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11/22/93

USAID/COLOMBIA

SEMI-ANNUAL PROJECT STATUS REPORT

NOVEMBER 1993

AID Representative's Narrative
USAID / Colombia
Semi-Annual Report
November 1993

A. Overview of the Status of the Portfolio

Under the NSD-18 Narcotics Strategy, USAID/Colombia is engaged in an ambitious counternarcotics and administration of justice program. Based on agreements reached between the presidents of Colombia and the United States at the Cartagena and San Antonio Summits, the USG agreed to provide \$200 million over four years (FYs-91 through -94) in ESF NSD-18 funding to assist Colombia in its counternarcotics fight and judicial reform. To date funds allotted for this program have totaled \$115,970,225.

\$50 million was provided in each of Fiscal Years 1991 and 1992. These funds were provided for a \$41 million dollar cash transfer program in FY-91, and a \$36 million program in FY-92. Also funded was \$19 million in initial funding for the \$36 million Justice Sector Reform Project. The remaining \$4 million in FY-92 funds was carried over for obligation in FY-93. Financing in Fiscal Year 1993 was \$15,970,225 including the carryover, all of which was obligated for the Justice Sector Reform Project (JSRP). There remains to be provided \$1,029,775 in FY-94 to complete the \$36 million in funding for the JSRP. No cash transfer program was funded in FY-93, and no further cash transfer program is anticipated in FY-94 and beyond. However, USAID has requested an additional \$10 million in FY-94 for the JSRP to fund additional activities.

The cash transfer programs provided dollars for payment of Colombia's official multilateral debt and debt to the USG. More important the program provided an equivalent amount of Colombian pesos which support the GOC's economic apertura program and alternative development activities in narcotics producing areas. Programming of the remainder of these funds continues in FY-94.

The \$36 million dollar, five year, Justice Sector Reform Project was authorized in August 1991. It was expected that this project would be fully funded in FY-93. However, as noted above a \$1,029,775 remains to be funded in FY-94 to complete the LOP total. The project supports the GOC's justice reform efforts which: changes the country's legal system from an inquisitorial system to an accusatorial one, establishing for the first time the Office of the Prosecutor General (Fiscalía General), as an independent agency of the judicial branch; provides for the independence of the judiciary by removing them from the control of the Ministry of Justice and establishing the Higher Judicial Council for administration of the court system; strengthens the independent human rights and anti-corruption activities of the Attorney General's Office (Procuraduría General); and modernizes and strengthens the investigative capabilities of the various police forces.

USAID/Colombia had also proposed in FY 1992 two new projects. The first a Bilateral Trade and Investment Project, originally approved by the Bureau as the Technical Assistance and Training Project at \$6.5 million, but which had a congressional hold placed on the obligation. The second was a Narcotics Awareness Project which we had hoped to obligate in FY-93. The project would have, in part, financed follow-on activities previously funded by INM and USIS and expanded our role in this area, meeting the objective of expanding knowledge of the narcotics problem in Colombia and creating favorable public opinion for the GOC's narcotics fight.

Although these projects were viewed as critical for USAID/Colombia to meet its objectives, given the severe budget reductions facing AID, we understand that these projects will not be funded.

Additionally, in FY-93 the \$41 million EAI funded environmental and child survival "America's Board" fund was established to work in conjunction with the public/private "Eco-Fondo" to carry out environmental and child survival activities through NGO's.

Finally, there are five centrally funded activities which were previously authorized with central funds and which have been completed and will be terminating this year. Additionally, the population activities under the phase-out strategy will continue for another three years with \$5 to \$6 million per year in DA funds. We expect that these project completions should considerably reduce the office's management burden and allow USAID/Colombia to proceed with the increasing management burden of the JSRP and implement the environmental fund and population phase-out at current staff levels.

Thus, the portfolio has grown both in size and complexity over the last two years and with it of course our management burden, which was further complicated by the fact that our Controller's office was resident in Lima, the RLA and RCO were located in Quito, and the disbursing function in Mexico. Many of these management problems have now been resolved with the co-location as of May 1 of all AID support functions in Quito. The increased coordination between the RLA, RCO, and Controller has significantly improved our ability to respond to the management burdens of a highly leveraged program - - a small staff and a large amount of resources. The change of the Controller's function from Lima to Quito in May caused months of disruption in our operations, and was only partially ameliorated by the extraordinary effort of the Quito Controller's office. The prospect of yet another change of these functions to La Paz, can only be viewed with the greatest concern with regard to the implementation of our program.

B. Activity Highlights

1. Justice Sector Reform Project

Over the last six months implementation progress has continued to increase in this our major activity, the \$36 million Justice Sector Reform Project, with significant activities taking place in all components of the project. Additional funds were obligated in the bilateral agreement to increase the funds available to AID for activities financed directly and to increase funding for the DOJ's International Criminal Investigative Training Program (ICITAP) and the Foundation for Higher Education (FES), a private Colombian NGO. The following are the major funding activities in the Project:

FES has principal implementation responsibility under the project subject to substantial involvement of AID and in coordination with the GOC Executive Committee. An \$18.9 million CA was signed with FES, in May 1992, with \$8.8 million provided to date.

A \$6.9 million program was approved with ICITAP for training of police personnel, of which \$6 million dollars has been provided to date.

A grant for \$86,000 has also been signed with the University of Puerto Rico (UPR) for the training of 15 prosecutorial, and judicial personnel. A subsequent grant for \$262,700 for the training of 74 additional judicial personnel with the UPR to begin in October has also been signed.

A three year, \$4.5 million PASA is under negotiation with the DOJ's Office of Professional Development and Training (OPDAT) for the training of 200 prosecutorial personnel. The PASA should be executed and OPDAT personnel arrive during the next reporting period.

A program is under development with the National Center of State Courts, possibly in conjunction with the UPR, for additional training of judicial personnel.

A POI/C has been executed for the purchase of 50 armored vehicles for the judicial protection program. The contract will be executed by USAID/W and the vehicles begin arriving in the next reporting period. Armoring of these vehicles will be accomplished locally.

In March the GOC's Project Executive Committee forwarded to USAID for approval the FES developed 1993 Operational Plan. Based on this plan and the technical input of FES and FES-funded technical assistance, significant progress has continued to be made by FES in project implementation. To date 34 sub-projects for \$8.1 million have been approved by FES and the Project Technical Committee in accord with the annual implementation plan. These sub-projects have provided very important results which include the following:

A major planning program for administrative and organizational improvement of 31 ordinary prosecutorial units, this activity includes facility repair and upgrading, design and implementation of improved administrative systems, computer systems implementation, and training of administrative and professional personnel;

Development and implementation of an information network and case management program for the five Regional (narcotics and terrorism) Prosecutorial Units;

Completion of 19 legislative annual data bases to develop of a comprehensive judicial information system to support prosecutorial activities nationwide;

Development and bidding for a complete information and data management system for the Attorney General's Office (Procuraduría), and strengthening of the division of the Attorney General's Office which investigates human rights abuses and corruption cases;

Technical assistance for development of draft legislative proposals for key GOC reforms, including criminal procedure code reform, the Vienna Convention, judicial system statutes, and regulations for the judicial sector;

Physical security upgrades at the Prosecutor General's Office and the Supreme Court of Justice.

Publication of the three High Courts, semi-annual judicial gazette containing jurisprudence editions published

retroactively from 1988 to 1992 and are being distributed to the busiest criminal courts (highest workload) in the country.

Pilot units of the Public Defender's Office are being designed and established in the Country's six major cities.

Pilot alternative dispute (mediation) center being established and basic documentation developed and personnel trained.

A Justice Sector integrated planning system is being developed to strengthen the planning process between the justice sector institutions.

58 judges, 526 prosecutors, 359 investigators, including supportive personnel, and 191 other justice sector officers trained for a total number of 1133. Of this number 604 have been trained by FES sub-projects, 19 by OPDAT, 479 by ICITAP, and 31 by USAID/Colombia directly funded projects.

2. Cash Transfer Program

The Cash Transfer Program has financed some \$75 million dollars worth of debt payment and an equivalent amount of local currency activities which support the economic liberalization activities of the Colombian government and alternative development activities in narcotics areas.

3. Significant Problems and Delays

None

4. Pipeline Status and Prospects

The pipeline on the JSRP will increase this year as we fully fund the project, which will not be completed until 1997. However, given the uncertainty of future NSD-18 funding, this seems prudent.

5. Description of the Mission's Semi-Annual Review and Reporting System

Since our program is funded with NSD-18 funds, we have been preparing Quarterly Reports on these projects. Essentially, we have used the same review and reporting system. Project managers prepare draft reports and these are reviewed by the AID Rep and other project personnel. Copies are provided to the Controller, RCO, and RLA.

/S/

Edward L. Kadunc
AID Representative

AGENCY FOR INTERNATIONAL DEVELOPMENT

**SEMI-ANNUAL REPORT
S. A. R.**

(APRIL 1993 - SEPTEMBER 1993)

COLOMBIA

NOVEMBER 1993

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4. Andean Peace Scholarship Program (APSP)	598-0647.14

PROJECT STATUS REPORT

April 1 - September 30, 1993

FINAL REPORT

I. BACKGROUND DATA

Project Title: **Andean Peace Scholarship Program-APSP**
Project Number: 598-0647.14
Date of Authorization: original 09/30/87
Date of Obligation: original 06/15/88 ; (Amendment No. 10) 06/08/92
PACD: original 09/30/92 ; amended to 07/31/93
Implementing Agencies: Foundation for the Higher Education (FES), Development Associates, Inc.
Major Contractors: Foundation for the Higher Education (FES), Development Associates, Inc.
USAID Project Manager: Edward Kadunc
Date of Last Evaluation: 01/30/92
Date of Last Audit: 10/25/91 ; amended to 03/94

II. FINANCIAL DATA

Amount Authorized: DA Grant: original \$ 4,888,780
Amount Obligated: DA Grant: original \$ 4,888,767
Amount Committed: Period: - 0 -
Cumulative: \$ 4,888,767
Accrued Expenditures: Period-Actual: (\$ 61,075) ¹
Cumulative : \$ 4,719,174

As reported by USAID/Lima, expenditures to March 30, 1993 for this project mounted to \$ 4,780,249. However, according to official financial reports from USAID/Quito, expenditures to September 30, 1993 for the project ascended to just \$ 4,719,174. The \$ 61,075 difference is attributable to advance refunds or reallocation of funds due to overestimation of accrued expenses.

PROJECT STATUS REPORT
April 1, 1993 - September 30, 1993

FINAL REPORT

I. BACKGROUND DATA

Project Title: Economic Stabilization Program
Project Number: 514-9001
Project Strategic Objective: Support the economic liberalization and growth policies of the Government of Colombia
Date of Authorization: original 02/25/91
Date of Obligation: original 02/25/91; second (final) 12/30/91
Date of Disbursement: 09/30/91 (original); first 07/23/91; second (final) 01/03/92
Implementing Agencies: National Department of Planning
Major Contractors: N/A
AID Project Manager: Edward L. Kadunc
AID Project Coordinator: Felipe Mendoza
Status of CPs/Covenants: CPs met by 07/18/91 and 12/20/91
Date of Last Evaluation: N/A Next Evaluation: N/A
Date of Last Audit: 5/93 Next Audit: 12/93

II. FINANCIAL DATA

Amount Authorized:	Original:	\$ 20,000,000
	Amendment 1:	\$ 41,000,000
Amount Obligated:	Original:	\$ 20,000,000
	Amendment 1:	\$ 21,000,000
Amount Committed:	Period:	\$ 41,000,000
	Cumulative:	\$ 41,000,000
Accrued Expenditures:	Period-Actual:	\$ 41,000,000
	Cumulative:	\$ 41,000,000

Counterpart		
Contribution:	Planned:	\$ 41,000,000
	Actual:	\$ 41,000,000
% LOP Elapsed:	100 %	
% of Total Auth. Oblig.:	100 %	
% of Total Oblig. Exp.:	100 %	
% of Total Auth. Exp.:	100 %	

III. PROJECT PURPOSE: To provide support to the Government of Colombia (GOC)'s economic revitalization and anti-narcotics programs.

