction
2016	2	2	Chalatenango and La Libertad

Indicator 14: Number of new municipalities implementing the Community Policing Program

The JSSA has supported the implementation of the Community Policing Model in one new municipality in FY 2016, the first of five projected for this fiscal year.

Municipalities Implementing the Community Policing Model			
Fiscal Year	Target	Implemented	Municipality
2016	5	1	Ciudad Delgado

The Project has trained National Civilian Police personnel in the municipality of Ciudad Delgado on creating work plans and developing workshops to evaluate the implementation of the community policing model. The JSSA continues to work in conjunction with other USAID projects within the framework of *Plan El Salvador Seguro*. In the next quarter, the Project aims to have the National Civilian Police identify the four remaining municipalities targeted for FY 2016.

Indicator 19: Benchmark scale of new or improved systems to inform the public on the results of proceedings against judges and private attorneys for corrupt or arbitrary acts

During this reporting period, the Project initiated a consultancy entitled, “Decentralization of Information Requests in the Supreme Court of Justice,” which will assist in determining the needs of the Court to facilitate this process. Upon completion of this diagnostic, the Project will be able to identify the appropriate mechanisms to promote and facilitate citizen access to public information encompassed by the Law of Access to Public Information.

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

Target FY 2016: 300

To date, the JSSA has trained 176 justice sector operators and public servants on the Judicial Ethics System and decentralization of public information.

Government Officials Receiving Transparency/Anti-Corruption Training			
Justice Sector Institution	Male	Female	Total
Supreme Court	89	76	165
National Judicial Council	7	4	11
Total	96	80	176

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

As anticipated in the previous quarter, during the second quarter of FY 2016, the Project began the process of reviewing and improving position descriptions in the Supreme Court's Administrative Unit in accordance with the new organizational structure proposed to the Supreme Court. To date, the JSSA has developed an operational organizational description for those areas that require some type of modification.

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

In the previous reporting period, the JSSA surpassed the target established for FY 2016, undertaking 29 Public Outreach or Advocacy Initiatives. In the second quarter of FY 2016, the Project continued to support Public Outreach or Advocacy Initiatives related to the Illicit Enrichment Law, victims in criminal proceedings, transparency in public functions and the right to information and transparency in the Inter-American system. This quarter, the Project supported 5 Public Outreach or Advocacy Initiatives, resulting in a total of 34 to date in FY 2016.

Public Outreach and Advocacy Initiatives

Number	Initiative	Date	Civil Society Organization	Topic
1.	Conference	January 25, 2016	Universidad Francisco Gavidia	The victim in criminal proceedings
2.	Eighth Inter-School Debate Competition	February 27, 2016; March 5, 2016; March 12, 2016	Advanced School of Economics and Business	Transparency in civil service
3.	Conference	March 14, 2016	Universidad Centroamericana José Simeón Cañas	The right to information and transparency in the Inter-American system
4.	Radio interviews	January 5, 2016	Civil Society Coalition	Illicit Enrichment Law: Al Cierre Radio 105.3
		January 10, 2016		Illicit Enrichment Law: Radio Club 92.5
		January 12, 2016		Illicit Enrichment Law: Al Cierre Radio 105.3
		February 23, 2016		Illicit Enrichment Law and Advances: Radio Cadena YSKL
5.	Television interviews	January 7, 2016	Civil Society Coalition	The President Approves and Signs the Illicit Enrichment Law: RepúblicaSV33, Canal 33
		January 13, 2016		Illicit Enrichment Law: Frente a Frente TCS

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.							25%	
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.							90%	
1.1A.10 Provide technical assistance to assist with the development of an annotated CPC.							80%	Activity extended from FY 2015.
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.

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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.							30%	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.							85%	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.							85%	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.
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.

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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.							60%	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.							25%	New WPFY2016 activity.
1.1A.24 Develop a Professional Development Training Team to conduct leadership training to NCP officials.							10%	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.							90%	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%	
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%	

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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.							10%	
1.1B.9 Carry out studies to measure the arrest-to-conviction rate in targeted jurisdictions.							30%	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.							20%	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.							5%	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.
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.

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1.2.9 Provide technical assistance in the implementation of the new AGO office model in one additional location.							5%	
1.2.10 Provide support to create a Jurisprudence Analysis Unit.							15%	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.							75%	
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).							65%	
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).							20%	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)								
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.							45%	
Judicial Branch								
Improving attention to victims of sexual, gender-based and domestic violence								

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	QTR 1	QTR 2	QTR 3	QTR 4				
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%	
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%	

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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.							60%	
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.							35%	
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.
1.3.1.1 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the first option year.							20%	
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%	

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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.							60%	
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.							60%	
1.3.9 Provide Technical assistance to carry out Community Policing Diagnostics in targeted communities.							50%	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%	
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.							85%	
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.							85%	

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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.							100%	
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.
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.

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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.							85%	
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%	
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.							100%	
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.

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				
2.2.10 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 jurídicos</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 jurídicos</i> .							0%	
2.2.12 Assist in the implementation of a Continuing Education Program for judges.							90%	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.							65%	
Judicial training program in new transparency and other procedures and policies (2.3C)								
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.							50%	

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	QTR 1	QTR 2	QTR 3	QTR 4				
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%	
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/EI Salvador to engage directly with the Government of EI 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.

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	QTR 1	QTR 2	QTR 3	QTR 4				
3B.4 Provide organizational development assistance to government agencies, local private firms and CSOs to enhance their technical and financial management capabilities in preparation for implementing USAID-funded projects. This assistance will include training, orientation/mentoring in business administration, financial management and accounting, strategic planning, and USAID project administration.							0%	
Windows of Opportunity (3C) (subject to written instructions from USAID)								
3C.1 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity.							40%	

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