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ACRONYMS

AMAG	Academy of the Magistracy
ARECODE	Public Ministry Area to Coordinate Strategies against Criminality
CAJ	Andean Commission of Jurists
CIJ	Centre of Judicial Research of the Judiciary
CPC	Criminal Procedure Code
ETI-CPC	Institutional Technical Team to Implement the Criminal Procedure Code
IDEHPUCP	Institute of Democracy and Human Rights of the Pontifical Catholic University of Peru
IIM	Institutional Integrity Model
MINJUS	Ministry of Justice and Human Rights
OCTI	Office of International Technical Cooperation of the Judiciary
ONAJUP	National Office of the Justice of the Peace and of Indigenous Justice of the Judiciary
OPROCTI	Projects and International Technical Cooperation Office of the Public Ministry
ST-CEICPC	Technical Secretariat of the Special Commission to Implement the Criminal Procedure Code
USAID	United States Agency for International Development

INTRODUCTION

From the start of its activities in February 2013, the Project to Promote Justice and Integrity in Public Administration - Pro-Integridad – of the United States Agency for International Development - USAID – has accompanied the institutions of the justice system in Peru in their efforts to reduce the levels of corruption and to strengthen the rule of law. Three years later, at the end of the project, the challenges surrounding the fight against corruption continue to be significant; nevertheless, efforts to strengthen the capacities and tools generated by the joint effort of institutions in the justice system, civil social organizations and Pro-integrity will, without a doubt, contribute to more effective work to protect citizen rights.

In this regard, this report recaps Pro-Integridad's interventions in target areas and describes the results and impact of these interventions on achieving the project's three main objectives:

1. Increasing the judicial systems capacity to resolve corruption cases.
2. Promoting the Institutional Integrity Model in the justice sector.
3. Strengthening the judicial system's capacity to tackle corruption through civil society's effective commitment.

As to Objective 1, the interventions conducted have shared a common denominator: increasing and strengthening capacities to implement the Criminal Procedure Code with an emphasis of corruption cases in the target areas of Lima, Callao and the Amazon region.¹ The accusatory model that inspired the new Code poses major challenges for the institutions involved in terms of organizational adaptation, inter-institutional coordination and reform dissemination.

A line of action for Objective 1 has involved strengthening the corporate management model for the Judiciary and the Public Ministry. The work conducted has provided both institutions with tools to more efficiently manage court and prosecutor offices. Besides creating and ensuring the use of rules and manuals, the project held forums and conferences with national and international experts on topics such as hearing and scheduling management, management indicators, procedure for crimes in flagrante delicto, the fight against corruption, organized crime, and money laundering, among others.

The experience of Peru and Latin America has demonstrated that the people who are responsible for processes are the most important factor in efforts to ensure the success of criminal procedure reform. As such, one of Pro-Integridad's fundamental actions to achieve Objective 1 entailed providing training in 2014 and 2015 to judges, prosecutors, and public prosecutors who specialize in crimes of corruption through the Specialized Diploma imparted by the Institute of Democracy and Human Rights at the Pontifical Catholic University of Peru - IDEHPUCP. Based on this experience, in February 2015, the Diploma Program was transferred to the Academy of the Magistracy - AMAG – so that it could be included in the Program for Up-Dating and Perfecting Skills. Within this framework, the AMAG and the IDEHPUCP will run a pilot program in 2015 for judges and prosecutors from Lima and Callao.

One of the difficulties that arises in representing the State in corruption cases in Peru is how the civil reparation (damages) that must be paid by those convicted of crimes against public administration is calculated when said cases do not involve patrimonial damages. To address this situation, in 2014 the Public Attorney's Office Specialized in Crimes of Corruption and

¹ The target judicial districts included Lima, Lima North, Lima South, Lima East, Ventanilla, Callao, Loreto, San Martin and Amazonas.

Pro-Integridad developed, within the framework of Objective 1, a methodology and simulator to calculate civil reparations that are based on objective and uniform criteria. These tools help ensure that the State receives more just compensation.

The project also worked with the Technical Secretariat of the Special Commission to Implement the Criminal Procedure Code in order to develop a communications strategy to implement the new Code as well as a baseline study on the application of the Criminal Procedure Code of 1940 in Lima so that it could be compared with the results of districts that apply the new code. These products were developed through an inter-institutional effort that was led by the Technical Secretariat and are tools that contribute to demonstrating the benefits of criminal procedure reform to external actors.

With regard to Objective 2, the Project has promoted the Institutional Integrity Model - IIM in the Ministry of Justice and Human Rights and in the Public Ministry. The IIM, developed by Tetra Tech DPK, consists of implementing an organizational culture based on the ethical actions of workers and on institutional procedures that have been designed to reduce the risks of corruption and to curb functional inefficiencies in the organization.

In the Ministry of Justice and Human Rights, the IIM has been in the development process since October 2013. Significant progress has been made in generating a Code for Ethical Conduct as well as guides and manuals on transparency. Training was provided to 845 employees at the ministry in 2014 and for 464 agents from the National Penitentiary Institute. Nevertheless, the most significant result along these lines is having contributed to strengthening the employees' personal ethical standards while improving efficiency practices and citizen services.

At the Public Ministry, the work with IIM began in the second semester of 2015 but has already produced an up-dated assessment as well as a training plan. Additionally, familiarization workshops have been conducted with directors and employees. A noteworthy aspect of the work conducted for Objective 2 is the sustainability of the IIM given that both the Ministry of Justice and Human Rights and the Public Ministry will continue implementing this effort when the Pro-Integridad project ends.

As to Objective 3, the Project has worked to strengthen civil society's commitment to criminal procedure reform. The main strategy used for this objective entailed awarding grants to civil society organizations to increase the public's understanding of the reform and to promote citizen oversight of the judicial system in Lima and in the Amazon.

In the framework of grants, the non-governmental organization Forum Solidaridad Peru designed and imparted the courses "Learn about to Oversee" to 530 citizens from 250 organizations in the target areas. The Andean Commission of Jurists compiled and published 28 "personal notebooks of jurisdictional decisions" on the internet that included 167 rulings of volunteer judges that have been systematized by law students. Proetica accompanied the effort to develop and present information requests to the Judiciary and the Public Ministry within the framework of the Law for Transparency and Access to Public Information. It also designed an instrument for citizen oversight of the criminal justice system's treatment of the indigenous population in the Amazon and Loreto.

In keeping with USAID's policies, some of the cross-cutting topics of the three objectives were to generate mechanisms to guarantee the sustainability of the interventions; coordination with other cooperation projects; gender considerations; and inter-cultural appreciation.

Pro-Integridad will end its activities in February 2016, but the efforts of the institutions of the justice system to consolidate criminal procedure reform, combat corruption and ensure institutional integrity will continue to face significant challenges. For USAID and the Pro-Integridad team, it has been an honor to support and accompany these entities over the past three years. We are satisfied that we have worked effectively together to generate a set of tools that will contribute to improving work to benefit Peru and its citizens.

I. PROJECT - GENERAL ASPECTS

The Project for the Promotion of Justice and Integrity in Public Administration - Pro-Integridad – of the United States Agency for International Development - USAID – has been implemented by Tetra Tech ARD² pursuant to Contract N° AID-527-C-13-00001, date February 15, 2013.

Purpose:

To support the effort of the Government of Peru to reduce corruption and strengthen the rule of law through activities closely aligned with Peruvian reform initiatives and harmonized with other international support.

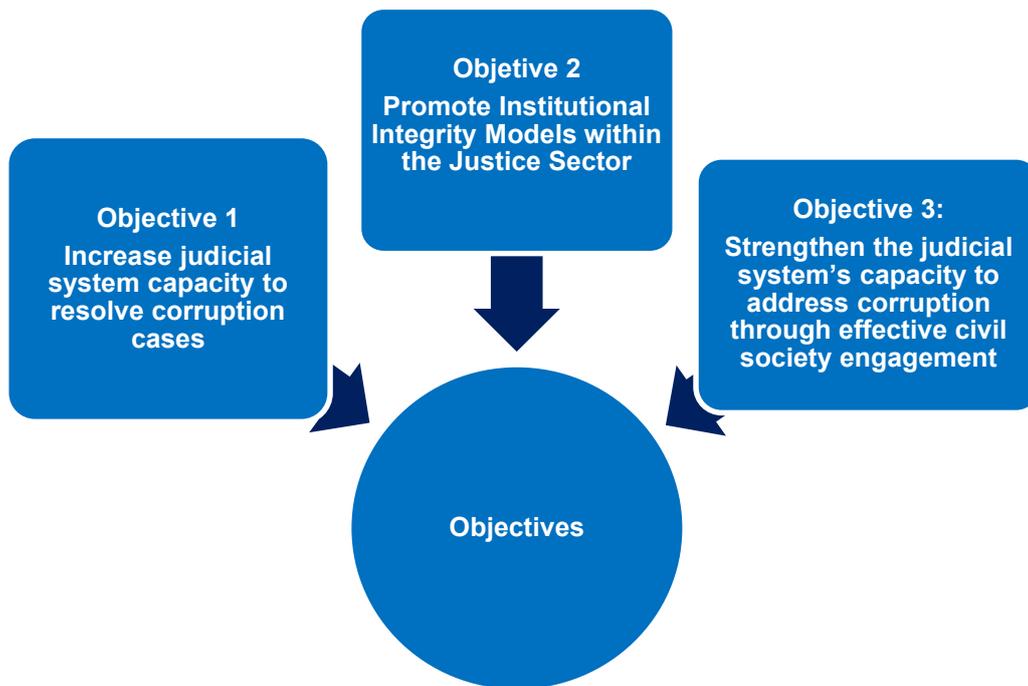
Period of execution:

Three years, from February 15, 2013 to February 14, 2016.

Amount:

US\$ 4'464,906.00.

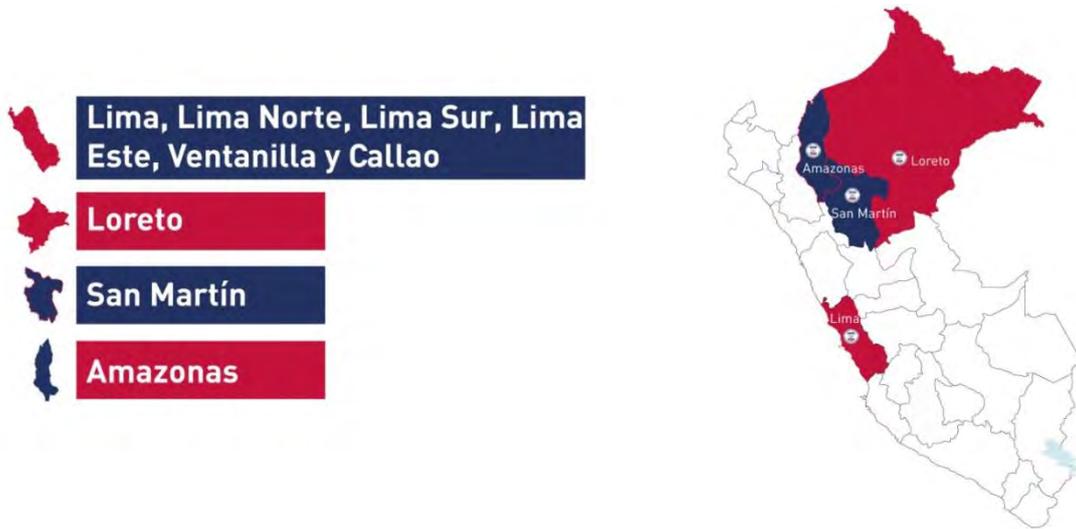
Objectives:



² Tetra Tech DPK, an operating division of ARD, is the main point of contact for this contract.