IV. PROJECT DESCRIPTION: \$41 million in FY 1991 funds were obligated. The CPs to disbursement were: a) a legal opinion of the Legal Secretary to the Presidency stating that the Bilateral Agreement, which provides the budgetary support, has been duly authorized, or ratified by, and executed on behalf of the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all its terms and conditions; b) a statement of the name of person(s) acting in the office of the Director of the National Planning Department together with a specimen signature; c) the establishment of a Separate Account in dollars in the Federal Reserve Bank of New York by the Bank of the Republic of Colombia (BRC) in which A.I.D. will deposit cash transfer dollars of the grant, and a Special Account in pesos in Colombia in the BRC in which the Grantee will deposit the peso equivalent of \$41,000,000; d) the procedures governing the Separate Dollar Account, including the terms and the procedures for deposit and disbursement for each account; and e) the execution of a Trust Agreement between the Grantee and AID, providing that an amount of pesos equivalent to \$300,000 from the Special Peso Account shall be provided to A.I.D. in support of the A.I.D. program in Colombia, and that an amount of pesos equivalent to \$700,000 from the Special Peso Account shall be provided to A.I.D. in support of future development and support activities for Colombia and A.I.D. programs, audit and evaluation activities in Colombia.

The cash transfer was used to finance the servicing of the official GOC debt to the United States and to multi-lateral financial institutions consistent with the ESF Cash Transfer Assistance-Amplified Policy Guidance. The local currency provided by the GOC counterpart generated from this transaction was used to finance projects which support the GOC's economic revitalization and anti-narcotics program, and was managed by the National Planning Department (NDP). The FY 1991 program project supported three investment categories: Apertura (trade expansion or the internationalization of Colombian economy); decentralization and regional economic growth; and development of human resource base. Macroeconomic performance is summarized in an indicator chart that follows below. An illustrative sample of the types of activities carried out by the GOC using the local currency budgetary support provided by the cash transfer agreement, and other GOC funding follows the macroeconomic indicators chart in this report.

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V. GENERAL COMMENTS: The Grantee met the CPs to first disbursement on July 18, 1991, and to the second disbursement on December 20, 1991. Dollar cash transfer was disbursed to the Separate Dollar Account in two parts: \$20 million on July 23, 1991, and \$21 million on January 3, 1992. By the end of April 1992, the GOC had used all the funds disbursed: \$12.5 million to pay USG debt, and \$28.5 million to pay World Bank and Inter-American Development Bank debt.

The GOC deposited the peso equivalent of the \$41 million in the Special Peso Account by April 30, 1992. As of March 30, 1993, the peso equivalent of \$41 million had been disbursed by the Grantee as follows: a) \$40 million to the National Planning Department (NPD) account and with other funds provided financial support for projects which strengthened Apertura, Decentralization and Regional Economic Growth, and Development of the Human Resource Base; b) \$700,000 to A.I.D./Colombia's PD&S Trust Account; and c) \$300,000 to A.I.D./Colombia's Operating Expense Trust Account.

This is the final report on this project.

MACROECONOMIC INDICATORS - COLOMBIA

INDICATORS	1990	1991	1992	1993 (p)
Real GDP Growth Rate	4.1%	2.1%	3.5%(e)	4.1%-5%
Inflation Rate	32.5%	26.8%	25.1%	19.68%(Jan-Oct)
Unemployment Rate (by the end of the year)	10.5%	10.2%	10.3%	7.9% (end of September)
External Trade Balance (\$m)	1,971	2,959.4	1,234.1	-423.7
Current Account Balance (\$m)	531.7	2,346.6	907.1	- 1,278.7
Net International Reserves (\$m)	4,597.5	6,420.2	8,022.4	8,296.0
Total External Debt Outstanding (\$m)	17,556	16,975	16,779	16,773
Net Debt Outstanding/GDP	27.9%	21.4%	16.7%	15.0%
Debt Service/Exports of Goods	44.5%	43.8%	47%	42%
Central Government Fiscal Deficit (% of GDP)	-0.13%	-0.51%	-0.76%	-1.21%
Interest Rate on 90 CDs (as of the end of given period)	38.43 %	37 %	27.5%	25.74% (end of July)
Growth of Money Supply (M1)	25.8 %	34.1 %	41.3%	30.6% (end of August)

\$m: Million of dollars; NA: Not Available

e: estimated; p: projections for whole 1993 except when explicitly established in the chart

SOURCE: Estimates and Projections of NPD, DANE and Fedesarrollo

The following is illustrative of the types of activities carried out by the GOC using the local currency budgetary support provided by the cash transfer agreement of Project No. 514-9001, and other GOC funding:

1. THE MAGDALENA HIGHWAY:

OBJECTIVE: To improve the Magdalena Highway to lower transportation costs for agro-industrial producers who supply both domestic and foreign markets.

ACCOMPLISHMENTS:

- Of the 320 km segment between the towns of La Lizana and San Alberto, 35 km were graded, 65 km were graveled, 51 km were paved, and two bridges were built: a 701 meter one over the Sogamoso River, and a 150 meter one over the Lebrija River.

2. THE PASTO-TUMACO ROAD

OBJECTIVE: To improve the Pasto-Tumaco highway which connects Colombia's second largest port on the Pacific Ocean (Tumaco) with the fertile Andean region.

ACCOMPLISHMENTS:

- Of the 93.2 km between the towns of La Verbena and El Diviso, 68% was graded, 16% was graveled, 5% was paved, and 26 km. were completely built. The 109 km. between the towns of El Diviso and Tumaco was paved. The 48.9 km between the towns of Caunapi and El Diviso were rehabilitated and improved.

3. THE QUALITY FOUNDATION

OBJECTIVE: To introduce the concept of quality control to the private and public sectors in order to increase competitiveness in the production of goods and services. This should have the positive impact of contributing to promoting exports, rationalizing imports, and additional positive environmental impacts.

ACCOMPLISHMENTS:

- The first Quality Instructor Development Course for executives and top managers was provided. 171 executives attended and learned about four critical concepts: basic quality culture concepts, management of innovation, statistical tools to track job

performance, and focused technical assistance to install quality culture concepts within the companies' organizational structures. Additionally, specific training was provided to judges and evaluators for the National Quality Award.

- The National Quality Information Center was created to collect and classify all the documents, articles, and publications about quality projects and results in Colombian institutions and throughout the world. The Center established the first periodical publication to inform on last studies, analyses, and developments in the filed of Total Quality Culture and Control.
- The first Hospital Management Center was established.
- The first entrepreneurial Leadership Seminar for CEO's and top managers of the main Colombian companies was undertaken. 45 top Colombian executives learned modern managerial techniques designed and to enhance quality control mechanisms in their corporations.
- The first program to train professionals in designing, installing, and monitoring quality mechanisms within private organizations was developed and implemented. The program trained 120 professionals from 70 companies.
- Seminars on the subject of quality control were conducted in principal Colombian cities for 87 middle managers.

4. THE MEDELLIN ADVISORY COUNCIL

OBJECTIVE: To combat narcotics activities through the creation of licit employment and economic activities

ACCOMPLISHMENTS:

- Training and Technical Assistance to Improve and Increase Employment
 - The first Shop-Keepers Association was created, and the members were given training in business administration and selling skills. This is a key group for the creation of employment.
 - NGO programs provide medical assistance and rehabilitation for drug addicts.
 - A comprehensive study on drug addition including alcoholism was financed. The published work was used to focus strategies and policies in this field.

- Rehabilitation of Secondary School Buildings

- Nine secondary school buildings, located in highly troubled zones, were restored and furnished. The objective is to increase school attendance.

- Enhancement of Urban Areas

- A large, urban community, La Esperanza, was completely rebuilt. This activity included restoration of school buildings, construction of a drainage channel, improvement of athletic fields, and building of a theater. The objective is increase community activities which provide the youth with safe activities.

- Community Television

Support for the production of social and community T.V. programs designed to increase community involvement in resolution of their problems.

- Assistance to Create and Strengthen Small Businesses

- Studies were undertaken to develop a Production Development Center which will become the biggest and most specialized institution to support small business development.

5. THE CARTAGENA CHANNELS AND LAGOONS

OBJECTIVE: To clean up the lagoons and water ways in Cartagena, Colombia's leading international resort destination, thereby improving tourism, increasing employment and foreign exchange earnings, and improving the health status of residents and visitors.

ACCOMPLISHMENTS:

- Four dredging works and two vehicle bridges have been started in Cartagena. This work is eliminating sources of environmental pollution.

PROJECT STATUS REPORT
April 1, 1993 - September 30, 1993

I. BACKGROUND DATA

Project Title:	Economic Stabilization Program	
Project Number:	514-9005	
Project Strategic Objective:	Support the economic liberalization and growth policies of the Government of Colombia	
Date of Authorization:	08/26/92	
Date of Obligation:	09/14/92	
Terminal Date for Requesting Disbursement:	Original 09/30/92 (amended to 12/31/92)	
Implementing Agencies:	National Department of Planning (NPD)	
Major Contractors:	N/A	
AID Project Manager:	Edward L. Kadunc	
AID Project Coordinator:	Felipe Mendoza	
Status of CPs/Covenants:	CPs met by 11/30/92	
Date of Last Evaluation:	N/A	Next Evaluation: N/A
Date of Last Audit:	N/A	Next Audit: 06/94

II. FINANCIAL DATA

Amount Authorized:	Original:	\$ 36,000,000
Amount Obligated:	Original:	\$ 36,000,000
Amount Committed:	Period:	\$ 36,000,000
	Cumulative:	\$ 36,000,000
Accrued Expenditures:	Period-Actual:	\$ 36,000,000
	Cumulative:	\$ 36,000,000

Pipeline: - 0 -

Counterpart		
Contribution:	Planned:	\$ 36,000,000
	Actual:	\$ 36,000,000
% LOP Elapsed:	09/14/92 vs. 09/30/93	
% of Total Auth. Oblig.:	100 %	
% of Total Oblig. Exp.:	100 %	
% of Total Auth. Exp.:	100 %	

III. PROJECT PURPOSE: To provide support to the Government of Colombia (GOC)'s economic revitalization and anti-narcotics programs.

IV. PROJECT DESCRIPTION: The \$36 million obligated in FY 1992 funds will provide an equivalent amount of local currency counterpart to be managed by the GOC in a manner similar to last year. The CPs precedent to disbursement are: a) a legal opinion of the Legal Secretary to the Presidency stating that the Bilateral Agreement, which approves the budgetary support, has been duly authorized, or ratified by, and executed on behalf of the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all its terms and conditions; b) a statement of the name of person(s) acting in the office of the Director of the National Planning Department together with a specimen signature; c) the establishment of a Separate Account in dollars in the Federal Reserve Bank of New York by the Bank of the Republic of Colombia (BRC) in which A.I.D. will deposit cash transfer dollars of the grant, and a Special Account in pesos in Colombia in the BRC in which the Grantee will deposit the peso equivalent of \$36,000,000; d) the procedure governing the Separate Dollar Account and the special account in pesos, including the terms and the procedures for deposit and disbursement for each account; and e) the execution of a Trust Agreement between the Grantee and AID, providing that an amount of pesos equivalent to \$750,000 from the Special Peso Account shall be provided to A.I.D. in support of the A.I.D. program in Colombia, and that an amount of pesos equivalent to \$750,000 from the Special Peso Account shall be provided to A.I.D. in support of future development and support activities for Colombia and A.I.D. programs, audit and evaluation activities in Colombia.

The cash transfer is being used to finance the servicing of the official GOC debt to the United States and to multi-lateral financial institutions as consistent with the ESF Cash Transfer Assistance-Amplified Policy Guidance. The local currency provided by the GOC counterpart generated from this transaction is used to finance projects which support the GOC's economic revitalization and anti-narcotics program, and is managed by the National Planning Department (NDP). The use of the funds this year has been more tightly focusing on our counter-narcotics strategy, focusing the local currency resources on Alternative Development with an emphasis on the Departments of Valle (Cali) and Antioquia (Medellin), and Economic Liberalization. Macroeconomic performance is summarized in an indicator chart that follows one page below.

V. GENERAL COMMENTS: The Grantee met the CPs on November 30, 1992. Dollar cash transfer was disbursed to the Separate Dollar Account in a part of \$ 36 million on December 15, 1992. As of September 30, 1993, the GOC had used \$36.3 million of the FY 1992 funds disbursed to pay part of its external debt service: \$14.6 million to pay USG debt and \$21.7 million to pay World Bank and Inter-American Development Bank debt. The additional \$ 0.3 million are attributable to interests generated by the funds deposited in the Federal Reserve Bank in New York.

By September 30, 1993, the GOC had completed to deposit the peso equivalent of the \$36 million in the Special Peso Account. As of September 30, 1993, the peso equivalent of \$25.5 million had been disbursed by the Grantee as follows: a) \$24.5 million to the National Planning Department (NPD) account with funds providing financial support for projects which strengthened Apertura (Economic Revitalization), and Alternative Development. An illustrative list of these projects and their accomplishments follows; b) \$750,000 to A.I.D./Colombia's PD&S Trust Account; and c) \$750,000 to A.I.D./Colombia's Operating Expenses Account.

MACROECONOMIC INDICATORS - COLOMBIA

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Growth of Money Supply (M1)	25.8 %	34.1 %	41.3%	30.6% (end of August)

\$m: Million of dollars; NA: Not Available

e: estimated; p: projections for whole 1993 except when explicitly established in the chart

SOURCE: Estimates and Projections of NPD, DANE and Fedesarrollo

The following is illustrative of the types of multi-year projects and new activities carried out by the GOC using the local currency budgetary support provided by the 1992-1993 cash transfer agreement (Project No. 514-9005), and other GOC funding:

A. MULTI-YEAR PROJECTS

1. THE QUALITY FOUNDATION

OBJECTIVE: To introduce the concept of quality control to the private and public sectors in order to increase competitiveness in the production of goods and services. This should have the positive impact of contributing to promoting exports, rationalizing imports, and additional positive environmental impacts.

ACCOMPLISHMENTS:

The Quality Foundation continued providing fundamental support for the industrial sector to enhance its operations management and manufacturing procedures thoroughly. This support has become in a major contribution to prepare the manufacturing companies within the frame of the local economy's opening program. The most significant accomplishments of the Quality Foundation during the current reporting period are:

- The first Quality Instructor Development Course for executives and top managers was completed. 171 executives attended and learned about four critical concepts: basic quality culture concepts, management of innovation, statistical tools to track job performance, and focused technical assistance to install quality culture concepts within the companies' organizational structures. Additionally, specific training was provided to judges and evaluators for the National Quality Award.
- The National Quality Information Center was created to collect and classify all the documents, articles, and publications about quality projects and results in Colombian institutions and throughout the world. The Center established the first periodical publication "Avancemos" to inform on last studies, analyses, and developments in the field of Total Quality Culture and Control.
- The first Regional Quality Training and Support Center was established in the Department of Antioquia to provide focused technical assistance to the industrial sector of that region which happens to be one of the most dynamic in the national economy.
- The long standing National Quality Award was fully reviewed and strengthened. The Quality Foundation became the coordinating institution for the Award which is the most prestigious honor for the industrial sector in the Country.

2. THE MEDELLIN ADVISORY COUNCIL

OBJECTIVE: To combat narcotics activities through the creation of licit employment and economic activities

ACCOMPLISHMENTS:

The Medellín Advisory Council is currently the most effective government tool used directly by the Presidency to rehabilitate Medellín and strengthen its community services and economic development. Since its creation in 1990, the Council has established mechanisms to coordinate the support provided by the various national and international entities interested in assisting this city, with the local activities designed and implemented by the local government. The Council has concentrated on community organization, youth rehabilitation, and social investment, mainly in health, education, and provision of justice. The following are the major accomplishments of the Council during the reporting period:

- Training and Technical Assistance to Improve and Increase Employment

The local operation center and construction-materials warehouse for the Shop-Keepers Association were built. These two locations were built by the Association with the support of local small businesses. Thanks to these initial works, construction has grown again, generating new direct and indirect employment which has lowered the unemployment rate to 7.6% in the city.

- Technical Assistance to decrease drug consumption and rehabilitate drug users.

- NGO programs continue providing medical assistance and rehabilitation for drug addicts.
- A comprehensive study on drug addition including alcoholism was completed. The published work permitted strengthening design and implementation of new strategies and policies in this field, including a more focused T.V. campaigns, rehabilitation programs, and training activities to sustain and extend coverage of the rehabilitation programs already implemented.

- Construction of Secondary School Buildings

- A new school building, located in the highly troubled town of Bello, was built. The Council is now obtaining funds to furnishing it. Two major objectives are being accomplished with this new building: greatly increasing school attendance and beginning more comprehensive rehabilitation programs for youngsters deeply involved in

narcotrafficking activities.

- Community Television and Participation

- A very successful T.V. Program: "Arriba mi Barrio" was designed and is being aired daily on the local T.V. channel. Through this program, many social issues and community activities addressing them have been discussed and implemented. As a result community awareness of and involvement in resolution of their problems has increased greatly.

- Assistance to Create and Strengthen Small Businesses

- Studies to develop a Production Development Center were completed. The study concluded that various local entities had already developed the necessary infrastructure and capacity to support small business development. Therefore, the National Planning Department promoted the creation of a network of supporting institutions, which would be strengthened based on the conclusions of the studies.

- Council Action Plan

- After careful analysis of the activities executed by the Council in its first two years, the Council wrote a very comprehensive action plan for the last part of 1993 and 1994. The Plan embraces three fundamental programs:

- a) **Employment Creation**

The Council will fund another major Shop-Keepers Association in the large, enhanced urban community "La Esperanza", support the creation of 294 small businesses, 250 family businesses, 200 cooperative groups through loans, training and technical assistance, will training intensively young people, especially those living in the most troubled areas of the city.

- b) **Promotion of Educational and Cultural Activities**

Three school buildings will be completely refurbished and furnished. These buildings will permit enhancing the quality of education for 10,000 students and provide places for 450 new ones.

Specific technical support will be provided to 500 youngsters, who currently outside of the school system,

to join the system back.

A new library network for high school students will be designed and established, particularly in the poorer and more difficult areas of the city.

c) **Strengthening of local judicial systems**

Technical support will be provided to local police bureaus which work in the most troubled areas of the city. These bureaus will be connected in a computer network to the Central Police Bureau and the Office of Human Rights.

Additionally, the Council will coordinate with the Prosecutor General's Office the establishment of decentralized prosecutorial units which will more expeditiously investigate major crimes committed in the city.

B. NEW ACTIVITIES: ECONOMIC REVITALIZATION AND ALTERNATIVE DEVELOPMENT IN ZONES WITH ILLICIT CROPS

During the reporting period, the National Planning Department has been designing a portfolio of projects to accomplish the following results:

1. Reforestation, erosion control, and alternative development projects on the Department of Cauca's Indian reservations, and in some critical areas close to the Caguán River and in the Department of Tolima
2. Social and alternative development projects to substitute coca-cultivation in rural and indigenous areas of the Department of Cauca
3. Agricultural development for small businesses and environmental management and protection training for NGO's and public institutions

These projects began implementation this year. With a basic technical support from AID\Colombia, the National Planning Department (NPD) will begin developing a Monitoring and Evaluation System to provide information on accomplishments for these projects. This system will be built by selecting initially five projects and developing performance and impact indicators for each one of them.

		AID	\$ (223,111) ²
	-	ICITAP ³	- 0 -
Cumulative(08/09/91-09/30/93):	-	FES	\$ 9,120,000
	-	AID	\$ 503,663
	-	ICITAP	\$ 6,100,000
Accrued Expenditures:			
Period (04/01/93-09/30/93):	-	FES	\$ 1,034,875
	-	AID	\$ 134,334
	-	ICITAP	\$ 850,000
Cumulative (08/09/91-09/30/93):	-	FES	\$ 2,324,879
	-	AID	\$ 530,648
	-	ICITAP	\$ 4,062,584
Pipeline:			
	-	FES	\$ 16,075,346
	-	AID	\$ 9,939,352
	-	ICITAP	\$ 2,037,416
Counterpart Contribution:			
	Planned:	\$ 10,000,000	
	Actual (06/30/93):	\$ 987,578 ⁴	
% LOP Elapsed:		35.1%	
% of Total Auth. Oblig.:		97.14%	

² As reported by USAID/Lima, AID Commitments to March 31, 1993 and September 30, 1993 were \$ 726,774 and \$ 503,663 respectively. The \$ 223,111 difference is attributable to AID decommitments.

³ ICITAP data supplied by ICITAP/Washington

⁴ Unverified. The GOC's participating institutions will provide the information regarding their Counterpart Contribution as of September 30, 1993 by December 31, 1993. During the following reporting period, FES and AID will check the information on counterpart contribution provided by the participating institutions.

% of Total Oblig. Exp.:	19.78%
% of Total Auth. Exp.	19.22%

II. STRATEGIC OBJECTIVE/PROJECT PURPOSE: Improve the effectiveness of the Colombian criminal justice system with emphasis on the Regional and other selected Prosecutorial Units and Criminal Courts

III. PROJECT DESCRIPTION: In pursuing the strategic objective and project purpose, the A.I.D. assistance will support reform of the criminal justice system by focusing on the Regional (Narcotics and Terrorism Courts) and other selected Prosecutorial Units and Criminal Courts. Emphasis will be given to activities in pilot sub-projects which will be designed, implemented, and tested with the objective of then replicating them throughout the system. Prior to any disbursement, or the issuance of any commitment documents under the Project, the GOC established a multi-institutional Executive Committee to coordinate the government's participation in the project.

A.I.D. assistance will provide support for organizational activities within the relevant agencies (DJIN, DAS, and the CTI and the Institute of Legal Medicine of the Prosecutor General's Office) that carry out criminal investigations, the Prosecutor General's Office (Fiscal General), the Superior Judicial Council and court system, the Attorney General's Office (Procurador General), and the Ministry of Justice. Priority will be given to improving the functioning of the Regional Prosecutorial Units and Courts to enhance investigation, prosecution, and trial of narcotics, kidnaping, and terrorism cases.

These activities and the pilot sub-projects will lead to achievement of the strategic objective and project purpose by strengthening: the capacity of the institutions that perform criminal investigations; the administrative, financial, protection, monitoring, and case management functions of the Regional and other selected Prosecutorial Units; the case management system of the Regional (Special) and selected Criminal Courts administered by judges and their staff; the ability of the system to deal with human right's violations and corruption on the part of justice sector personnel; and the capabilities of the overall justice system in specific areas such as data collection and analysis, planning, monitoring, and evaluation systems.

Several entities including the participating institutions of the GOC, the US Mission in Bogotá - - principally AID and INM - - the Fundacion para la Educacion Superior (FES), the International Criminal Investigative Training Assistance Program (ICITAP), and the Office of Professional Development and Training (OPDAT) of the Justice Department are or will be concerned with implementing and monitoring sub-projects in support of the JSR Project.