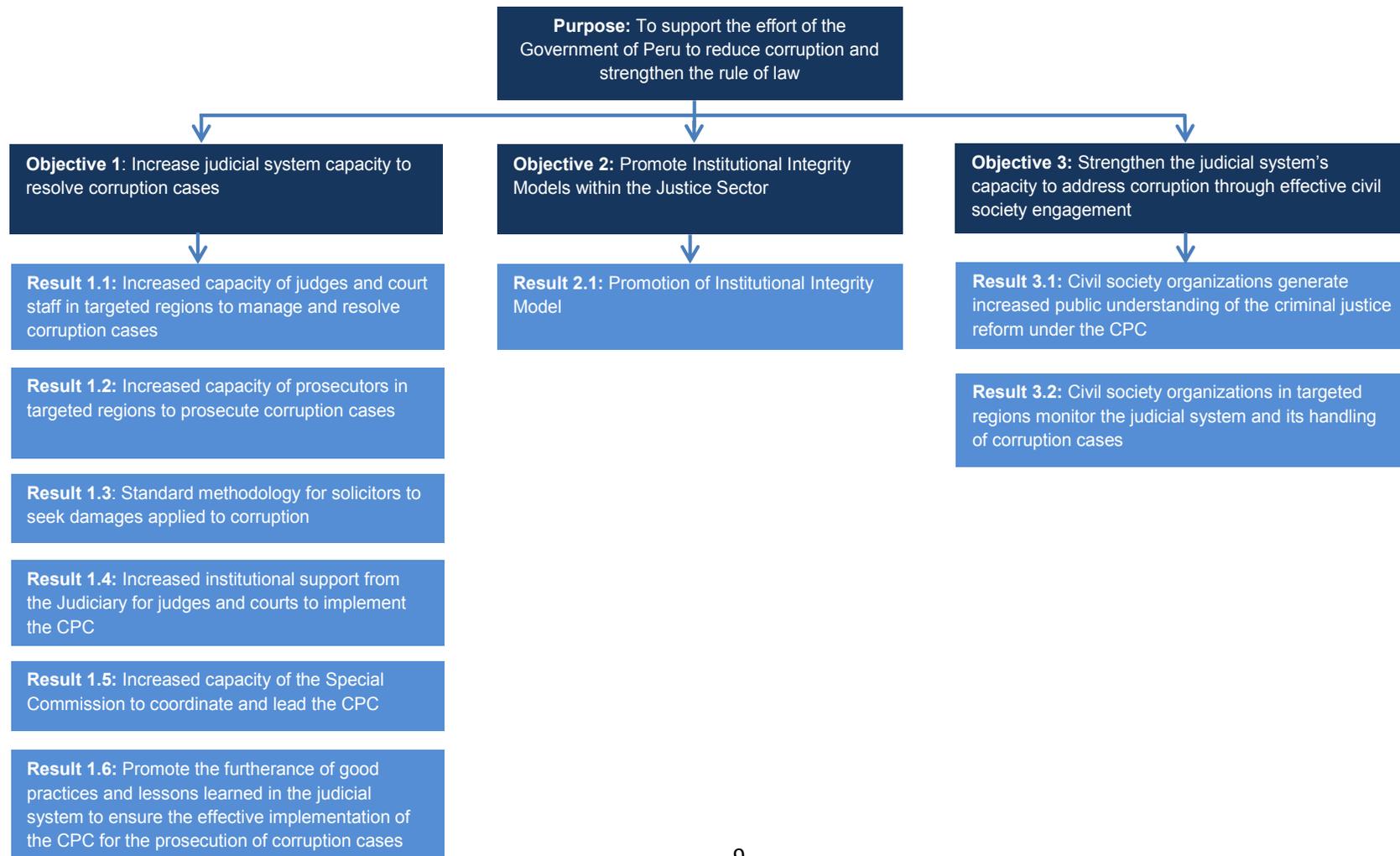
Geographic Scope:

The target areas for the Pro-Integridad Project have been the judicial districts of Lima, Lima North, Lima Sur, Lima Este, Ventanilla, Callao, Amazonas, Loreto and San Martín.



II. PROJECT FRAMEWORK RESULTS

The activities executed by Pro-Integridad have followed a results-based approach to achieve each of the project's objectives as shown below:



III. PROJECT ACTIVITIES

This section provides a schematic vision of the work conducted by Pro-Integridad to achieve the project's three objectives. In each of the lines of action, it is evident that the project's activities have generated products and that each product corresponds to the results of matrix shown above in Section II.

It is important to note that the technical assistance provided by Pro-Integridad has led to the production of 88 products, each of which corresponds to a result in the framework shown in Section II. Nevertheless, this report will cover only 20 of these products, which are considered "final" products. No mention will be made of plans, assessments or other documents that were the "inputs" for other products.

It is also necessary to state that the "final" products were completed in 2014 and primarily in 2015- years 2 and 3 of the Project. In 2013 (Year 1) Pro-Integridad dedicated its efforts to establishing a working relation with all the counterparts and to developing the baselines, assessments, and plans. This made it possible to lay a solid foundation to develop, implement and consolidate change. Some of the products developed in year 1 of the Project that were used as the basis for work in years 2 and 3 were:

- A baseline study of the sub-system of anti-corruption justice in the judicial districts of Lima and the Amazon region.
- Assessment and identification of improvements in the corporate management model of the judge and prosecution offices for corruption cases.
- Assessment and training plan for participants and actors that apply the Criminal Procedure Code – CPC in corruption cases.
- Assessment of the status of the Institutional Integrity Model at the Ministry of Justice and Human Rights.

1. OBJECTIVE 1: Increase judicial system capacity to resolve corruption cases

This section summarizes the technical assistance provided to the Judiciary and Public Ministry to strengthen the corporate management model for tribunals and prosecution offices; the Diploma of Specialization in the judicial system to resolve corruption cases, implemented through the Institute of Democracy and Human Rights of the Pontifical Catholic University of Peru; the standard methodology to calculate civil reparations (damages) to the State by acts of corruption, which was developed with the Public Attorney's Office Specialized in Crimes of Corruption; and the technical assistance provided to the Technical Secretariat of the Special Commission to Implement the Criminal Procedure Code. The project has also developed a Search Engine for jurisprudence on corruption involving public officials and a Clear Language Judicial Manual Accessible to Citizens, both of which were developed jointly with the Judiciary.

1.1. Strengthening the Judiciary's corporate management model:

Pro-Integridad has worked to strengthen the corporate management model in the Judiciary, which is a fundamental component for modern and efficient management of the courts that apply the Criminal Procedure Code – CPC. For this purpose, the project worked with the local counterpart to identify areas of improvement and provided technical assistance on issues such as organizing the corporate judicial office as well as scheduling and managing hearings under the accusatory model.



Oral trial with the Criminal Procedure Code in the city of Iquitos.

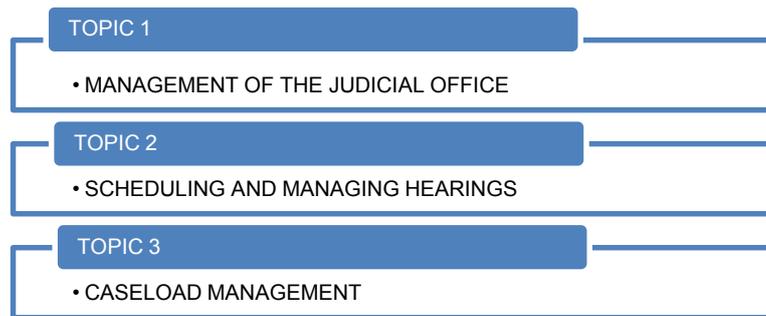
Counterpart:

Judiciary:

- President and Technical Secretariat of the Institutional Technical Team to Implement the CPC – ETI-CPC.
- Office for International Technical Cooperation – OCTI.

Activities:

- Through ESAN University, the project conducted a baseline study of the anti-corruption justice system in the judicial districts of Lima and the Amazon region (September 2013).
- Assessment and identification of improvements in the management model for the judicial corporate office for corruption cases in Lima, Iquitos (Loreto) and Chachapoyas (Amazon) (February 2014). The prioritized topics were:



- Study and observation visit to the corporate criminal judicial office of Costa Rica, with 5 judges from Lima, Callao and the Amazon region and a representative of the Technical Secretariat of the Special Commission to Implement the CPC (November 2014). The good practices identified include:
 - Organization of “flagrancy” (crimes in progress) courts.
 - Scheduling and managing hearings.
 - Use of information technologies.
- In conjunction with the Technical Secretariat of ETI-CPC, the project designed a performance monitoring system for the CPC for corruption cases with information generated through the Integrated Judicial System – SIJ (June 2015).
- In conjunction with the Technical Secretariat of ETI-CPC, Pro-Integridad developed Guidelines to schedule and manage hearings in the trial stage with the CPC, approved by Administrative Resolution N° 062-2015-CE-PJ (March 2015).
- Training in the use of guidelines was given to 51 judges and 158 administrative staff members from Lima, Loreto, San Martin and Amazon (2015).
- Leadership workshops, team work and coaching was provided to 35 judges and 61 administrative staff members from Lima, Loreto and San Martin in 2015.
- Work meetings, forums and academic events with international experts on topics such as organizing judicial offices, performance indicators, hearing management and procedures for crimes “en flagrante delicto” (crimes in progress) in Lima, Lima Sur, Lima Este, Loreto and San Martin (2014 and 2015).

Main products

- Guidelines to schedule and manage hearings in the trial stage and training (**Result 1.1**).
- Monitoring system to measure the CPC's performance with regard to corruption cases (**Result 1.4**).
- Report on the study and observation visit to the corporate criminal judicial office of Costa Rica (**Result 1.6**).



Achievements and impact:

- Judges and administrative personnel in target zones have the tools to improve scheduling and management of oral trials with the CPC.
 - ⇒ Technical assistance to develop Guidelines to schedule and manage hearings in the trial stage with the CPC, approved by the Judiciary in March 2015.
 - ⇒ Training provided to 51 judges and 158 administrative staff members in Lima, Loreto, San Martin and the Amazon region in 2014 and 2015.
- Judges and administrative personnel in the target areas have had access to best international practices relative to hearing management, corporate judicial offices, and flagrancy tribunals.
 - ⇒ Study and observation visit to the corporate criminal judicial office of Costa Rica with five judges from Lima, Callao and the Amazon in November 2014.
 - ⇒ International conferences in Lima, Loreto and San Martin with experts from Chile, Costa Rica, the United States and the United Kingdom in 2014 and 2015.
- The Institutional Technical Team to Implement the CPC–ETI-CPC has a tool to more effectively monitor the performance of the new code for corruption cases.
 - ⇒ Designed the monitoring system to measure CPC's performance in corruption cases through the Integrated Judicial System developed in 2014.