IV. PROJECT STATUS

A. Strategic Objective/Project Purpose Indicators

INDICATORS ⁵	PROGRESS TO DATE
<p>1. Percentage of court findings on crimes investigated plus confirmations of the findings by a higher court, if appeals or reviews were made, resulting from the preliminary investigations of such crimes</p>	<p>As noted in the Training and Commodities Charts presented below, intensive training, technical assistance, and state-of-the-art equipment have been provided by FES's managed subprojects, ICITAP, NCSC, OPDAT to the investigative agencies and the Prosecutor General's Office to increase the number of preliminary investigations which reach the formal investigation stage and that then can be presented to the court. The two exhibits below present the basic indicators to measure progress on the performance of the criminal system's first two stages: preliminary and formal investigation both at the regional and at the ordinary level. Exhibit No. 1 summarizes the baseline data sets for the Regional Prosecutorial Units. Exhibit No. 2 compares performance of the system before and after the Prosecutor General's Office (PGO) began to operate in July 1, 1992. Clearly, the PGO has generated a positive impact in the basic indicators of the system. Unfortunately, as explained in Footnote 6, information for the Regional and Ordinary Courts is not available yet. The sub-project managed by the Superior Judicial Council to develop the information system for the Judicial Sector will provide the necessary data to complete analysis of the whole criminal process.</p>

⁵ Preliminary baseline data sets for the first indicator have been developed by AID\Colombia's M&E unit, and are presented in the Exhibits 1 and 2, and in the Charts 1-6 of the Statistics Annex. Baseline data sets for the second indicator will be established by a sub-project being currently executed by the Superior Judicial Council: the information system for the Judicial Sector. It's expected that this sub-project will provide information to confirm baseline data for the first indicator and calculate baseline data for the second one by April, 1994. FES and AID\Colombia will take a decision on the process to calculate the third indicator by the end of CY 1993.

EXHIBIT No. 1
 CRIMINAL JUSTICE SYSTEM
 Prosecutor General's Office (PGO)
 Basic Performance Indicators by Regional Prosecutorial Offices
 January-April, 1993

INDICATOR REGIONAL OFFICE	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	(1) Cases addressed (*) out of total investigations %	(2) Decisions out of total cases addressed %	(3) Decisions out of total investigations %	(4) Pending cases out of total investigations %	(5) Cases addressed out of total investigations %	(6) Decisions out of total cases addressed %	(7) Decisions out of total investigations %	(8) Pending cases out of total investiga- tions %
Baranquilla	32.5%	30.1%	9.8%	67.5%	6.6%	73.0%	4.8%	93.4%
Bogotá	14.6%	32.1%	4.7%	85.4%	1.6%	100.0%	1.6%	98.4%
Cali	10.1%	79.6%	8.1%	89.9%	1.5%	85.3%	1.3%	98.5%
Cúcuta	10.3%	68.9%	7.1%	89.7%	3.5%	49.5%	1.7%	96.5%
Medellín	10.6%	77.3%	8.2%	89.4%	5.6%	38.4%	2.1%	94.4%
FIVE OFFICES COMBINED	13.6%	51.2%	7.0%	86.4%	3.6%	57.8%	2.1%	96.4%

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Source: Ministry of Justice. Office of Judicial Research
A.I.D./Colombia MIS - Charts 1 of the Statistics Annex

Important Notes:

1. Chart No. 1 of the Statistics Annex contains actual numbers from which these percentages are derived.
 2. The row "FIVE OFFICES COMBINED" presents performance indicators which are calculated adding the statistics of the five offices and taking the resulting number as a figure for a whole big office: the regional division of the PGO. Therefore, this row is not intended to sum up the figures of the rows above.
- (*) Cases addressed include decisions (which can be opening or closing of a formal investigation) and referrals. Therefore, the number of total investigations is equal to the number of total cases addressed plus the number of total cases pending. As seen in the chart, percentages of columns (1) and (4), and (5) and (8) sum up both 100%.

Definition of terms:

1. **Preliminary investigation** is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. **Formal Investigation** is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, the specialized unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitely, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. **Total investigations** is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period. The actual number is presented in Chart No. 1.
4. **Cases addressed** is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. **Decisions** : for the case of the preliminary investigation stage, include only the number of number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be :opening a formal investigation or ceasing the case definitely. Naturally, the number of cases addressed (or removed) should be equal or higher that the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitely.
6. **Pending cases** are the ones that remained unresolved during the reporting period.

EXHIBIT No.2
CRIMINAL JUSTICE SYSTEM
Prosecutor General's Office (PGO)
Overall Basic Performance Indicators for the 27 Ordinary Sections of Prosecutorial Units

INDICATOR TIME PERIOD	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	(1) Cases addressed (*) out of total investigations %	(2) Decisions out of total cases addressed %	(3) Decisions out of total investigations %	(4) Pending cases out of total investigations %	(5) Cases addressed out of total investigations %	(6) Decisions out of total cases addressed %	(7) Decisions out of total investigations %	(8) Pending cases out of total investigations %
07/01/91- 06/30/92 (Before the PGO)	53.1%	11.8%	6.3%	46.9%	32.1%	42.3%	13.6%	67.9%
07/01/92- 06/30/93 (After the PGO is established)	54.4%	35.9%	19.5%	45.6%	46.8%	49.2%	23.0%	53.2%

Source: National Directorate of Prosecutorial Units. Systems Department.
A.I.D./Colombia MIS - Charts 2-5 of the Statistics Annex

Important Notes:

1. Chart No. 2 attached contains actual numbers from which these percentages are derived.

(* Cases addressed include decisions (which can be opening or closing of a formal investigation) and referrals. Therefore, the number of total investigations is equal to the number of total cases addressed plus the number of total cases pending. As seen in the chart, percentages of columns (1) and (4), and (5) and (8) sum up both 100%.

Definition of terms:

1. Preliminary investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due

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to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

2. **Formal Investigation** is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, the specialized unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitely, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

3. **Total Investigations** is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period. The actual number is presented in Chart No. 1.

4. **Cases addressed** is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

5. **Decisions** : for the case of the preliminary investigation stage, include only the number of number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be :opening a formal investigation or ceasing the case definitely. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitely.

6. **Pending cases** are the ones that remained unresolved during the reporting period.

INDICATORS	PROGRESS TO DATE
<p>2. Length of time for a criminal case to be completed from the opening of the preliminary investigation to the court finding or to the finding confirmation, if appeals are made.</p>	<p>The Case Management Software (SIGA), the comprehensive criminal law data bases, the computer information and data sharing network built and being used in the criminal justice system, the pilot sub-projects in the PGO, and the intensive training provided by ICITAP and AID\Colombia through OPDAT and the NCSC, currently support Investigators, Prosecutors, and Judges carry out their tasks more efficiently and more rapidly.</p>
<p>3. Popular perception of effectiveness of and accessibility to the criminal justice system, especially in those areas covered by the Regional Prosecutorial Units and Courts, and in those regions where the selected prosecutorial units and criminal courts operate</p>	<p>The fundamental role being accomplished by the Prosecutor General's Office (PGO) and its investigative agencies, such as the Technical Corp of Investigations and the Institute of Legal Medicine, in the investigation and prosecution of major narcotraffickers and terrorists has sharply increased the confidence of the public in the justice system. A public opinion poll made during the reporting period by the country's top newspaper and a private firm ⁶ demonstrated that the PGO has the highest approval rating (73%) of any GOC institution. Additionally, the Office of Special Investigations (OSI), an elite unit of the Attorney General's Office fully supported by ICITAP, has already indicted important prominent public officers for corruption and illicit enrichment. ⁷</p>

⁶ The survey was prepared by EL TIEMPO and conducted by the firm Yankelovich. Results were reported on the May 9th 1993 edition of the newspaper, page 1A.

⁷ The most important indictment was issued against two former managers of the Bogotá's Electricity Company. They were accused of having deprived the Company of critical resources needed to continue its expansion plan. This contributed to the city and the country facing one of the most severe electricity shortages ever experienced in Colombia.

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B. Major Outputs

1. SUB-PROJECT RESULTS

Note: The following results have been unverified. During the next reporting period, spot checks in implementing institutions will be carried out as part of the process to strengthen the Mission's MIS.

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
A. Prosecutor General's Office							
1) Organizational structure defined	1	0	1	-	0	1	100%
2) Draft bill to decrease case backlog written	1	0	1	-	0	1	100%
3) Selected Prosecutorial Units refurbished	31	6	6	6	2	2	6.5%
4) Comprehensive data bases of sentences produced by the Criminal Section of the Supreme Court of justice built retroactively on an annual basis from 1974 to 1992	19	18	19	-	18	19	100.0%
B. Attorney General's Office							
1) Personnel MIS designed	1	0	1	-	0	1	100%
2) Annual human rights report published [*]	1	0	1	-	0	1	100%

^{*} Publication of Human Rights Reports will be decided on an annual basis under direct request from the Attorney General's Office (AGO). During the reporting period, no request was received from the AGO.

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
3) Counter-corruption advertising campaign launched	1	0	1	-	0	1	100%
4) Organizational structure of Public Defender's Office defined	1	0	1		0	1	100%
5) Manual for investigative and administrative policies and procedures completed for the Office of Special Investigations, OSI. (ICITAP)	1	0	1	-	0	1	100%
6) Records system to reference prior investigations is established in the OSI. (ICITAP)	1	-	1	-	0	1	100%
C. Superior Judicial Council							
1) First Version of a Case Management Software (SIGA) developed and installed	1	0	1	-	0	1	100%
2) Number of semi-annual High Courts jurisprudence editions published retroactively from 1988 to 1992 and being distributed to the criminal courts with more workload in the country	44 ⁹	6	18	19	6	18	40.9%
D. Ministry of Justice							

⁹ The consultant hired organized the material and determined the following number of semi-annual High Courts Jurisprudence Books to be edited and published within the LOP: 2 editions for the Constitutional Court, 30 editions for the Supreme Court of Justice, and 8 editions for the State Council

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
1) Conciliation centers in main cities established	91	-	60	12 ¹⁰	-	70	76.9%
2) National training plan for mediators developed	1	0	1	-	0	1	100%
3) Drafts of key legislative bills elaborated and submitted to Congress	4	1	4	-	1	4	100%
4) Planning and information system developed	1	1	1	-	1	1	100%
5) Judicial thesaurus developed	6	3	3	3	2	2	33.3%
E. Supreme Court of Justice							
1) T.V. Protection System Installed	1	1	1	-	1	1	100%
F. Overall Justice Sector							
1) Study to assess current judicial protection conducted (ICITAP and other US Mission agencies)	1	0	1	-	0	1	100%
2) Workshop to assess sector common training needs held	1	0	1	-	1	1	100%

¹⁰

12 conciliation centers: 1 in Bogotá (Ciudad Bolívar), 6 in Cali, and 5 in Medellín

2. TRAINING

The chart that follows summarizes the justice sector personnel trained by the Project. The table shows the number of **J**: Judges and supportive personnel; **P**: Prosecutors and supportive personnel; **I**: Investigators and supportive personnel, and **O**: Other justice sector personnel, such as personnel from the Attorney General's Office Justice Sector Research Institutions, which received such training.

Note: The data for this chart has been provided by FES, ICITAP, and USAID/Colombia training files.

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
FES									
5 Strategic Management Workshops	FES-PGO/Universidad del Valle		91				141		
1 Evaluation Forum on the First Year of the PGO	FES-PGO		25				25		
3 Seminars on Quality Management in the Justice Administration	FES-PGO/Pilot sub-project in selected prosecutorial units		73				73		
1 Seminar in New Criminal Law	FES-PGO		198				198		

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
2 Workshops Series (5 each) for employees who will facilitate and promote Total Quality Culture Processes with the Attorney General's Office (AGO)	FES-Attorney General's Office (AGO)/Moralco (consulting firm)								66
1 Seminar on Evaluation of the Process to Establish TQC Processes	FES-AGO/Andes University							1	
1 Management Styles Seminar	FES-AGO/Arthur Andersen Consulting							4	
2 Management Effectiveness Seminars	FES-AGO/ VHS Editores (consulting firm)							3	
2 Time Management Seminars	FES-AGO/Arthur Andersen							3	
1 Effective Meetings Seminar	FES-AGO/Arthur Andersen							5	
1 Management Skills Workshop	FES-AGO/Andes University							3	
1 Interpersonal Skills Seminar	FES-AGO/Andes University							4	
2 Management Skills Development Seminars	FES-AGO/Moralco							58	
2 Strategic Planning Seminars	FES-AGO/Moralco							41	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO			78				78	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Special Training Program on investigation techniques for major financial and corruption crimes	FES-AGO (Office of Special Investigations, OSI)			10				10	
3 Criminal Procedural Code Seminars	FES-Supreme Court of Justice/Judicial School					164			
3 Mediation Techniques for Lawyers Seminars	FES-Ministry of Justice/National School Lawyers Association and the Popular Socio-Judicial Foundation					89			
2 Lectures on Mediation Centers	FES-Ministry of Justice/ University of Santiago de Cali and University of San Buenaventura					144			
2 Workshops on Mediation Centers and Techniques	FES-Ministry of Justice/Pasto Chamber of Commerce and the National Institute for Family Welfare					67			
1 Forum on the Vienna Convention	FES-Ministry of Justice				32				32
1 Forum on International Cooperation for the Justice Sector	FES-Ministry of Justice/Office for International Affairs				22				22
1 Workshops on processes for decreasing judicial backlog	FES/General Coordination of the JSRP				12				12

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Seminar on Judicial Information Systems	FES/General Coordination of the JSRP				63				63
Sub-total		-	387	88	129	464	437	210	195

4.