“The guidelines to schedule and manage hearings in the trial stage with the CPC will be very important to the tribunals and will contribute to improving CPC's judicial office.”

Mr. Bonifacio Meneses

Former President of the Institutional Technical Team to Implement the Criminal Procedure Code for the Judiciary

1.2. Strengthening the corporate management model in the Public Ministry:

Pro-Integridad's actions are directed to strengthening the corporate management model with the Criminal Procedure Code. For this purpose, and in conjunction with local counterparts, the project identified areas of improvement and provided technical assistance on issues relative to the prosecution office and the work of prosecution offices that specialize in anti-corruption, organized crimes, money laundering and loss of domain (crimes with pecuniary and non-pecuniary loss to the state). Additionally, the project has contributed to generating spaces for discussion among prosecutors to disseminate good practices and standardize procedures.



Meeting held in March 2015 with Dr. Pablo Sanchez, Attorney General, to present the work of the Pro-Integridad Project. Photo: Public Ministry.

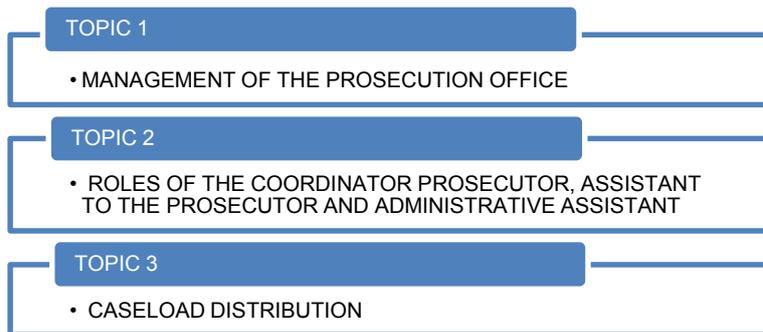
Counterpart:

Public Ministry:

- Area to Coordinate Strategies against Criminality – ARECODE.
- Technical Secretariat of the Institutional Technical Team to Implement the CPC – ETI-CPC.
- Projects and International Technical Cooperation Office – OPROCTI.

Activities:

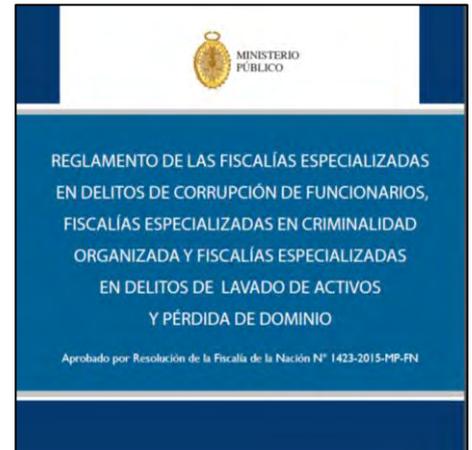
- Through ESAN University, the project conducted a baseline study of the anti-corruption justice system in the judicial districts of Lima and the Amazon region (September 2013).
- Diagnostic and identification of improvements in the corporate management model at the prosecution office for corruption cases at the offices in Lima, Iquitos (Loreto) and Chachapoyas (Amazonas) (February 2014). The priority topics were:



- Study and observation visit to the corporate criminal prosecution office of Costa Rica with 5 prosecutors from Lima and the Amazon region and a representative from the Technical Secretariat of the Special Commission to Implement the CPC (October 2014). The quality practices identified include:
 - Organization of the prosecution office.
 - The “flagrancy” procedure.
 - Use of information technology.
- Technical assistance provided to a commission of prosecutors and officials from the Public Ministry to develop the Organizational and Functions Manual for the Corporate Prosecution office, approved by the Resolution from the Attorney General’s Office N° 1735-2014-MP-FN on May 9, 2014.
- Training on the Manual provided to 51 prosecutors and 13 administrative staff members in Loreto and Amazonas (2014).
- At the request of ARECODE, materials were printed to disseminate the Rules for Specialized Prosecution Offices, approved by the Resolution from the Attorney General’s Office N° 1423-2015-MP-FN, on April 22, 2015.
- Training on the Rules provided to 52 prosecutors and 50 administrators in Loreto and San Martin (2015).
- Workshops on leadership, team work and coaching were provided to 69 prosecutors and 112 administrators in Lima North, Loreto and San Martin in 2015.
- Working meetings and forums with international experts from Chile and Costa Rica on topics such as organizing the prosecutor’s office and procedures for crimes “en flagrante delicto” in Lima (2014 and 2015).
- Technical assistance for ARECODE to organize and execute Workshop I for Specialized Prosecution Offices; this took place at the Public Ministry in December 2015. The workshop covered topics such as charge and indictment selection and preventive custody under the Criminal Procedure Code. This event was attended by 40 prosecutors who specialize in corruption crimes committed by public officials, organized criminality, money laundering and loss of dominion.

Main Products:

- Organizational and Functions Manual for the Corporate Criminal Prosecutor's Office (**Result 1.2**).
- Rules for the Prosecution Offices Specialized in Corruption Crimes Involving Public Officials, Prosecution Offices Specializing in Organized Criminality and Prosecution Offices Specializing in Money Laundering and "Loss of Domain"³ (**Result 1.2**).
- Report on the study and observation visit to the corporate criminal prosecutor's office of Costa Rica (**Result 1.6**).



Achievements and impact:

- The Public Ministry has a design for a criminal prosecution office with the CPC that is aligned with the corporate model.
 - ⇒ Technical assistance to develop the Organizational and Functions Manual of the Corporate Criminal Prosecution Office, approved by the Attorney General in May 2014.
 - ⇒ Training provided to 51 prosecutors and 13 administrative staff members from Loreto and Amazonas in 2014.
- Prosecutors and administrative personnel in target areas have had access to best international practices with regard to organizing the prosecutor's office, caseload distribution, and the procedure for crimes "en flagrante delicto".
 - ⇒ Study and observation visit to the corporate criminal prosecution office in Costa Rica with 5 prosecutors from Lima and the Amazon in October 2014.
 - ⇒ International conferences in Lima, Loreto and San Martin with experts from Chile, Costa Rica, the United States and the United Kingdom in 2014 and 2015.
- The Project has contributed to better articulating the work performed by prosecution offices specializing in cases of corruption crimes committed by public officials, organized crime and money laundering, and "loss of domain"; these efforts are coordinated and supervised by the Coordination of Strategies against Criminality Area.
 - ⇒ Dissemination of the Rules for Specialized Prosecution Offices, approved by the Attorney General in April 2015. Workshop I for Specialized Prosecutor's Offices, held in Lima in 2015.

³ Developed by the Public Ministry. Pro-Integridad provided support to print and disseminate this document.

“USAID’s Pro-Integridad Project has supported each of the main axes of the Public Ministry, which are: the fight against crime, money laundering, and corruption. This training has extended beyond Lima and has reached the Amazon.”

Patricia Benavides

Adjunct Prosecutor of the Supreme Court and Head of ARECODE

HEADLINE: International Congress “New criminal justice, the fight against corruption and good international practices”

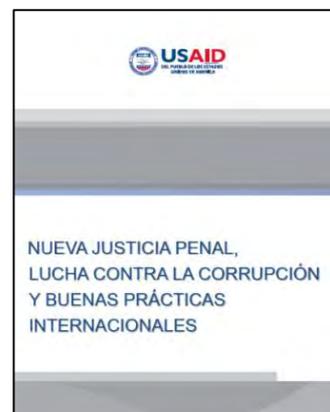
220 judges, prosecutors, and experts in criminal justice in Lima and Iquitos strengthened their capacities at international events conducted by Pro-Integridad at USAID

In Peru, crime is taking on new and increasingly complex forms that represent a threat for society. Punishing the perpetrators of these crimes requires judges and prosecutors who are well-trained to resolve complex cases. The experience gained in other countries will be very helpful to identify lessons learned and good practices that can potentially be implemented in Peru.

In response to this need, USAID’s Pro-Integridad, in Alliance with the British Embassy in Lima, held an international congress in Lima in 2015 from November 24th to November 26th. Keynote speakers were from Costa Rica, Chile, the United States and Great Britain, who addressed topics such as the fight against corruption, drug trafficking, money laundering and procedures for crimes “en flagrante delicto”.

Pro-Integridad also held a forum in Iquitos on November 27, 2015 with the participation of two prosecutors from Costa Rica who specialize in crimes of corruption and money laundering.

Both academic events congregated a large number of participants in Lima (122) and in Iquitos (100), who generated debate and exchanged ideas about the issues discussed. The participants’ comments spoke to the fact that the activities that were held in Lima and in Iquitos exceeded expectations. Participants expressed their appreciation to speakers, panelists and to the USAID Pro-Integridad Project for providing them with tools to strengthen their capacities in the new criminal justice system.



Publication issued by Pro-Integridad that contains articles of speakers and panelists of the international congress.



Presentation by Mr. Alfredo Araya, superior court judge in San Jose, Costa Rica, about the procedure in cases of flagrante delicto.

"We came as colleagues and were excited to share our knowledge and experiences with Peruvian judges and prosecutors with the hope of contributing to improving the criminal justice administration in the country. We returned home with friendships in hand and a special fondness for Peru, its public officials and its people due to the professionalism, kindness, and excellent attention received from the personnel at USAID and Pro-Integridad."

Mr. Miguel Abarca

Adjunct Prosecutor against Organized Crime in Costa Rica

1.3. Diploma of Specialization in the judicial system to resolve corruption cases:

Pro-Integridad, through the Institute of Democracy and Human Rights of the Pontifical Catholic University of Peru – IDEHPUCP, developed the Diploma of specialization in the judicial system to resolve corruption cases for judicial participants in Lima and the Amazon region that apply the Criminal Procedure Code in cases of corruption. This Diploma was offered on five occasions in Lima, Iquitos (Loreto), Tarapoto (San Martín) and Chachapoyas (Amazonas).

Counterpart:

- Institute of Democracy and Human Rights of the Pontifical Catholic University of Peru – IDEHPUCP.

Activities:

- In 2013, Pro-Integridad conducted a participatory assessment of training needs based on information gathered from self-assessments of training requirements conducted with judges and prosecutors from the judicial districts of Lima, Lima

North, Lima Sur and Callao that apply the CPC to corruption cases. The participants identified the gaps in their theoretical and practical knowledge and defined priorities to improve investigative work and trial processes for corruption cases.

- Based on the diagnostic, a proposal was designed for a training plan that included developing a syllabus and a methodology for the courses, which were discussed and validated by counterparts from the Judiciary and the Public Ministry.
- To develop the training plan, Pro-Integridad entered into a strategic alliance with the IDEHPUCP to impart the Diploma of specialization in the judicial system to resolve corruption cases.
- Based on the curricular plan developed by the technical team of Pro-Integridad, IDEHPUCP developed a curriculum with 11 courses under the modality of a partially in-class diploma with a total of 250 class hours (190 hours of on-line classes and 60 in-class hours).
- The Judiciary and the Public Ministry selected participants from the five diploma programs, which were held as indicated below:

District	Dates
Lima I y II	June to November 2014
Loreto	September 2014 to February 2015
San Martin	November 2014 to April 2015
Amazonas	October 2014 to May 2015
Lima III	January to June 2015

Developed by: Pro-Integridad

Main Products:

- Diploma of specialization in the judicial system to resolve corruption cases (**Results 1.1 and 1.2**).
- Study diploma to resolve corruption cases (**Results 1.1 y 1.2**).



Publication: Multi-disciplinary approach to processing corruption cases, which contains all the teaching materials used for the course.

Achievements and impact:

- Thanks to the Diploma of specialization in the judicial system to resolve corruption cases, which was presented in 2014 and 2015 through IDEHPUCP, 92 judges, prosecutors and public attorneys specializing in corruption crimes in the judicial districts of Lima and Callao, Amazonas, Loreto and San Martin strengthened their theoretical and practical capacities to process corruption cases.

Judges, prosecutors and public prosecutors who passed

Edition	Total number passed	Judges	Prosecutors	Public Attorneys	Women	Men
Lima I and II	27	12	12	3	13	14
Loreto	9	3	6	0	3	6
Amazonas	10	4	5	1	2	8
San Martin	9	3	6	0	1	8
Lima III	37	19	18	0	23	14
Total	92	41	47	4	42	50

Source: IDEHPUCP

Developed by: Pro-Integridad

- The training provided has had a positive impact on the judicial districts where it was delivered given that participants' average grade was 15/20. More than 90% of the participants achieved a passing grade and 20% obtained outstanding marks of 17 and 18.

Overall averages by diploma course location

Edition	Average grade	Highest individual average
Lima I and II	14.3	17.1
Loreto	13.3	16
San Martín	16.4	17.7
Amazonas	13.3	17.4
Lima III	15.6	17.3
Total	14.5 =(15)	17.7 = (18)

Source: IDEHPUCP

Developed by: Pro-Integridad

- The Diploma has also had a positive impact on participants given that they have been applying the topics studied through different courses to their case work.
- The teaching materials developed by the Diploma's instructors constitute a valuable contribution to reference material for participants and for other participants in the judicial system that handle corruption cases in the framework of the Criminal Procedure Code. For this purpose, they were adapted to an academic format for publication.
- Pro-Integridad facilitated the process to transfer the training program to the Academy of the Magistracy – AMAG, which under an agreement with IDEHPUCP, developed a Diploma of studies to resolve corruption cases based on prior experience. 28 additional judges and prosecutors in the judicial districts of Lima

and Callao satisfactorily completed the first pilot edition of the program in 2015. This has established the basis for sustainable training specializing in crimes involving public officials.



President of the Judiciary, Dr. Victor Ticona, delivers a certificate to Dr. Anibal Aurora, who earned the highest mark among all prosecutors who participated in the Diploma.



“This is the first time that training of this kind has been conducted in Chachapoyas with highly trained instructors who were equipped with excellent teaching methods and came here to share their knowledge.”

Dr. Oswaldo Bautista

President of the Board of Superior Court Prosecutors in Amazonas

HEADLINE: Transfer of the Diploma to the Academy of the Magistracy

In order to ensure the consolidation and sustainability of training, IDEHPUCP developed a Diploma of studies to resolve corruption cases based on successful experiences so that the Academy of the Magistracy could include this diploma in its study plans on a permanent basis. The Academy is the state institution of Peru whose purpose is to develop a comprehensive and on-going system for training, up-dating, fine-tuning, certification and accreditation of judges and prosecutors,

For this purpose, USAID Pro-Integridad sponsored the first edition of the Diploma of studies to resolve corruption cases for 29 judges and prosecutors from the National Criminal Court, the National Prosecution Office specialized in corruption cases and the judicial districts of Lima, Lima North, Lima Sur, Lima Este, Ventanilla and Callao. This edition began on July 7 and ended on October 25, 2015.

The result of this diploma of case studies was also successful. In fact, 96.5% of the participants passed the diploma and 15/20 was the average mark for all courses; 17/20 was the highest individual average.

Judges and prosecutors who passed

Edition	Total number who passed	Judges	Prosecutors	Women	Men
Pilot AMAG	28	13	15	11	17

Source: IDEHPUCP
 Developed by: Pro-Integridad

It is expected that once that AMAG evaluates this first edition of the Diploma of case studies, it will incorporate the course in its program for up-dating and refinement.

1.4. Standard methodology to estimate damages to the State due to acts of corruption:

Pro-Integridad and the Public Attorney’s Office Specializing in corruption crimes have developed a methodology to calculate civil reparations (damages) for corruption cases that takes into account patrimonial damages and extra-patrimonial damages. These entities also developed a computer tool (simulator) that uses variables of the methodology to calculate these civil reparations in an automated format.

What is the methodology?

The compensatory quantum of the damage caused by corruption crimes committed by public officials follows no particular doctrine and lacks adequate judicial practices to justify the calculation of compensation of extra-patrimonial damages. As such, the majority of rulings handed down by judges fail to include arguments when civil damages are attached to corruption cases.

Prior experience and knowledge management at the Public Attorney’s Office Specializing in corruption crimes has helped identify standard criteria to calculate civil damages and systematize them. The methodology developed can be summarized as follows:

Civil reparation = $A + (\alpha + \beta + \delta) * A$

Where:

- A= Amount of patrimonial damage.
- α , = Public officials, according to levels.
- β ,= Public Opinion (media exposure), by type.
- δ = Amount defrauded by ranges.

What is the calculation simulator?

- The simulator is a computer tool that automates the calculation of civil damages and is based on a calculation methodology.
- The process to produce the simulator followed 4 phases: (1) analysis, (2) design and development, (3) validation, and (4) execution.
- The simulator produces a friendly and simple interface that has been designed with two versions: desktop and web, which was up-dated according to requirements (calculation with/without patrimonial damages).

- Once approved in June 2015, the simulator was installed in 32 computers in the Public Attorney's Office in Lima, Iquitos (Loreto), Tarapoto (San Martin) and Chachapoyas (Amazonas).



Calculation simulator, desktop version.

Counterpart:

Ministry of Justice and Human Rights:

- Public Attorney's Office Specializing in corruption crimes.

Activities:

- Develop a methodology that standardizes the criteria to request civil damages in corruption cases that incorporates both patrimonial and extra-patrimonial damages. The methodology is the result of systematizing and institutionalizing the experience of the Public Attorney's Office with the doctrine for civil reparation in criminal cases (2013-2014).
- The simulator design is based on the methodology that automated the calculation of civil reparation. The simulator has two versions: desktop and web (June 2015).
- Training on using the methodology and the simulator for users in the Public Attorney's Office, judges and prosecutors at the pilot sites (June-August 2015).

Site	Trained Operators			
	Total	Public Attorney's Office	Judges	Prosecutors
Lima	12	12	0	0
Iquitos	10	7	0	3
Tarapoto	18	8	4	6
Chachapoyas	18	8	4	6
Total	58	35	8	15

Developed by: Pro-Integridad

- Support to strengthen the use of the simulator and trial arguments in Iquitos, Tarapoto y Chachapoyas (October -November 2015).

Main products:

- The methodology to calculate civil reparations and damages associated with crimes against public administration (**Result 1.3**).
- Computer simulator to calculate civil reparations and damages against public administration (**Result 1.3**).

Achievements and impact:

- The members of the Public Attorney's Office team in target areas have a tool to provide more objective arguments for requests for civil reparations before judges so that the amounts recognized in favor of the State are realistic and proportional to the damage caused.
 - ⇒ Developed a methodology and a calculation simulator for civil reparations for corruption cases (2014 and 2015).
 - ⇒ 35 members of the Public Attorney's Office in Lima, Loreto, San Martin and Amazonas have been trained to use the methodology and the calculation simulator (2015).

“The calculation simulator will contribute to ensuring that the quantum for civil reparations is well supported. Prior to this, we had no knowledge of how to determine specific amounts for civil reparations and this tool has helped us solve this problem.”

Mr. Teodosio Avila
Coordinator of the Decentralized Anti-Corruption Public Attorney's Office in Amazonas



Anti-corruption public prosecutor of Chachapoyas, Mr. Teodosio Avila, uses the calculation simulator.

HEADLINE: Application of the methodology and calculation simulator to determine civil reparations associated with corruption cases in the office in the Amazon

The Defense (Representative) of the State Specializing in Corruption Crimes in Loreto, San Martín and Amazonas began to use the calculation methodology and simulator in August 2015.

In October and November, the technical team of Pro-Integridad observed hearings in which the amounts of civil reparations requested had been calculated with the simulator for crimes such as graft, embezzlement and collusion.

Judicial ruling in the province of Lamas ordered civil reparations based on the calculation methodology

The Unipersonal Criminal Court of Lamas held an oral trial for graft on Tuesday, November 10, 2015. The accused was the Director of School N° 0586, to whom the Ministry of Education allotted funds from the Public Budget. The accused failed to report on these accounts in a timely manner and committed a theft of S/. 5,124.00

How were civil damages calculated?

The attorney from the Public Attorney's Office filed for civil damages for S/.13,124.00, based on the variables in the calculation methodology: **A. Level of the Public Official:** The accused was the Director of a Rural School. **B. Defrauded amount:** The nature and magnitude of the damage caused to the education institution (S/.5,124.00). **C. Reasonable and Proportional Quantification of Civil Damages:** The damage caused to the education institution in the community of Alto Andina Zapatero, which has 2,441 inhabitants and reports high poverty levels in the Lamas-Hacuash ethnic group.

The ruling

Based on an agreement between the parties, the judge handled down an indictment and ordered payment of civil reparation for the amount requested by the attorney from the Prosecutor's office (S/.13,124.00).

1.5. Technical assistance to the Technical Secretariat of the Special Commission to Implement the Criminal Procedure Code:

Pro-Integridad has worked with the Technical Secretariat of the Special Commission to Implement the Criminal Procedure Code – ST-CEICPC to strengthen and consolidate criminal justice reform with regard to planning, communications and baseline analysis for Lima. This effort promotes inter-institutional coordination, which was led by the Technical Secretariat.

Activities:

- Developed a proposal for a strategic plan to implement the CPC, which was an input for the Plan to Consolidate the Criminal Procedure Reform Process developed by the CEICPC and approved by Supreme Decree N° 003-2014-JUS, of March 31, 2014.