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
OPDAT									
1 Colombian Prosecutor Training Seminar on evidence sharing between the USG and Colombia	PGO/OPDAT (in the U.S.)		19				19		-
Sub-total		-	19	-	-	-	19	-	-
ICITAP									
1 Coordination of Criminal Investigations Seminar	PGO/ICITAP						26		
2 Instructor Development Seminar			14				29		
1 Techniques of Protection Seminar							25		
1 Professional Responsibility and Police Integrity Seminar							24		
1 Witness Security Program Seminar							4		
1 Forensic Photography Internship			2				2		
2 Forensic Serology Internships			5				5		

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Forensic Sciences Seminar at the NEFS - 20th Annual New England Seminar			3				3		
1 Financial Crimes Investigations Seminar							32		
1 Basic Forensic Serology			6				6		
1 L.A. County Sheriffs Department Laboratory Trace Evidence/Drug Chemistry Internships			2				2		
1 Commission on Accreditation for Law Enforcement Agencies (CALEA) Conference			1				1		
2 Financial Crimes Investigation Seminars		AGO/ICITAP							36
1 Public Management Course				24				24	
1 Professional Responsibility and Integrity				25				25	
1 Techniques of Protection Seminar	Ministry of Justice/ICITAP							41	
4 Instructor Development Seminars	GOC's Investigative Agencies/ICITAP			29				58	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Basic Serology Seminar								9	
6 Crime Scene Specialist Seminars				97				171	
2 Questioned Document Seminar				36				36	
1 AFTE Seminar				8				8	
1 FBI International Post Blast Explosives Residue Seminar	National Police, Administrative Security Department (DAS)/ICITAP			7				7	
1 Instructor Development Course	National Police/ICITAP				14				14
1 FBI National Academy Graduate Training Session	National Police, Administrative Security Department (DAS)/ICITAP							7	
1 American Academy of Forensic Sciences Annual Meeting	Institute of Legal Medicine, the National Police Criminalistic Laboratory, PGO, and DAS/ICITAP							8	
8 Investigative Techniques Seminars	Superior Judicial Council, GPO, GOC Investigative Agencies/ICITAP	58	86	45	18	121	215	95	39
Sub-total		58	119	271	32	121	374	525	53

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
USAID/COLOMBIA									
1 Workshop on processes to decrease judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Santiago, Chile)		1		4		1		4
1 U.S. Prosecutorial System Seminar	USAID\Colombia-Prosecutor General's Office (PGO)/, USAID/ Colombia, and the Law School of the University of Puerto Rico						15		
1 Monitoring and Evaluation Seminar	USAID/Colombia - MSI				26				26
Sub-total		-	1	-	30	-	16	-	30
TOTAL		58	525	359	191	585	845	735	278

3. COMMODITIES		
INSTITUTION	SUB-PROJECT	EQUIPMENT PROVIDED FROM 08/09/91 TO 30/09/93
A. Prosecutor General's Office (PGO)	Short Term Training Strategy	<ul style="list-style-type: none"> - 3 Videos about the Office's fundamentals and the New Criminal Code - 33 T.V. sets and video cassettes recorder (VCR) - Transportation cost of videos and equipment to the 5 Regional and 27 Sectional Units
- Institute of Legal Medicine	Development of Forensic Services (ICITAP)	<ul style="list-style-type: none"> - Serological Supplies - Laboratory Equipment and a reagent package to sustain ongoing serology functions
B. Attorney General's Office (AGO)	Public Ministry Assistance (ICITAP)	- Office equipment which included free standing photocopy machine, fax machine, executive telephones, calculators, typewriters, miscellaneous supplies, and 12 hand held radios
C. Supreme Court of Justice	Communications Office	<ul style="list-style-type: none"> - 1 T.V. Set - 1 Video Cassette Recorder (VCR) - 1 Hand held tape recorder - 1 Fax machine - 1 Transcription machine - 1 Earphones, 1 microphone, and 1 stand
D. Investigative Agencies (DAS)	Development of Forensic Services-DAS (ICITAP)	<ul style="list-style-type: none"> - 22 Transportable crime-scene kits - 10 Casting kits

4. PILOT SUB-PROJECTS

A. Prosecutor General's Office, PGO (Fiscalía General de la Nación)

Sub-project: Administrative strengthening of selected prosecutorial units

A pilot sub-project supported during the last reporting period: Administrative Development and TQC Program for selected Prosecutorial Units (Prosecutor General's Office), established four main weaknesses of the Prosecutorial Units. Those weaknesses are the excessive work load, the weak physical structure of their current locations, the inadequate administrative operation of their common secretarial office, and the lack of management skills of the personnel.

Based on this diagnosis, a new, more comprehensive sub-project was designed and approved to strengthen five specific administrative areas of selected prosecutorial units. Those areas are: administration, communications, technical support, training, and physical infrastructure. This sub-project pursues to develop and test pilot procedures and mechanisms to enhance operations in those five areas. Those procedures will then be presented to the Prosecutor General's Office which could replicate them throughout the country.

B. Attorney General's Office (Public Defender's Office)

Sub-project: Pilot Units of the Public Defender's Office

To increase coverage of the Public Defender's Office and the technical capacity of public defenders, this sub-project will strengthen 10 pilot offices in 6 major cities. The sub-project will provide qualified technical assistance for those units to establish groups of lawyers which will investigate, prepare and present criminal cases in a team effort. These will permit to test a new technical approach to enhance the quality of the work done by the public defenders.

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C. Other Accomplishments and Overall Status

1. Action Highlights

- a. **1993 Implementation Plan:** Once the Executive Committee approved the Project's 1993 Action Plan on March 24, 1993, FES developed the 1993 Project Implementation Plan, with the support of a consultant provided by AID\Colombia. The plan defines the organizational structure for the Project, the administrative procedures to discuss, approve and implement sub-projects, the procurement plan, and the budgetary guidelines established by the Executive Committee.
- b. **Monitoring and Evaluation (M&E) Plan and System :** With the support of the AAD/MIS project implemented under the AID-MSI contract, the final M&E Plan for the Project was reviewed and approved. Then, the plan was executed by reviewing each sub-project approved and under implementation, and defining their respective performance and impact indicators. Currently, each sub-project manager is in the process of advising FES what specific indicators they will use to track performance of their sub-projects. Additionally, the Mission with the support of FES and MSI organized a Monitoring and Evaluation Seminar for project officers in the justice sector. 25 professionals attended, and all new sub-projects proposed to the Technical Committee are revised to identify appropriate indicators before approval.
- c. **Judicial Protection Program (ICITAP):** This Program assisted the Judicial Protection Working Group headed by the Minister of Justice to develop a functional organizational structure, and procedures manual for protective operations.
- d. **Office of International Affairs (Ministry of Justice):** The Office built a comprehensive data base of the judicial international cooperation agreements signed by the GOC, prepared scholarly research papers--which examined the latest anti-narcotics techniques, legislation, and information system--which were presented by the GOC's at nine international seminars and conferences, and drafted basic legislation to implement binational agreements to prosecute major criminals.
- e. **Fostering of Alternative Dispute Mechanisms (Ministry of Justice):** This sub-project has developed two basic educational texts: judicial legislation to support conciliation, and mediation techniques. These two texts will permit to start training of justice sector officers designated to promote and implement conciliation mechanisms throughout the country. Additionally, the manager of this sub-project reached and agreement with the Bogotá's Mayor to establish a pilot conciliation center in the most troubled area of the city: Ciudad Bolívar.

f. **Public Ministry Agents (Attorney General's Office):** This sub-project will assist in developing the framework in which the agents of the AGO investigate and prosecute corrupt and negligent public sector personnel. During the reporting period, 360 public sector personnel have been called by the Agents to respond on their responsibility in cases against the Nation. Most of these cases deal with human rights violations and contracting procedures. The sub-project has also advanced in researching and classifying the sentences by the First and Third Section of State Council in which the GOC has been declared responsible due to corruption or negligence of public officials. Additionally, the sub-project has supported implementation of new rules established by the President and the Attorney General to investigate and prosecute public sector personnel.

g. **Municipal Attorneys (Attorney General's Office):** During the reporting period, this sub-project which is supporting these local officials responsible for protecting civil rights, with increased administrative and technical support has conducted a national census of Municipal Attorneys, and has organized and held three regional workshops to discuss and define the role of the Municipal Attorneys.

h. **Other Sub-Projects Approved and Under Implementation**

INSTITUTION/ SUB-PROJECT	PURPOSE	ESTIMATED COMPLETION DATE	APPROVAL DATE
A. Prosecutor General's Office (Fiscalía General de la Nación)			
1) Computer Information and Data Sharing Network	Link the information systems of the five Regional Prosecutorial Offices and upgrade the SIGA	12/20/93	11/13/92 Amended on 09/20/93
2) Planning System	Strengthen the current planning system of the institution	12/02/93	06/02/93
3) Security System for Prosecutor and Vice Prosecutor General	Enhance the security system currently established for these two high officers	11/14/93	07/14/93 Amended on 09/15/93
4) Pilot Sub-Project: Administrative Strengthening of Selected Prosecutorial Units	Strengthen key, specific administrative areas of selected prosecutorial units	04/21/94	04/22/93

INSTITUTION/ SUB-PROJECT	PURPOSE	ESTIMATED COMPLETION DATE	APPROVAL DATE
B. Attorney General's Office			
1) Information Systems Plan	Support implementation of the plan in selected areas	08/02/93 (TBA)	08/03/92
2) Pilot Units of the Public Defender's Office	Increase coverage of the Office and technical capacity of public defenders	06/30/94	06/30/93
3) Strengthening of the Office of Special Investigations, OSI	Upgrade investigation process and data collection mechanisms for the Office to shorten investigation time and presentation of indictments.	03/19/93	19/05/93
C. Superior Judicial Council			
1) Library and Information Center for the Judicial Branch	Strengthen and link the judicial libraries based on the Council's Library	07/13/93 (TBA)	11/13/92
2) Information System for the Judicial Sector	Establish data collection mechanisms to gather performance information periodically from the court system and track their effectiveness	09/26/93	06/30/93 Amended on 09/20/93
D. Ministry of Justice			
1) Management and Accounting System for physical assets	Enhance management and accounting system of physical assets that the PGO and the SJC receive from the Minister of Justice	11/13/93	08/02/93
2) Research analysis on characteristics and consequences of kidnapping in the Colombian society	Establish characteristics and aspects of kidnapping, as a major crime, to develop an effective interagency strategy against it	02/28/94	06/29/93
E. Supreme Court of Justice			

INSTITUTION/ SUB-PROJECT	PURPOSE	ESTIMATED COMPLETION DATE	APPROVAL DATE
1) Information System	Enhance the Court's administrative procedures and establish a case tracking system	08/14/93 (TBA)	08/14/92
F. Overall Justice System			
1) Justice Sector Integrated Planning System	Establish solid basis to implement and integrate planning process between the justice sector institutions	12/26/93	26/05/93
2) Judicial Research Seminar	Organize a national forum to discuss and produce the National Judicial Research Plan	03/30/94	08/31/93

Notes

TBA: To Be Amended. These are sub-projects which have had some delays in their implementation. Therefore, the Technical Committee will review carefully each one of them and, then, approve a new estimated completion date.