- In 2014, developed a communications strategy to implement the CPC through the *Falcom Imagen + Comunicaciones* agency, in alliance with Proetica. The strategy included visual architecture, slogans, brand, messages and audio-visual materials relative to criminal procedure reform.
- Provided technical assistance in 2015 to develop a baseline study on the application of the Criminal Procedure Code of 1940 in Lima and a comparative analysis with the results of the districts that apply the CPC of 2004.

The Technical Secretariat has led the process to coordinate these points and held meetings with technical teams from the institutions comprising the CEICPC to generate inputs and validate products.

Products:

- Baseline study on the application of the Criminal Procedure Code of 1940 in the judicial district of Lima (*Result 1.5*).
- Communications strategy to implement the CPC (*Result 3.1*).⁴



Material for the communications strategy to implement the CPC.

Achievements and impact:

- The communications strategy has two main impacts:
 1. Helps to increase the public's understanding of criminal procedure reform for corruption cases.
 2. The Special Commission has a visual architecture, slogan and brand that it uses during its activities and on its official documents to project the image of coordinated work between member institutions.
- Although the results may appear obvious, the baseline study on the application of the Code of 1940 will help compare this code's performance with that of the CPC 2004 and will provide evidence of the enhanced efficiency, efficacy and quality of the new model for citizens and actors involved in the reform.

⁴ This product corresponds to Result 3.1 of Objective 3. Strengthening the capacity of the judicial system to handle corruption through an effective commitment from civil society. Nevertheless, it has been placed in this part of the report to present the work with ST-CEICPC in just one section.

1.6. ***Clear Language Judicial Manual Accessible to Citizens***

In December 2014, the President of the Judiciary, Mr. Enrique Mendoza, said that “we cannot efficiently modernize how justice is imparted in the country if we do not first modernize our language.” This comment was made during the presentation of the Judicial Manual on Clear Language Accessible to Citizens (**Result 1.1.**), which was developed with the technical assistance of the Pro-Integridad Project of USAID, approved by Presidential Resolution N° 396-2014-P-PJ.

The technical team of Pro-Integridad, in coordination with the Judicial Research Center and the Office for International Technical Cooperation, developed a Manual based on an analysis of rulings and other judicial documents and with contributions from Supreme Court judges, public officials from the institution and experts. This information was used to validate the Manual’s concepts through working meetings with Supreme Court judges, the president of the Academy of the Magistracy and other officials from the Judiciary.

In the second phase, Pro-Integridad delivered a 50-hour training module for trainers that included on-site sessions in Lima and Iquitos and an on-line phase through the Judiciary’s on-line platform. In total, 74 judges and 14 administrative staff members were trained. This number included 34 coordinators of the “Justice in Your Community” Program (Justicia en tu Comunidad) throughout the country, who can now replicate the experience in judicial districts.

This training is part of the framework for the work that the Judiciary is conducting through the aforementioned program to promote the effective implementation of “100 Brasilia Rules regarding access to justice for the vulnerable populations.”



Publication of the Manual developed with Pro-Integridad’s support.



Coordinators of the Program “Justice in Your Community” in the training module for trainers.

1.7. ***Search Engine for jurisprudence on corruption involving public officials***

Since August 2015, the web page of the Judiciary has included a search engine for jurisprudence on corruption involving public officials (**Result 1.4**). This search mechanism was made possible through the joint efforts of the Center of Judicial

Research, the Information Technology Division, and the OCTI of the Judiciary and with technical assistance from the Pro-Integridad project.

The Search Engine developed is linked to a compendium that identifies and organizes legal terms related to sentencing for corruption involving public officials so that users can identify the relations that exist between these terms; understand the structure of this issue of criminal law; and obtain better results through the information search.



Search engine implemented on the Judiciary's web page.

<http://jurisprudencia.pj.gob.pe/jurisprudenciaweb/faces/page/resolucion-busqueda-corrupcion.xhtml>

“This valuable source of accumulated information on sentencing has been used to implement the first search engine for jurisprudence on corruption involving public officials on the web page of the Judiciary that is linked to a Legal Compendium on this subject.” Speech on Judge’s Day, August 2015.

Mr. Victor Ticona
President of the Judiciary

2. OBJECTIVE 2: Promote the Institutional Integrity Model in the justice sector

This section includes information on work relative to the Institutional Integrity Model in the Ministry of Justice and Human Rights and the Public Ministry.

2.1. Institutional Integrity Model in the Ministry of Justice and Human Rights:

The Institutional Integrity Model - IIM⁵ consists of implementing an organizational culture based on the ethical conduct of workers and on institutional procedures that have been designed to reduce the risk of corruption and to diminish functional inefficiencies at the organizational level. At MINJUS, the IIM was initiated with the

⁵ Tetra Tech DPK™, 2012.

technical assistance of Pro-Integridad in October 2013 and continues to be developed.

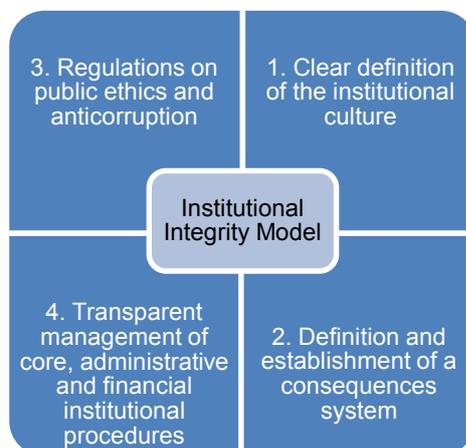


Minister of Justice and Human Rights, Dr. Daniel Figallo, together with the Director of USAID, Mrs. Deborah Kennedy-Iraheta (fifth and sixth to the left), during the presentation of the Institutional Integrity Model, which was incorporated into the Anti-Corruption Plan of MINJUS in February 2014.

How is the implementation of IIM in MINJUS measured?

The IIM is organized into four components: Organizational Culture, Ethics Rules, Transparency, Access to Public Information and a System of Consequences. For implementation purposes, the Model is adapted to each institution’s characteristics based on these four components. In the case of MINJUS, the components are disaggregated into a total of six aspects of institutional management, each of which has between 4 to 8 registry units that in total, add up to 39 units. This design measures the progress of implementation.

Components of the Institutional Integrity Model



Developed by: Tetra Tech DPK

Aspects of registration in MINJUS	Registration units
Component 1:	
1. Studies of the organizational culture/climate.	7

2. Public perception of the Ministry of Justice and Human Rights.	6
Component 2:	
3. Statistics on productivity.	4
4. Systems to manage human capital (call to apply, selection, training, performance evaluation).	7
Component 3:	
5. Rules related to ethics and/or anti-corruption rules.	7
Component 4:	
6. Managing public information and transparency.	8
Total	39

Developed by: Pro-Integridad

In the two years since the process to implement the IIM in MINJUS began, the institution has made significant progress given that the 6 units of registry obtained in October 2013 had increased to 26 units in November 2015 with the potential to reach 31 units by July 2016.

Counterpart:

Ministry of Justice and Human Rights

- Secretary General.
- Division for Planning and Development.
- Human Resource Office.

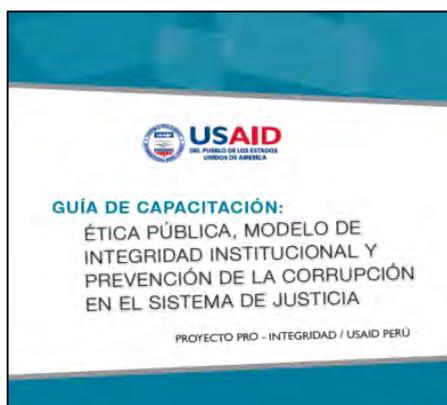
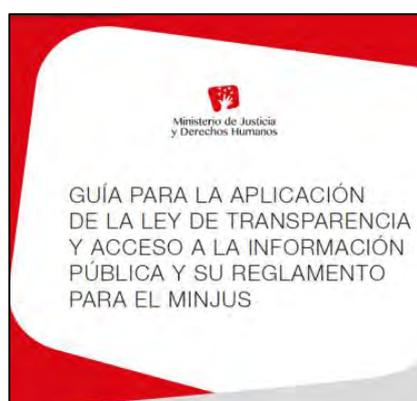
Activities:

- Developed an assessment of the status of integrity in MINJUS (November 2013-February 2014).
- Incorporated the IIM into the Anti-Corruption Plan for MINJUS 2013-2016 (February 2014).
- Designated a team leader to implement the IIM in March 2014. The team is working and coordinates activities to implement the IIM in the institution.
- Developed the Code for Ethical Conduct at MINJUS (May 2014).
- With the support of Pro-Integridad, executed training workshops known as “Ethical Thursdays” reaching a total of 845 workers from MINJUS (July-December 2014). In 2015, the institution continued working with this space. In July of 2015, the Project provided training on public ethics and the IIM to 464 agents of the National Penitentiary System.
- Evaluation of the first year of IIM implementation (November 2014).
- Development and approval of the work plan for 2015 (February and March 2015).
- Evaluation of the second year of IIM implementation (November 2015).

Product:

Report on the implementation of the Institutional Integrity Model at MINJUS (**Result 2.1**). Some of the materials developed in this process were:

- The Code for Ethical Conduct.
- Institutional Integrity Model: Training guide for MINJUS directors.
- Institutional Integrity Model: Training guide for MINJUS employees.
- Guide to apply the Law of Transparency and Access to Information and its Rules for MINJUS.
- Training guide: Public Ethics, Institutional Integrity Model, and prevention of corruption in the justice system.



Achievements and impact:

- The Institutional Integrity Model has been adopted by MINJUS ⇒ IIM is incorporated into the Anti-Corruption Plan of MINJUS 2013-2016 (February 2014).
⇒ Team leader for the IIM implementation was appointed in March 2014 and it continues working to date.

- ⇒ Institutionalization of training workshops known as “Ethical Thursdays” since July 2014.
- ⇒ Support for the project to train 845 MINJUS employees in 2014 and 464 agents from the National Penitentiary System in 2015.

The IIM is a significant initiative because it is geared toward generating institutional change based on strengthening the organization’s human capital without compromising the effort to restructure some processes that are sensitive to corruption, such as the system to recruit personnel; institutional transparency; access to public information for citizens; and managing institutional quality among others. IIM’s implementation in MINJUS has allowed these processes to be reformulated, in some cases by allotting new resources to expand the spectrum of intervention. Such is the case with institutional transparency, for which instruments have been developed, including a practical guide to educate officials so that they can more effectively apply the rules that regulate transparency and access to public information.

The interviews conducted with employees at MINJUS indicate that this is the first time that they have had structured periods of reflection and training on ethics issues that have required them to think about and freely express what they feel about their jobs and the difficulties they face. These “spaces” allow workers to get to know their colleagues better and hear about their concerns regarding their duties and the workplace environment. This has contributed to improving the institution’s social capital to generate support networks within the entity and to strengthen efforts to achieve institutional objectives.



Training on public ethics and Institutional Integrity Model provided to penitentiary agents in July 2015.

“The Institutional Integrity Model has strengthened the ethical awareness of workers and improved efficiency practices and public service. We have made significant progress in the implementation process over these two years [2014-2015] and we continue to implement the Model because our goal is to complete this before our term ends to make it an institutional policy at MINJUS”.

Ms. Mariel Herrera

Head of the Office of Human Resources at MINJUS

2.2. Model for Institutional Integrity at the Public Ministry:

In 2015, Mr. Pablo Sanchez, the Attorney General, announced that the Public Ministry would implement the IIM presented by Pro-Integridad. The first stage was to up-date the assessment conducted in 2014. As mentioned above, the Model has four components but at the Public Ministry, unlike MINJUS, these components are disaggregated into 9 aspects of institutional management, each of which has 4 to 8 registry units for a total of 57 units.

Aspects	Registry units
Component 1:	
1. Studies of the organizational culture/climate	7
2. Public perception of the Public Ministry	6
Component 2:	
3. Statistics on productivity	5
4. Systems to manage human capital (call to apply, selection, training, performance evaluation)	7
Component 3:	
5. Rules on public ethics	7
6. Public policies and practices to prevent corruption	6
Component 4:	
8. Management of public information and transparency	8
9. Society's participation in the institution's oversight	4
Total	57

Developed by: Pro-Integridad

By the date that this report was published, the Public Ministry had an assessment of IIM's status; an implementation plan; and a training program. In December of 2015, a familiarization workshop was held for 17 managers and directors with the support of Pro-Integridad.

Product:

Report on the implementation of the Institutional Integrity Model in the Public Ministry (**Result 2.1**).

3. OBJECTIVE 3: Strengthen the capacity of the judicial system to face corruption through an effective commitment to civil society

This section includes the work conducted by civil society organizations that received grants from the project: 1) "Learn about to Oversee", 2) Social auditing on the justice system, 3) Citizen oversight and 4) Monitoring the criminal justice system relative to corruption cases that affect vulnerable populations.

This also includes a description of work to strengthen dialogue between indigenous populations and the justice system to prevent corruption, which was conducted by Pro-Integridad as a complement to the Grant 4, as well as a description of the initiative dialogues on public policies related to justice issues.

3.1. Grant 1: Learn about to oversee:

This grant, which was awarded to Forum Solidaridad Peru, was used to disseminate information to citizens about criminal procedure reform and its role in fighting corruption so that citizen groups can subsequently conduct collaborative monitoring of justice operators. The grant developed two components: i) Training through the on-line support system and ii) On-site training through courses certified by the Universidad Antonio Ruiz de Montoya – UARM.



Banner made by university students who took the course Learn About to Oversee.

Activities:

Forum Solidaridad's proposal focused on “friendly” dissemination of information to the population on the legal mechanisms and impacts that the Criminal Procedure Code provides and generates, respectively, to combat corruption; the perception of impunity in cases of corruption; and the attitude of skepticism, hopelessness and tolerance to corruption. Forum Solidaridad proposed a focus to develop citizen awareness and a strategy that consists of providing information on the reform so that citizen organizations can oversee or conduct collaborative monitoring of justice operators in corruption cases.

Forum Solidaridad's program had two components: 1) Training through a system of on-line support that includes: a platform for an on-line classroom, web page and focus groups of emails to provide an on-line library, permanent tutoring, information, analysis, tools and debate on the fight against corruption, which was supported by on-site courses for citizen organizations, regional networks, journalists and students of social science; and 2) On-site training through courses- workshops certified by the Universidad Antonio Ruiz de Montoya – UARM.

During the grant period, Forum Solidaridad held eight “Learn about to Oversee” courses, as listed below:

Judicial District	Location	Dates
Lima Norte	Comas	June and July 2014
Lima	Pueblo Libre	July 2014
Lima Sur	San Juan de Miraflores	August 2014
Loreto	Iquitos	September 2014
Amazonas	Chachapoyas	November 2014
San Martín	Tarapoto	February de 2015

Lima	Local de Forum Solidaridad	February, March and April 2015 (*)
Loreto	Yurimaguas	May 2015

(*) Training for the National Network of Young Political Actors – RENAJP.

In total, 530 people attended the courses, which can be broken down as follows:

Social leaders (students of law, political science, leaders and members of social organizations)	310
Attorneys	46
Communicators	59
Members of round tables	85
Law School Professors	30
Total	530

Source: Forum Solidaridad Peru
Developed by: Pro-Integridad

As part of this training, an email forum has been established so that the people who took part in the courses can keep in touch and exchange information. Other activities included radio spots in Loreto and Amazonas and a cinema festival in the Universidad Nacional Mayor de San Marcos.

Product:

- “Learn about to Oversee” (**Result 3.1**).



Guides for the course *Learn about to Oversee* used by Forum Solidaridad.

Achievements and Impacts:

- The eight courses “Learn about to Oversee” conducted in 2014 and 2015 have increased the understanding of criminal procedure reform by using language that helps students to understand technical-legal terms so that the tools to fight against corruption can be effectively utilized by citizens. This donation has allowed Forum to strengthening its work as a civil society organization to generate information and tools to fight against corruption.

- This has contributed to strengthening civil society in Lima, Loreto, San Martin and Amazonas. The 530 participants in the courses, who represent around 250 organizations and groups, maintain dialogue through forums. This has increased social capital in target areas and contributed to inter-regional exchange.
- The implementation of emails for “citizen forums” contributed to learning about strategies and alternatives for resolving corruption cases that affect democratic institutions by driving experience exchanges in different networks and groups.
- The “Learn about to Oversee” courses have been advertised in local communications outlets, in social networks and through emails.

Two key factors for success in this process are as follows:

- Work in consultation and through dialogue with the groups and networks that have the highest visibility among citizens.
- Selecting instructors and collaborators with a flawless trajectory and who are recognized by citizens.

The work with Pro-Integridad has had an impact that we could see after the Project. We have created a central network of resources on anti-corruption issues that is available to the organizations that are part of this initiative.”

Mr. Giancarlo Castiglione
Executive Director of Forum Solidaridad Peru

3.2. Grant 2: Social auditing on the justice system:

This grant, which was awarded to the Andean Commission of Jurists – CAJ, was geared toward promoting transparency and citizen access to judicial decisions. In this framework, personal notebooks of jurisdictional decisions of corruption cases were compiled thanks to the commitment of volunteer judges and law students in social auditing committees and subsequently published.

The CAJ describes the personal notebooks on jurisdictional decisions “on-line documents that are based on a compilation and systematization of rulings handed down by judges when applying the new Criminal Procedure Code. The jurisdictional decisions were provided voluntarily by judges to the social auditing committees, which were composed of law students in their respective judicial districts. These documents were organized and classified according to the stage of the process to which they correspond: preparatory investigation, intermediate stage, trial, and appeal and judgement enforcement.”⁶

⁶ Social auditing of the justice system. Recovered from: http://www.mef.gob.pe/contenidos/inv_publica/docs/instrumentos_metod/Pautas_para_la_I,FyES_de_PIP,_perfil.pdf [January 6, 2016].

Activities:

Three social auditing committees on the justice system were set up in Amazonas, Lima and Loreto.

- Training provided by the Andean Commission of Jurists to 55 law students in target areas that voluntarily participated in the social auditing committees.

University	Volunteer University Students		
	Total	Women	Men
Universidad Nacional Toribio Rodríguez de Mendoza (Amazonas)	34	14	20
Universidad Científica del Perú (Loreto)	10	2	8
Universidad Nacional Mayor de San Marcos (Lima)	11	11	0
Total	55	27	28

Source: Andean Commission of Jurists

Developed by: Pro-Integridad

- The committees prepared personal notebooks composed of decisions made by 28 judges from Lima, Lima Sur, Loreto and Amazonas. The personal notebooks were published on CAJ's web page.

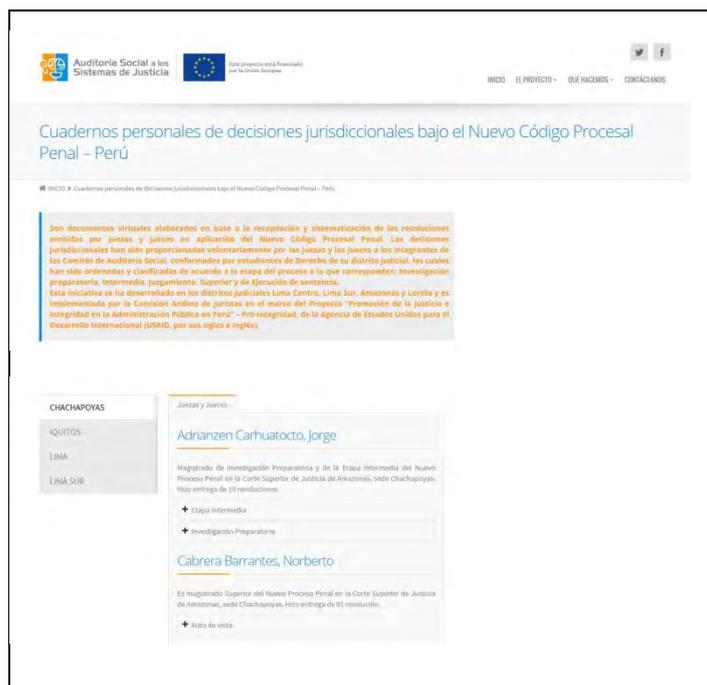
Location	Nº of magistrates	Nº of resolutions
Lima	6	38
Lima Sur	1	30
Loreto	15	78
Amazonas	6	21
Total	28	167

Source: Andean Commission of Jurists

Developed by: Pro-Integridad

Product:

- Personal notebooks of jurisdictional decisions published on the web page of the Andean Commission of Jurists (**Result 3.1**).



Extract of the notebooks published on the web page of the Andean Commission of Jurists

Achievements and impact:

- More transparency and citizen access to judicial decisions in corruption cases in target areas.
 - ⇒ Personal notebooks of jurisdictional decisions on the corruption cases of 28 judges from Lima, Lima Sur, Loreto and Amazonas are published on the internet (2015).
 - ⇒ 15,297 downloads of 167 rulings that are included in the notebooks (up to January 5, 2016).

3.3. Grant 3: Citizen oversight:

This grant was awarded to Proetica to strengthen the citizen oversight capacities of organizations and networks of civil society so that they can monitor the justice system's performance, particularly in terms of anti-corruption. For this purpose, Proetica conducted an assessment to determine citizen needs in terms of the justice system and trained and accompanied interested citizens during citizen oversight actions from a perspective of transparency and access to public information.



Photograph taken during the “listening” workshop held in Iquitos (Loreto) (December 2014).

Activities:

- This process began with an assessment phase through “listening” workshops in Lima and Iquitos (Loreto) and individual interviews in Chachapoyas (Amazonas) to gather evidence of the obstacles that citizens encounter when trying to access the justice system and the perception of corruption that exists regarding the same. In all three cities, preliminary visits were made and the project worked with local allies to identify and call for participants.
- After the training, workshops were held at the locations to promote citizen involvement in activities to oversee criminal procedure reform.