2. Status of CPs/Covenants

To meet the Conditions Precedent, the GOC established a Multi-Institutional Executive Committee (EC) on January 28, 1992, with the following permanent members: the Minister of Justice, the Prosecutor General, the President of the Superior Judicial Council, the Attorney General, the National Planning Department's Director, the President of the Supreme Court of Justice, the Director of the Administrative Security Department, the Director of the Colombian National Police, the US Ambassador, the USAID/Colombia Representative, the Vice-President of FES Social Division, the Director of FES-Bogotá Social Division, and the JSR General Coordinator from FES.

3. Progress on Previous Problems/Actions

During the reporting period, the Project strengthened its implementation--the GOC's Executive Committee held two meetings and reviewed implementation of the 1993 Action Plan; the Technical Committee met eight times during the second and third quarter of 1993; FES reinforced its project's staff with a system manager, expert in Management Information Systems; the A.I.D. Project Manager and Coordinator managed to focus the Project's activities on the relevance of such activities to the Project Purpose, the A.I.D. Project Manager designed a comprehensive M&E plan for the Project and started its implementation; and ICITAP advanced forcefully in the implementation of its training and technical assistance program.

With the approval of the 1993 Implementation Plan, which sustained FES's authority over project funds, previous conflicts between FES and the justice sector institutions diminished. FES with the support of USAID and the Technical Committee continues exerting a strong leadership role in reviewing the technical aspects of each sub-project and their relevance to the Project Purpose.

D. Problems and Delays

1. Project expenditures have been slower than expected as FES continues to ask forcefully the various justice sector institutions to better focus, design and monitor their sub-projects.

2. The Prosecutor General and the Attorney General continue presenting well thought out sets of activities. The Superior Judicial Council (responsible for the court system) has finally started to address the substantial administrative and procedural issues affecting the courts.

3. During 1993, we keep expecting changes at top positions in the Ministry of Justice and some other key justice sector institutions because of eligibility rules for 1994 elections. This could cause some delays in project implementation as new members of the Executive

Committee are educated in the sub-project process.

E. Major Activities or Corrective Actions During the Next Reporting Period

Based on the 1993 Implementation Plan, the justice sector institutions with full support of FES, ICITAP, and USAID will strengthen implementation of the two pilot sub-projects listed above and continue designing pilot sub-projects in the Regional Prosecutorial Units and Courts and other selected Prosecutorial Units and Criminal Courts. Following the guidelines of the Project's M&E Plan, monitoring systems will be established in those Units and Courts to track performance. These systems will complement and strengthen the baseline data sets which are calculated and presented for the Project purpose's indicators in this report.

Finally, two major activities will be completely designed and implemented:

1. **Strengthening Judicial Protection.** The major undertaking within this activity is the purchase and distribution of 50 armored vehicles for protection of judges, prosecutors, and top judicial personnel. The cars have been ordered and delivery is expected early in CY 1994. The Security Fund, an operational unit supervised by the Ministry of Justice (MOJ), is arranging for parking and routine maintenance and will be advising the MOJ on answering the USAID letter regarding the assignment, control and maintenance of the vehicles. Armoring will be done in-country and preparation of the PIO/T is awaiting input from an Embassy security specialist.

2. **OPDAT Long-term Training of Prosecutors.** This is a comprehensive training and technical assistance program with three major objectives: a) technical assistance in developing a national training capacity; b) training of Colombian prosecutors for pilot jurisdictions; and c) assistance in the development of prosecutor's manuals.

At the core of OPDAT's activities will be a planning and implementation effort to integrate the court administration and the prosecutorial and investigative functions. OPDAT proposes to assist in the installation of pilot projects in the special regional ordinary courts jurisdictions in Colombia to integrate the work of judges in improving court administration, the work of prosecutors in establishing the accusatorial function and the work of the police in developing an investigation capacity.

OPDAT proposes the production and institutionalization of operations manuals. Standardized procedures and policies are essential requirements in effecting change in the prosecutorial role. Additional criminal investigation training and clarity on the role of the prosecutors, investigators and judges will enhance their abilities and minimize recurring mistakes associated with the changes that the Colombian justice system has recently experienced.

CRIMINAL JUSTICE SYSTEM

BASIC STATISTICS ANNEX

**A.I.D./COLOMBIA
PROJECT CATEGORY AND OUTLIER MATRIX**

Country: Colombia
 Date as of : 30/09/1993
 Date Completed: 15/11/1993

1 PROJECT No. AND NAME	2 DATE OF INITIAL OBLIGATION	3 PROJECT DESIGNATION (A,B,C)	4 STATUS OF CP's (Cite only if there are as-yet unmet CP's older than 18 months)	5 SIZE OF PIPELINE (Cite if pipeline exceeds 2 years estimated average annual obligations)	6 AGE OF PIPELINE (Cite if any obligation remains more than 50% unexpended 4 years after initial obligation)	7 ACCRUED EXPENDITURES (Cite if accrued expenditures are less than 90% of planned)
514-9001 Economic Revitalization Program	02/25/91	A				1
514-9002 Colombia Justice Sector Reform Program	08/09/91	B		X		
514-9005 Economic Revitalization Program	09/14/92	A				
514-0647.14 Andean Peace Scholarship Program	09/30/87	A				

1 In the Congressional Presentation Table Two for FY 92 and FY 93, \$ 82 million was presented as an estimate for the Economic Revitalization Programs 514-9001 and 514-9005. However, \$ 41 million was obligated for the FY-91 program and \$ 36 million was obligated for the FY-92 program, for a total of \$ 77 million. The Table did not provide information regarding annual planned expenditures, but funds were expended within 12 months of obligation date in each case.

A.I.D./COLOMBIA

PROJECT CATEGORY AND OUTLIER MATRIX (Cont.)

Country: Colombia
 Date as of : 31/03/1993
 Date Completed: 15/06/1993

1 PROJECT No. AND NAME	8 UNCOMMITTED BALANCE (Cite if balance exceeds 80% of obligations 18 months after most recent obligation)	9 EOPS A. (Cite if mission believes there is little to no chance of achieving the most important EOPS before PACD)	10 EOPS B. (Cite if EOPS are being achieved at higher level or faster rate than planned)	11 AUDIT A. (Cite if a financial audit has not been done in the last 18 months)	12 AUDIT B. (Cite if there are unresolved IG recommendations older than 6 months)	13 EVALUATION A. (Cite if the activity has not been evaluated in the last three years)	14 EVALUATION B. (Cite if the activity has not been evaluated Project Evaluation System (PES) recommendations still open six or more months after PES target date for closure)
514-9001 Economic Revitalization Program				2			
514-9002 Colombia Justice Sector Reform Program				X ³			
514-9005 Economic Revitalization Program				X ⁴			
514-0647.14 Andean Peace Scholarship Program				X ⁵			

² First draft of financial review submitted by auditing contractor in October 93. Draft reviewed by the Controller's Office in Quito by Nov. 93 and observations provided to auditing contractor for correction. On Nov. 27, auditing contractor will submit final version of financial review, which then will be sent by the Mission to the RIG Office in San José.

³ Audit scheduled for 03/94

⁴ Financial Review scheduled for 06/94

⁵ RIG Office provided final approval for a full voucher examination. Financial review scheduled for 03/94. Grantee is in the process of getting quotations for contracting the financial review.

ANNEX A
**A.I.D. SUSTAINABLE DEVELOPMENT
AND COUNTER-NARCOTICS:
PROJECT ACCOMPLISHMENTS TO DATE**

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<hr/>	
Colombia	
Economic Stabilization Program (514-9005)	A-02
Justice Sector Reform (514-9002)	A-51
Glossary of Terms	A-10

COLOMBIA

PROJECT NAME	PROJECT NUMBER	START/END DATES	PLANNED FUNDING	EXPENDED TO DATE
Economic Stabilization Program	514-9005	FY 1992	\$36 million	\$36 million

PROJECT PURPOSE: To provide support to the Government of Colombia's (GOC) economic revitalization and counter-narcotics programs.

PROJECT DESCRIPTION: The USG obligated \$36 million in FY 1992. The cash transfer is being used to finance the servicing of the official GOC debt to the United States and to multilateral financial institutions. The local currency provided by the GOC counterpart is used to finance projects that support the GOC's economic revitalization and counter-narcotics program and is managed by the National Planning Department. The FY 1992 cash transfer provided an equivalent amount of local currency counterpart. The use of the funds in FY 1992 was focused on the counter-narcotics strategy, particularly in the Departments of Valle (Cali) and Antioquia (Medellín), and on economic liberalization.

GENERAL COMMENTS: As of September 30, 1993, the GOC had used \$36.3 million of the FY 1992 funds disbursed to pay part of its external debt service: \$14.6 million to pay USG debt and \$21.7 million to pay World Bank and Inter-American Development Bank debt. The additional \$ 0.3 million are attributable to interests generated by the funds deposited in the Federal Reserve Bank in New York. As of September 30, 1993, the GOC had spent the peso equivalent of \$25.5 million to support GOC efforts in Apertura and sustainable development.

Macroeconomic performance is described in the "Results-to-Date" portion of the body of this report and is summarized in a table on the following page. An illustrative sample of the types of and accomplishments for some local currency projects and new activities also follows.

MACROECONOMIC INDICATORS - COLOMBIA

BASIC MACROECONOMIC INDICATORS	1990	1991	1992	1993 (p)
Real GDP Growth Rate	4.1%	2.1%	3.5%(e)	4.1%-5%
Inflation Rate	32.5%	26.8%	25.1%	19.68% (Jan.-Oct.)
Unemployment Rate	10.5%	10.2%	10.3%	7.9% (end of September)
External Trade Balance (\$m)	1,971	2,959.4	1,234.1	-423.7
Current Account Balance (\$m)	531.7	2,36.6	907.1	- 1,278.7
Net International Reserves (\$m)	4,597.5	6,420.2	8,022.4	8,296.0
Total External Debt Outstanding (\$m)	17,556	16,975	16,779	16,773
Net Debt Outstanding/GDP	27.9%	21.4%	16.7%	15.0%
Debt Service/Exports of Goods	44.5%	43.8%	47%	42%
Central Government Fiscal Deficit (% of GDP)	-0.13%	-0.51%	-0.76%	-1.21%
Interest Rate on 90 CDs (as of the end of given period)	38.43 %	37 %	27.5%	25.74%(end of July)
Growth of Money Supply (M1)	25.8 %	34.1 %	41.3%	30.6%(end of August)

\$m = Million of dollars; e = estimated; p = projections for 1993, except when explicitly stated.

SOURCE: Estimates and Projections of National Planning Department and National Statistics Department of Colombia

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LOCAL CURRENCY PROJECTS (FY 1992-FY 1993):

The following is illustrative of the types of activities carried out by the GOC using the local currency budgetary support provided by the cash transfer agreements and other GOC funding:

A. ON-GOING PROJECTS

1. THE QUALITY FOUNDATION

OBJECTIVE: To introduce the concept of quality control to the private and public sectors in order to increase competitiveness in the production of goods and services. This should have the positive impact of contributing to promoting exports, rationalizing imports, and additional positive environmental impacts.

ACCOMPLISHMENTS:

The Quality Foundation continued providing fundamental support for the industrial sector to enhance its operations management and manufacturing procedures thoroughly. This support has become in a major contribution to prepare the manufacturing companies within the frame of the local economy's opening program. The most significant accomplishments of the Quality Foundation during the current reporting period are:

- The first Quality Instructor Development Course for executives and top managers was completed. 171 executives attended and learned about four critical concepts: basic quality culture concepts, management of innovation, statistical tools to track job performance, and focused technical assistance to install quality culture concepts within the companies' organizational structures. Additionally, specific training was provided to judges and evaluators for the National Quality Award.
- The National Quality Information Center was created to collect and classify all the documents, articles, and publications about quality projects and results in Colombian institutions and throughout the world. The Center established the first periodical publication "Avancemos" to inform on last studies, analyses, and developments in the field of Total Quality Culture and Control.
- The first Regional Quality Training and Support Center was established in the Department of Antioquia to provide focused technical assistance to the industrial sector of that region which happens to be one of the most dynamic in the national economy.
- The long standing National Quality Award was fully reviewed and strengthened. The Quality Foundation became the coordinating institution for the Award which is the most prestigious honor for the industrial sector in the Country.