Location of the training workshop	Participants		
	Total	Men	Women
Chachapoyas	50	30	20
Iquitos	41	17	24
Lima	17	7	8
Total	108	54	52

Source: Proetica
Developed by: Pro-Integridad

- Finally, Proetica provided technical support to participants that showed the greatest interest in the topic to put together requests for public information.

Product:

- Citizen oversight of the justice system in Iquitos, Chachapoyas and Lima (**Result 3.2**).

Achievements and impact:

- Better information for citizens in target areas about the Criminal Procedure Code and the fight against corruption. ⇒ Training provided in 2015 to 108 citizens from Chachapoyas, Iquitos y Lima.
- Flexible and easy-to-manage citizen oversight instruments to involve citizens in justice administration from a perspective of corruption prevention. ⇒ Development and presentation of 8 citizen oversight actions in the justice system in Chachapoyas (Amazonas), Iquitos (Loreto) and Lima.

3.4. Grant 4: Monitoring the criminal justice system relative to corruption cases that affect vulnerable populations:

This grant was awarded to Proetica to complement the Grant 3 and was used to develop the citizen oversight instrument regarding the criminal justice system’s treatment of the indigenous population in Amazonas and Loreto, which contains requests for access to information; verification of compliance with policies for interculturalism; and complaint forms for indigenous populations.

Activities:

- Citizen oversight instrument development.
- Training provided to 41 people in Chachapoyas (Amazonas) and Iquitos (Loreto).

Product:

- Civil oversight instrument to monitor the justice system’s treatment of the indigenous populations of Amazonas and Loreto (**Result 3.2**).



Tool for citizen oversight developed by Proetica

HEADLINE: Strengthening the dialogue between indigenous populations and the justice system to prevent corruption

To forge a more effective commitment from the indigenous population to oversee and tackle corruption cases, the Project identified the need to complement the work conducted in the framework of Grant 4 to promote a multi-dimensional intervention that, in addition to civil society organizations, involves the Judiciary, which is responsible for designing and implementing policies related to the indigenous populations’ access to the justice system. To develop this course of action, Pro-Integridad established a strategic Alliance with the National

Office of the Justice of the Peace and of Indigenous Justice – ONAJUP in the Judiciary given that this area is in charge of linking this branch of State with indigenous populations.

As a first step, in coordination with ONAJUP, Pro-Integridad conducted a qualitative investigation of the perception of the indigenous population of Amazonas regarding obstacles to accessing the justice system. To accomplish this, the Project team collected information from the field in Amazonas, including interviews of judges, prosecutors and indigenous leaders in the cities of Bagua Grande, Bagua, Imacita and Chachapoyas. The Project also held a diagnostic workshop with 20 indigenous leaders in Imacita on July 10. This work produced evidence of the factors that contribute to sense of separation from as well as a lack of confidence in the formal justice system.

With these inputs, on October 15, 2015, the Pro-Integridad Project conducted a round table in Bagua Grande with 15 people, including five Awajún leaders, the President of the Superior Court of Amazonas and three superior court prosecutors, among others, who discussed proposals for guidelines to improve indigenous populations' access to justice.



Awajún leaders in an assessment workshop conducted in Imacita (Amazonas) in July 2015.

HEADLINES: Dialogues on Public Policies

Information related to judicial system reform tends to be technical and highly complex. This generates confusion and disinterest in this topic among citizens and the media. In response, Pro-Integridad joined the Institute of Peruvian Studies' initiative - Dialogues on Public Policies - to build, from the perspective of civil society, an agenda of priorities for efficient and quality public management to generate political and social debate prior to the 2016 presidential elections. This agenda addresses 11 issues of national interest such as health, education, decentralization, justice among others, and contains a series of technical and politically viable recommendations that were put together by former ministers, former vice ministers, and former high-level officials and experts in each area. In addition to USAID, a host of other entities participated in this initiative, including the International Institute for Democracy and Elections Assistance, the United Nations Development Program, the National Society of Fishing, the International Labor Organization, the Spanish Embassy in Peru, the Swiss Agency of Development and Cooperation, the Andean Development Commission, 2030 Water Resources Group, the Peruvian Institute of Business Administration, and the Pan American Health Organization.

In terms of the topic of justice, two working breakfasts with 21 experts were held at the Institute of Peruvian Studies. A policy brief was developed during these encounters along with a summary and an infographic covering four topics: criminal justice reform, inter-cultural awareness, gender issues, and selection and monitoring of judges and prosecutors. These products have been available in a downloadable format since November 2015 at the following address: www.dialogosperu.pe. The documents in question continue to be shared with opinion leaders in the media.



Working breakfast at the Institute of Peruvian Studies with experts in justice system reform

Product:

Policy brief, summary and infographic on justice reform in the framework of the initiative Dialogues on public policies (**Result 3.1**).



IV. SUSTAINABILITY

Sustainability seeks assure that the effects of results achieved can be maintained over time once the project is finalized. Below, we discuss the main measures to achieve sustainability that are promoted by Pro-Integridad:

OBJECTIVE 1:

- The Diploma developed with IDEHPUCP was transferred to the Academy of the Magistracy – AMAG through an agreement signed by both institutions in February 2015. To date, IDEHPUCP and AMAG have conducted one edition of this program with 28 judges and prosecutors. The Diploma’s materials are available on AMAG’s on-line platform.
- The Guidelines for Scheduling and Managing Hearings in the Trial Stage were approved by the Executive Council of the Judiciary in March 2015 through Administrative Resolution N° 062-2015-CE-PJ. The office responsible for taking measures to apply this tool is the Institutional Technical Team to Implement the CPC in the Judiciary.

- The Rules for Prosecutor's Offices Specialized in Corruption Crimes Involving Public Officials, Prosecutor's Offices Specialized in Organized Criminality and Prosecutor's Offices Specializing in Money Laundering and Loss of Dominion were approved in April 2015 by Attorney General's Resolution N° 1423-2015-MP-FN. According to the rules, the Area for Strategies against Crime is responsible for supervising activities and the performance of specialized prosecutor's offices.
- The simulator to calculate civil reparations and damages was installed in the computers at the sites of the Public Attorney's Office Specializing in corruption crimes in Lima, Iquitos, Tarapoto and Chachapoyas and has been used since August 2015 in processes for crimes against public administration. The Public Prosecutor's Office has had the simulator's source code since June 2015 to introduce improvements.
- The Clear Language Judicial Manual Accessible to Citizens was approved in December 2014 by Presidential Resolution N° 396-2014-P-PJ. The training module for trainers has been available for replication on the Judiciary's on-line platform since June 2015.
- The search engine for jurisprudence on corruption involving public officials has been available on the Judiciary's web page since August 2015 and is managed by the Center of Judicial Research.

OBJECTIVE 2:

- The Institutional Integrity Model has been adopted by the Ministry of Justice and Human Rights – MINJUS and was included into MINJUS's Anti-Corruption Plan 2013-2016 as of February 2014. Budget resources have been allotted for its implementation. In March of 2014, MINJUS named a team leader who is still working on implementation and has institutionalized the training modules known as "Ethical Thursdays" with MINJUS's employees.

OBJECTIVE 3:

- The course Learn About to Oversee was designed and imparted by Forum Solidaridad Peru and has been available for replication on the on-line platform of the Universidad Antonio Ruiz de Montoya since May 2015. The course guides are constantly used in the Forum's activities.
- The personal notebooks of jurisdictional decisions that were developed with the grant awarded to the Andean Commission of Jurists were completed on April 2015 and are available on this organization's web page. By January 5, 2016, the resolutions had been downloaded 15,297 times.

V. CROSS-CUTTING ISSUES

During the project's lifetime, Pro-Integridad has worked on the aforementioned issues as part of a scheme of objectives.

1. Coordination with other cooperation projects:

Pro-Integridad has regularly coordinated with other international cooperation agencies to identify opportunities for synergy through joint work to avoid duplicating efforts. The meetings held with the Contracting Officer Representative of USAID, the OCTI of the Judiciary and the OPROCTI of the Public Ministry have contributed to this initiative. An example of effective collaboration with other partner organization was the international

congress for anti-corruption justice held in Lima in November 2015 in alliance with the British Embassy in Lima. In this case, joint efforts were beneficial for both partners because they strengthened their resources. However, the main benefits were for participants given that the congress covered a larger number of relevant topics.

2. Gender Considerations:

One of the first products delivered to USAID was the Project's strategy for gender inclusion. Along these lines, in all of the activities promoted by Pro-Integridad in the target areas, the proportion of female participants has been significant and the overall total of this group has slightly exceeded that of male participants, as is evident in the table below:

Event	Total	Women	Men	% Women
Objective 1				
Diploma IDEHPUCP	92	42	50	46%
Diploma IDEHPUCP and AMAG	28	11	17	39%
Management model in the Judiciary	209	115	94	55%
Management model in the Public Ministry	166	56	110	34%
Clear language that is accessible to citizens	68	34	34	50%
Leadership, teamwork and coaching in the Judiciary and in the Public Ministry	277	125	152	45%
Calculation methodology and simulator	58	20	38	34%
Objective 2				
IIM – Personnel trained at MINJUS	845	451	394	53%
Objective 3				
Learn about to Oversee - Forum Solidaridad	530	302	228	57%
Citizen Oversight Workshops – Proetica	106	52	54	49%
Overall Total	2,379	1,208	1,171	51%

Developed by: Pro-Integridad

Nevertheless, gender considerations are not solely covered by ensuring that a given proportion of women participate in training; in fact, this approach is also visible in other products that the Project generated. For example, the “Learn about to Oversee” course contains a module known as “the New Criminal Procedure Code and its Treatment of Gender and Inter-Culturalism,” which includes definitions and explains the treatment that the new code gives to gender and cultural diversity. A second example is the policy brief on justice system reform. This was developed in 2015 in the framework of the initiative Dialogues on Public Policies. One of the four topics covered by the documents is gender, which addresses vulnerability of women and of LGTBI community⁷ when facing the justice system. This proposes measures that would contribute to improving these vulnerable groups’ access to justice.

3. Treatment of indigenous populations:

The Project has conducted activities to promote improved access to justice for indigenous populations in the target areas. Grant 4 included a product that provided a citizen oversight mechanism to monitor the treatment that the criminal justice system affords to the

⁷ Lesbians, gays, transsexuals, bisexuals and inter-sex.

indigenous population in Amazonas and Loreto. This grant was complemented in 2015 by Pro-Integridad through work with the ONAJUP of the Judiciary in the judicial district of Amazonas, which included gathering primary information; an assessment workshop in Imacita; and a round table in Bagua Grande with the participation of indigenous leaders and operators in the formal justice system. The results obtained included a qualitative view of the perceptions of the indigenous population in Amazonas regarding obstacles they confront in accessing the justice system and proposals for guidelines to improve the indigenous population's access to justice.

Another example is the policy brief on justice system reform, which was developed in 2015 in the framework of the initiative Dialogues on Public Policies. One of the document's themes was inter-cultural awareness and included proposals to contribute to recognizing cultural diversity, respect for the cultures of each nation, and effective access to formal justice.

VI. LESSONS LEARNED

This section compiles the lessons learned from the work and interactions conducted by the Pro-Integridad team with the Peruvian justice system. These lessons were identified in working meetings held in 2014 and 2015. This Project's experience should be useful to future interventions in the sector with the experience gained leading to results that are increasingly more effective and sustainable.

1. Sustained willingness of the leaders of counterpart organizations

A critical factor to attain the Project's objectives is to secure the willingness of authorities at different institutions to fully engage in and commit to the work proposed. The visible commitment of leaders compels other members of the organization to work along the same lines. It is also important that this commitment is maintained throughout the implementation stage and in the product design phase.

As an example, we can reference the Institutional Integrity Model in the Ministry of Justice and Human Rights. The starting point for the two-year effort that this institution has made was the minister's decision to implement the model; appoint a team to lead the initiative that was comprised of key directors; and allot resources from the institution's budget. This has been the framework that has allowed us to satisfactorily perform work at the technical level.

In some cases, it has been possible to conduct activities without the leader's commitment; nevertheless, without this factor, the work conducted lacks legitimacy and is not sustainable.

2. Accompaniment and the implementation phase

Through a joint effort with Pro-Integridad and the institutions of the justice system, several products have been generated, including manuals, rules, guides, etc. Nevertheless, anticipated results will only be generated when the users utilize the tools or incorporate the knowledge acquired in their daily work. Along these lines, a lesson learned is that it is necessary to allot resources to accompany the counterpart in the implementation phase. An example of this practice is the work conducted with the Public Attorney's Office Specializing in corruption crimes to develop a calculation simulator for civil reparations discussed above. After developing the methodology and the simulator, Pro-Integridad accompanied the counterpart on visits to the pilot locations in Iquitos, Chachapoyas and Tarapoto to promote the use of these instruments in real cases. The visits included workshops with case simulations and participation in hearings.

3. Knowledge of the organizational culture of the counterparts

To work effectively with institutions in the justice system of Peru, it is fundamental to learn about and respect the culture and practices of each organization. Given that the counterparts are users in the interventions, the Project must adapt to the institutions' characteristics. Beyond observing hierarchies and formalities, it is necessary to have knowledge of how the organization functions internally. With this knowledge, and once a working relationship is established with key officials, it is possible to obtain faster and more effective results.

Pro-Integridad has this in its favor given that its team has vast experience in criminal procedure reform and knowledge of the cultures of the institutions in question. Additionally, various members of the team have worked with key officials at pertinent institutions. This has contributed to ensuring that coordination is efficient and generates timely results. An example of this is the process to select judges and prosecutors to participate in the Diploma imparted by IDEHPUCP, where a procedure was designed in coordination with the counterparts from the Judiciary and Public Ministry to cover the entire process from the call to participate to the selection of participants by officials at both institutions.

4. Risk management and contingency plans

There are a number of factors that can affect activities and efforts to achieve objectives that are out of the Project's control. Initiatives to identify risks in a timely fashion have allowed Pro-Integridad to design actions to mitigate and control risk whenever possible. Some examples of risks that arose during the Project included climate factors in the Amazon; variations in the exchange rate of the Sol against the US Dollar; and the fact that some counterparts experienced critical events.

In terms of climate conditions in the Amazon, the region is known for heavy rains, particularly in the summer, although these conditions can be present at other times during the year. Planning logistics becomes challenging. This makes it difficult to access Iquitos and Tarapoto by airplane and can also impede land access to the city of Chachapoyas. For this reason, some of the activities in Chachapoyas could not be held on the dates that were originally scheduled and had to be reprogrammed. An example of this involved one of the on-site sessions for the Diploma in Amazonas, when rains prevented IDEHPUCP instructors from traveling to Chachapoyas. In this case, and despite the instructors' complicated agendas, Pro-Integridad was able to easily reschedule the event given that the calendar developed with the counterpart had already contemplated the inclusion of alternative dates should adverse conditions arise.

It is important to note that the exchange rate has risen progressively since the Project began. This situation has generated a larger flow of local currency. Pro-Integridad has taken advantage of this development to better meet the Project's objectives. For example, in 2015 the Project complemented the Grant 4 (Monitoring criminal justice with regard to vulnerable populations in corruption cases), which had limited resources and timelines, with the work conducted with the National Office of the Justice of the Peace and of Indigenous Justice– ONAJUP, which included a qualitative investigation in Amazonas and round tables in Imacita and Bagua Grande. A second example was the IDEHPUCP's execution of the Diploma of Studies under an agreement with AMAG.

Finally, we have mentioned the relevant risk associated with critical events at counterparts. As an example, we note that the Diploma originally included the judicial districts of Ucayali and Madre de Dios. Nevertheless, in 2014 the superior courts of both judicial districts were subjected to interventions by the Executive Council of the Judiciary, which appointed commissions to evaluate corruption complaints against judges there. This limited the number of ideal candidates for the Diploma, so in coordination with the counterparts, the

Project decided to cancel the programs scheduled for Ucayali and Madre de Dios and to transfer open spaces for this Diploma to the National Criminal Court, Lima, Lima Norte, Lima Sur, Lima Este, Ventanilla and Callao. This allowed 37 judges and prosecutors that had not been selected to participate in a previous edition of the program to participate in a new round.

5. Adequate selection of partners and experts

During the life of the project, individual experts or firms have been hired to provide services or to develop key products. The majority of Objective 3 was conducted through grants awarded to civil society organizations. To achieve quality and timely results, it was necessary to first choose ideal partners and experts.

In the case of firms, some key factors for selection included experience with similar topics; the profiles of team members; and the beneficiary institutions' acceptance of the firm and its experts. The same applied to individual consultants.

In the case of grantees, some of the aspects that were taken into consideration during the selection process were, in addition to the organization's experience, its capacity to form citizen networks; generate sustainable change; and have key people on hand to ensure the same.

6. Flexibility to adapt to the counterparts' priorities

A project proposes solutions for a negative situation in the design phase. Nevertheless, even when reasonable precautions are taken, it is possible that between the time that the solutions were proposed and time that the execution phase is set to begin, the situation that originated the project has changed or the priorities of the beneficiary institutions are no longer the same. As such, international cooperation must be flexible to respond to the needs of the counterparts without materially altering its purpose or central objectives. An example of this is strengthening the capacities of judges and prosecutors to process corruption cases utilizing the Criminal Procedure Code. In August 2015, Legislative Decrees N° 1194 was issued, which regulates the procedure for cases of crimes en flagrante delicto; failure to provide family assistance; and drunk driving. Given that the preparation to implement this regulation required significant efforts from institutions, Pro-Integridad conducted academic activities with international experts on cases of crimes en flagrante delicto and used this opportunity to promote issues such as judicial office management and processes to schedule hearings, which were part of project work plans.

7. Product appropriation by the counterparts

Although the project has developed products with the assistance of firms and individual experts, it is necessary to keep sight of the fact that the local counterparts are the beneficiaries of these elements. Along these lines, to ensure that these products are used, they must meet the needs expressed by the counterparts and be developed in conjunction with, or with the significant participation of, these entities. On the contrary, the products will more than likely not be fully embraced, accepted, and implemented.

8. Adequate Planning

The Pro-Integridad project has had a brief life span of three years. Year 1 was dedicated to planning all of the Project's activities, which gave it a solid base for the interventions executed in years 2 and 3. An example of the importance of planning is the Assessment of Training Needs conducted in 2013 with the participation of judges and anti-corruption judges and prosecutors in target districts. This was used as the basis to design the Diploma

course that was successfully executed in 2014 and 2015. Another example is the baseline study of the sub-system of anti-corruption justice conducted in 2013. This helped identify and narrow the scope of technical assistance to the most relevant topics in the corporate management model in the Judiciary and Public Ministry, which were addressed with these institutions in 2014 and 2015.

9. Strengthening results thanks to the project's internal capacity

We have mentioned the importance of adequately selecting the partners and experts that will be in charge of a project's key products. Nevertheless, the project's team must have a high level of technical capacity to supervise the work of partners and experts and to directly develop other products.

An example of this was evident in Objective 2. According to the Project's design, this objective was only allotted 10% of the resources, which led the team to plan carefully. For the assessment of the status of the Institutional Integrity Model– IIM in MINJUS and in the Public Ministry, an expert was hired while accompaniment for both institutions during the process to implement the Model was the technical responsibility of the technical coordinator of Pro-Integridad under Objective 2. Nevertheless this professional did not limit his activities to accompaniment. This individual also delivered familiarization workshops and participated in efforts to up-date the diagnostic in the Public Ministry.

10. Importance of training

The most important factor in the success of the criminal procedure reform falls to the people who are in charge of cases (judges, public defenders, police and public prosecutors). This is due to the fact that the Criminal Procedure Code entails major changes in the roles of these individuals. Additionally, the quality of the justice that citizens receive will depend on the work of these system participants. As such, one of the most important courses of action at Pro-Integridad has been to train judges and public prosecutors through the Diploma imparted by IDEHPUCP. Three noteworthy points about this program are its high academic level, the possibility of applying the knowledge acquired on a daily basis, and the joint participation of operators from different institutions.

Objective 1 has provided other training on issues such as managing the corporate judicial and prosecution model, the use of a calculation methodology and simulator, as well as forums conducted by Pro-Integridad with judges and prosecutors to share knowledge and to generate a rich debate between operators for different institutions.

11. Shared costs with counterparts

One way that the counterparts show their commitment to conduct the project is by allotting resources to complement contributions from international cooperation. This helps expand the scope of activities and provide sustainability.

An example of this is IIM's implementation in MINJUS. Pro-Integridad hired an expert to conduct an assessment and to accompany implementation. MINJUS appointed a team leader to oversee the IIM and assigned budget resources of 2014 and 2015 to print guides and materials, conduct training workshops, and outsource studies that have helped to drive the Model's implementation.

Another example is the training module for trainers on the use of the Judicial Manual on Clear Language Accessible to Citizens that was delivered to district coordinators of the Justice in Your Community Program. Pro-Integridad hired two experts to design and impart the module and the Judiciary took care of trip and miscellaneous expenses so that the

coordinators of 33 judicial districts in the country could participate in the on-site sessions held in Lima.

12. Links between components

To achieve objectives, it is fundamental that the activities that correspond to each result complement one another. Consistent with this, the members of Pro-Integridad's technical team have been in constant coordination to ensure that their activities are conducted sequentially so that the key actors can participate in the largest amount of activities possible to achieve an aggregated effect that benefits the institution and the participant. For example, if the judge or prosecutor participated in the design and implementation of improvements in the judicial and prosecution office; in the IDEHPUCP diploma; in the international forums; in the workshops on the use of the calculation methodology and simulator; and in the grantee's activities; he or she will be better equipped with more related knowledge and tools to improve his or her daily work.