2. THE MEDELLIN ADVISORY COUNCIL

OBJECTIVE: To combat narcotics activities through the creation of licit employment and economic activities

ACCOMPLISHMENTS:

The Medellín Advisory Council is currently the most effective government tool used directly by the Presidency to rehabilitate Medellín and strengthen its community services and economic development. Since its creation in 1990, the Council has established mechanisms to coordinate the support provided by the various national and international entities interested in assisting this city, with the local activities designed and implemented by the local government. The Council has concentrated on community organization, youth rehabilitation, and social investment, mainly in health, education, and provision of justice. The following are the major accomplishments of the Council during the reporting period:

- Training and Technical Assistance to Improve and Increase Employment
 - The local operation center and construction-materials warehouse for the Shop-Keepers Association were built. These two locations were built by the Association with the support of local small businesses. Thanks to these initial works, construction has grown again, generating new direct and indirect employment which has lowered the unemployment rate to 7.6% in the city.
- Technical Assistance to decrease drug consumption and rehabilitate drug users.
 - NGO programs continue providing medical assistance and rehabilitation for drug addicts.
 - A comprehensive study on drug addition including alcoholism was completed. The published work permitted strengthening design and implementation of new strategies and policies in this field, including a more focused T.V. campaigns, rehabilitation programs, and training activities to sustain and extend coverage of the rehabilitation programs already implemented.
- Construction of Secondary School Buildings
 - A new school building, located in the highly troubled town of Bello, was built. The Council is now obtaining funds to furnishing it. Two major objectives are being accomplished with this new building: greatly increasing school attendance and beginning more comprehensive rehabilitation programs for youngsters deeply involved in narco-trafficking activities.
- Community Television and Participation
 - A very successful T.V. Program: "Arriba mi Barrio" was designed and is being aired daily on the local T.V. channel.

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Through this program, many social issues and community activities addressing them have been discussed and implemented. As a result community awareness of and involvement in resolution of their problems has increased greatly.

- Assistance to Create and Strengthen Small Businesses

- Studies to develop a Production Development Center were completed. The study concluded that various local entities had already developed the necessary infrastructure and capacity to support small business development. Therefore, the National Planning Department promoted the creation of a network of supporting institutions, which would be strengthened based on the conclusions of the studies.

- Council Action Plan

- After careful analysis of the activities executed by the Council in its first two years, the Council wrote a very comprehensive action plan for the last part of 1993 and 1994. The Plan embraces three fundamental programs:

- a) **Employment Creation**

The Council will fund another major Shop-Keepers Association in the large, enhanced urban community "La Esperanza", support the creation of 294 small businesses, 250 family businesses, 200 cooperative groups through loans, training and technical assistance, will training intensively young people, especially those living in the most troubled areas of the city.

- b) **Promotion of Educational and Cultural Activities**

Three school buildings will be completely refurbished and furnished. These buildings will permit enhancing the quality of education for 10,000 students and provide places for 450 new ones.

Specific technical support will be provided to 500 youngsters, who currently outside of the school system, to join the system back.

A new library network for high school students will be designed and established, particularly in the poorer and more difficult areas of the city.

- c) **Strengthening of local judicial systems**

Technical support will be provided to local police bureaus which work in the most troubled areas of the city. These bureaus will be connected in a computer network to the Central Police Bureau and the Office of Human Rights.

Additionally, the Council will coordinate with the Prosecutor General's Office the establishment of decentralized prosecutorial units which will more expeditiously investigate major crimes committed in the city.

B. NEW ACTIVITIES: ECONOMIC REVITALIZATION AND ALTERNATIVE DEVELOPMENT IN ZONES WITH ILLICIT CROPS

During the reporting period, the National Planning Department has been designing a portfolio of projects to accomplish the following results:

1. Reforestation, erosion control, and alternative development projects on the Department of Cauca's Indian reservations, and in some critical areas close to the Caguán River and in the Department of Tolima
2. Social and alternative development projects to substitute coca-cultivation in rural and indigenous areas of the Department of Cauca
3. Agricultural development for small businesses and environmental management and protection training for NGO's and public institutions

These projects began implementation this year. With a basic technical support from AID\Colombia, the National Planning Department (NPD) will begin developing a Monitoring and Evaluation System to provide information on accomplishments for these projects. This system will be built by selecting initially five projects and developing performance and impact indicators for each one of them.

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PROJECT NAME	PROJECT NUMBER	START/END DATES	PROJECT FUNDING	EXPENDED TO DATE
Justice Sector Reform	514-9002	1992-1997	\$36 million	\$8.9 million

PROJECT PURPOSE: Improve the effectiveness of the criminal justice system with emphasis on the Regional and other selected Prosecutorial Units and Criminal Courts

PROJECT DESCRIPTION: There is a consensus in Colombia that the judicial system is in crisis and requires reform. This crisis has become more acute in recent years due to the power of criminal organizations associated with drug trafficking. The Government of Colombia's (GOC) judicial reform efforts are a response to this crisis. This A.I.D.-funded activity has been designed to support this reform by addressing a host of interrelated problems that characterize the sector, including the lack of administrative and operational independence of the court system; congestion of the court system; lack of protection for justice sector personnel; and an incapacity to perform the prosecutorial and investigative functions effectively. The failure to prosecute drug traffickers in Colombia is the most notorious example of a generalized failure to bring criminals to justice. Reassertion of the rule of law in these cases requires the systematic treatment of fundamental problems inherent in the overall justice system.

To have an effective counter-drug capability in Colombia, the Colombian justice system must develop a stronger institutional capacity to confront criminals and powerful criminal organizations. To impart justice in drug cases, judges must be able to draw support from the justice sector institutions. Until the initiation of the GOC's justice sector reform program, Colombian judges lacked modern devices to support the law. A.I.D. assistance will support an overall reform of the criminal justice system by focusing on the Regional and selected Ordinary jurisdictions through sub-project activity that can be replicated throughout the system.

The GOC, the U.S. Mission to Colombia, the Foundation for Higher Education (FES), the International Criminal Investigative Training Assistance Program (ICITAP), and the Office of Professional Development and Training (OPDAT), implement and monitor sub-projects in support of the Justice Sector Reform Project (JSRP).

The project has five mayor outputs which are: 1) improved effectiveness of the investigative function, 2) improved effectiveness of the prosecutorial function, 3) improved effectiveness of the operation and administration of the court system, 4) improved access, fairness and public perception of the judicial system, and 5) improved capabilities of the overall justice system in specific areas.

The sub-projects funded by the JSRP by output are listed below:

1. Improved effectiveness of the investigative function:

- Improved Effectiveness of the Investigative Function (ICITAP). This includes activities to enhance crime processing units; establish uniform forensic practices; develop manuals of uniform investigative procedures to be used by investigators; strengthen training capacity for investigators; and the training of investigators.

Improved Effectiveness of the Prosecutorial Function (OPDAT). This includes activities to develop manuals of uniform investigative procedures to be used by investigators.

2. Improved effectiveness of the prosecutorial function:

- Strategic Management Workshops (FES-Prosecutor General's Office-PGO)
- Criminal Law Data Base (FES-PGO)
- Regional Prosecutorial Units' Network Information (FES-PGO)
- Refurbishment of Selected Prosecutorial Units (FES-PGO)
- Total Quality Culture Program for selected Prosecutorial Units (FES-PGO)
- Short-Term Training Strategy (FES-PGO)
- Administrative Strengthening of the selected Prosecutorial Units-Pilot Sub-project (FES-PGO)
- Planning System (FES-PGO)
- Security System for Prosecutor and Vice Prosecutor General (FES-PGO)
- Improved Effectiveness of the Investigative Function, (ICITAP). This includes activities to develop manuals of uniform investigative procedures to be used by prosecutors and training of prosecutors.
- US Prosecutorial System Seminar (AID/Colombia)
- Seminar on evidence sharing between the USG and Colombia (OPDAT-PGO)
- Improved Effectiveness of the Prosecutorial Function (OPDAT). This includes activities to develop manuals of uniform investigative procedures to be used by prosecutors; to strengthen training capacity for prosecutors; the training of prosecutors; and providing technical assistance to the PGO.

3. Improved effectiveness of the operation and administration of the court system

- The Publication of Jurisprudence of the High Courts (FES-Superior Judicial Council)
- Library and Information Center for the Judicial Branch (FES-Superior Judicial Council)
- Training program for Magistrates on the New Criminal Procedure Code (FES-Supreme Court of Justice)
- Legislative Agenda (FES-Ministry of Justice)
- Supreme Court of Justice's Information System (FES-Supreme Court of Justice)
- Information system for the Judicial Sector (FES-Superior Judicial Council)
- Second training program of the University of Puerto Rico (AID/Colombia)
- Improved Effectiveness of the Investigative Function (ICITAP). This includes activities to develop manuals of uniform investigative procedures to be used by judges and training of judges.
- Improved Effectiveness of the Prosecutorial Function (OPDAT). This includes activities to develop manuals of uniform investigative procedures to be used by judges and training of judges.

4. Improved access, fairness, and public perception of the judicial system

- Fostering of Alternative Dispute Resolution Mechanisms (FES-Ministry of Justice)

- Information Systems Plan (FES-Attorney General's Office-AGO)
- Total Quality Culture Program (FES-AGO)
- Public Ministry Agents (FES-AGO)
- Municipal Attorneys (FES-AGO)
- Communications Office of the Supreme Court (FES-Supreme Court of Justice)
- Pilot Units of the Public Defender's Office-Pilot subproject (FES-AGO-Public Defender's Office)
- Strengthening of the Office of Special Investigations, OSI (FES-AGO)
- Special Training Program for the Office of Special Investigations, OSI (FES-AGO)
- Improved Effectiveness of the Investigative Function, (ICITAP). This includes activities to develop manuals of uniform investigative procedures and training of personnel in the AGO.
- Improved Effectiveness of the Prosecutorial Function, (OPDAT). This includes activities to develop manuals of uniform investigative procedures and training of personnel in the AGO.

5. Improved capabilities of the overall justice system in specific areas

- Information System (FES-Ministry of Justice)
- Constitutional Thesaurus (FES-Ministry of Justice)
- International Affairs Office (FES-Ministry of Justice)
- Enhancement of Security System (FES-Supreme Court of Justice)
- Management and Accounting System for physical assets (FES-Ministry of Justice)
- Research analysis on characteristics and consequences for Colombian society (FES-Ministry of Justice)
- Justice Sector Integrated Planning System (FES-DNP-MOJ-PGO-AGO-SJC)
- Judicial Research Seminar (FES-Ministry of Justice)
- Improved Effectiveness of the Investigative Function (ICITAP). This includes activities to strengthen security systems in the justice sector.
- Strengthening the Justice Sector Security System (A.I.D./Colombia)

GENERAL COMMENTS:

Major accomplishments of sub-projects during the reporting period include the following:

Administrative strengthening of selected prosecutorial units, pilot-sub-project, PGO: as explained in the last report, a pilot sub-project established four main weaknesses of the Prosecutorial Units. Those weaknesses are the excessive work load, the weak physical structure of their current locations, the inadequate administrative operation of their common secretarial office, and the lack of management skills of the personnel. Based on this diagnosis, a new, more comprehensive sub-project was designed and approved to strengthen five specific administrative areas of selected prosecutorial units. Those areas are: administration, communications, technical support, training, and physical infrastructure. This sub-project pursues to develop and test pilot procedures and mechanisms to enhance operations in those five areas. Those procedures will then be presented to the Prosecutor General's Office which could replicate them throughout the country.

Pilot Units of the Public Defender's Office, pilot-sub-project, AGO: to increase coverage of the Public Defender's Office and the technical capacity of public defenders, this sub-project will strengthen 10 pilot offices in 6 major cities. The sub-project will provide qualified technical assistance for those units to establish groups of lawyers which will investigate, prepare and present criminal cases in a team effort. This process will permit to test a new technical approach to enhance the quality of the work done by the public defenders.

Fostering of Alternative Dispute Mechanisms, Ministry of Justice: the sub-project developed two basic educational texts: judicial legislation to support conciliation, and mediation techniques. These two texts are being used to train justice sector officers designated to promote and implement conciliation mechanisms throughout the country. Additionally, the manager of this sub-project reached an agreement with the Bogotá's Mayor to establish a pilot conciliation center in the most troubled area of the city: Ciudad Bolívar.

Public Ministry Agents, AGO: the sub-project has provided assistance in developing the framework in which the agents of the AGO investigate and prosecute corrupt and negligent public sector personnel. During the reporting period, 360 public sector personnel have been called by the Agents to respond on their responsibility in cases against the Nation. Most of these cases deal with human rights violations and contracting procedures. The sub-project has also advanced in researching and classifying the sentences by the First and Third Section of State Council in which the GOC has been declared responsible due to corruption or negligence of public officials. Additionally, the sub-project has supported implementation of new rules established by the President and the Attorney General to investigate and prosecute public sector personnel.

Office of International Affairs, Ministry of Justice: the Office built a comprehensive data base of the judicial international cooperation agreements signed by the GOC, prepared scholarly research papers--which examined the latest anti-narcotics techniques, legislation, and information systems--which were presented by the GOC's at nine international seminars and conferences, and drafted basic legislation to implement binational agreements to prosecute major criminals.

Municipal Attorneys, AGO: during the reporting period, this sub-project which is supporting these local officials responsible for protecting civil rights, with increased administrative and technical support has conducted a national census of Municipal Attorneys, and has organized and held three regional workshops to discuss and define the role of the Municipal Attorneys.

ICITAP-Judicial Protection Program: this Program assisted the Judicial Protection Working Group headed by the Minister of Justice to develop a functional organizational structure, and procedures manual for protective operations.

Monitoring and Evaluation (M&E) Plan and System for the project : With the support of the AAD/MIS project implemented under the AID-MSI contract, the final M&E Plan for the Project was reviewed and approved. Then, the plan was executed by reviewing each sub-project approved and under implementation, and defining their respective performance and impact indicators. Currently, each sub-project manager is in the process of advising FES what specific indicators out of the ones defined they will use to track performance of their sub-projects. Additionally, the Mission with the support of FES and MSI organized a Monitoring and Evaluation Seminar for project officers in the justice sector. 25 professionals attended, and all new sub-projects proposed to the Technical Committee are revised to identify appropriate indicators before approval.

INDICATORS

PURPOSE INDICATORS

The two exhibits below present the basic indicators to measure progress on the performance of the criminal system's first two stages: preliminary and formal investigation both at the regional and at the ordinary level. Exhibit No. 1 summarizes the baseline data sets for the Regional Prosecutorial Units. Exhibit No. 2 compares performance of the system before and after the Prosecutor General's Office (PGO) began to operate in July 1, 1992. Clearly, the PGO has generated a positive impact in the basic indicators of the system. Unfortunately, information for the Regional and Ordinary Courts is not available yet. It is expected that the sub-project implemented by the Superior Judicial Council to develop the information system for the Judicial Sector will provide the necessary data to complete analysis of the whole criminal process.

EXHIBIT No. 1 CRIMINAL JUSTICE SYSTEM Prosecutor General's Office (PGO) Basic Performance Indicators by Regional Prosecutorial Offices January-April, 1993								
	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
INDICATOR REGIONAL OFFICE	(1) Cases addressed (*) out of total investigations %	(2) Decisions out of total cases addressed %	(3) Decisions out of total investigations %	(4) Pending cases out of total investigations %	(5) Cases addressed out of total investigations %	(6) Decisions out of total cases addressed %	(7) Decisions out of total investigations %	(8) Pending cases out of total investigations %
Barranquilla	32.5%	30.1%	9.8%	67.5%	6.6%	73.0%	4.8%	93.4%
Bogotá	14.6%	32.1%	4.7%	85.4%	1.6%	100.0%	1.6%	98.4%
Cali	10.1%	79.6%	8.1%	89.9%	1.5%	85.3%	1.3%	98.5%
Cúcuta	10.3%	68.9%	7.1%	89.7%	3.5%	49.5%	1.7%	96.5%
Medellín	10.6%	77.3%	8.2%	89.4%	5.6%	38.4%	2.1%	94.4%
FIVE OFFICES COMBINED	13.6%	51.2%	7.0%	86.4%	3.6%	57.8%	2.1%	96.4%

Source: Ministry of Justice. Office of Judicial Research
A.I.D./Colombia MIS - Charts 1 of the Statistics Annex

Important Notes:

1. Chart No. 1 of the Statistics Annex contains actual numbers from which these percentages are derived.
2. The row "FIVE OFFICES COMBINED" presents performance indicators which are calculated adding the statistics of the five offices and taking the resulting number as a figure for a whole big office: the regional division of the PGO. Therefore, this row is not intended to sum up the figures of the rows above.

(*) Cases addressed include decisions (which can be opening or closing of a formal investigation) and referrals. Therefore, the number of total investigations is equal to the number of total cases addressed plus the number of total cases pending. As seen in the chart, percentages of columns (1) and (4), and (5) and (8) sum up both 100%.

Definition of terms:

1. **Preliminary investigation** is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. **Formal investigation** is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, the specialized unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitely, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. **Total investigations** is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period. The actual number is presented in Chart No. 1.
4. **Cases addressed** is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. **Decisions** : for the case of the preliminary investigation stage, include only the number of number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be :opening a formal investigation or ceasing the case definitely. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitely.
6. **Pending cases** are the ones that remained unresolved during the reporting period.

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EXHIBIT No.2
CRIMINAL JUSTICE SYSTEM
 Prosecutor General's Office (PGO)
 Overall Basic Performance Indicators for the 27 Ordinary Sections of Prosecutorial Units

INDICATOR TIME PERIOD	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	(1) Cases addressed (*) out of total investigations %	(2) Decisions out of total cases addressed %	(3) Decisions out of total investigations %	(4) Pending cases out of total investigations %	(5) Cases addressed out of total investigations %	(6) Decisions out of total cases addressed %	(7) Decisions out of total investigations %	(8) Pending cases out of total investigations %
07/01/91- 06/30/92 (Before the PGO)	53.1%	11.8%	6.3%	46.9%	32.1%	42.3%	13.6%	67.9%
07/01/92- 06/30/93 (After the PGO is established)	54.4%	35.9%	19.5%	45.6%	46.8%	49.2%	23.0%	53.2%

Source: National Directorate of Prosecutorial Units. Systems Department.
 A.I.D./Colombia MIS - Charts 2-5 of the Statistics Annex

Important Notes:

1. Chart No. 2 attached contains actual numbers from which these percentages are derived.

(*) Cases addressed include decisions (which can be opening or closing of a formal investigation) and referrals. Therefore, the number of total investigations is equal to the number of total cases addressed plus the number of total cases pending. As seen in the chart, percentages of columns (1) and (4), and (5) and (8) sum up both 100%.

Definition of terms:

1. **Preliminary investigation** is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

2. **Formal investigation** is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, the specialized unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitely, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

3. **Total investigations** is the number of pending cases from inst periods plus the number of new cases that were accepted by the system during the current period. The actual number is presented in Chart No. 1.

4. **Cases addressed** is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.

5. **Decisions** : for the case of the preliminary investigation stage, include only the number of number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be :opening a formal investigation or ceasing the case definitely. Naturally, the number of cases addressed (or removed) should be equal or higher that the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitely.

6. **Pending cases** are the ones that remained unresolved during the reporting period.

OUTPUT INDICATORS

INDICATORS	LOP TARGET	OCT 92- MAR 93	APR 93- SEP 93	CUMULATIVE	COMMENTS
A. Prosecutor General's Office					
1) Organizational structure defined	1	0	0	1	100% of LOP target
2) Draft bill to decrease case backlog written	1	0	0	1	100% of LOP target
3) Selected Prosecutorial Units refurbished	31	0	2	2	6.5% of LOP target
4) Comprehensive data bases of sentences produced by the Criminal Section of the Supreme Court of justice built retroactively on an annual basis from 1974 to 1992	20	1	19	20	100.0% of LOP target
B. Attorney General's Office					
1) Personnel MIS designed	1	0	0	1	100% of LOP target
2) Annual human rights report published	1	0	0	1	100% of LOP target Publication of Human Rights Reports will be decided on an annual basis under direct request from the Attorney General's Office (AGO). During the reporting period, no request was received from the AGO.
3) Counter-corruption advertising campaign launched	1	0	0	1	100% of LOP target
4) Organizational structure of Public Defender's Office defined	1	0	0	1	100% of LOP target

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INDICATORS	LOP TARGET	OCT 92- MAR 93	APR 93- SEP 93	CUMULATIVE	COMMENTS
5) Manual for investigative and administrative policies and procedures completed for the Office of Special Investigations, OSI (ICITAP)	1	0	0	1	100% of LOP target
6) Records system to reference prior investigations is established in the OSI. (ICITAP)	1	1	0	1	100% of LOP target
C. Superior Judicial Council					
1) First Version of a Case Management Software (SIGA) developed and installed	1	0	0	1	100% of LOP target
2) Number of semi-annual High Courts jurisprudence editions published retroactively from 1988 to 1992 and being distributed to the criminal courts with more workload in the country	44	12	6	18	40.9% of LOP target A consultant organized the material and determined the number of semi-annual High Courts Jurisprudence Books to be published within the LOP: 2 editions for the Constitutional Court, 31 editions for the Supreme Court of Justice, and 11 editions for the State Council
D. Ministry of Justice					
1) Conciliation centers in main cities established	91	31	0	70	76.9% of LOP target
2) National training plan for mediators developed	1	0	0	1	100% of LOP target
3) Drafts of key legislative bills elaborated and submitted to Congress	4	2	1	4	100% of LOP target
4) Planning and information system developed	1	-	1	1	100% of LOP target

INDICATORS	LOP TARGET	OCT 92- MAR 93	APR 93- SEP 93	CUMULATIVE	COMMENTS
5) Judicial thesaurus developed	6	0	2	2	33.3% of LOP target
E. Supreme Court of Justice					
1) T.V. Protection System Installed	1	0	1	1	100% of LOP target
F. Overall Justice Sector					
1) Study to assess current judicial protection conducted (ICITAP and other US Mission agencies)	1	0	0	1	100% of LOP target
2) Workshop to assess sector common training needs held	1	1	0	1	100% of LOP target

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JSRP SUB-PROJECTS APPROVED, ~~PLANNED~~ PRESENTLY BEING IMPLEMENTED

The below list of sub-projects are described in detail in the next section.

1. Preparatory Activities for the Prosecutor General's Office-PGO (FES-PGO)
2. Strategic Management Workshops (FES-PGO)
3. Criminal Law Data Base (FES-PGO)- Completed
4. Regional Prosecutorial Units' Network Information (FES-PGO)
5. Refurbishment of Selected Prosecutorial Units (FES-PGO)
6. Total Quality Culture Program for selected Prosecutorial Units (FES-PGO) - Completed
7. Short-Term Training Strategy (FES-PGO)- Completed
8. Administrative Strengthening of the selected Prosecutorial Units-Pilot Sub-project (FES-PGO)
9. Planning System (FES-PGO)
10. Security System for Prosecutor and Vice Prosecutor General (FES-PGO)
11. The Publication of Jurisprudence of the High Courts (FES-Superior Judicial Council)
12. Library and Information Center for the Judicial Branch (FES-Superior Judicial Council)
13. Training Program for Magistrates on the New Criminal Procedure Code (FES-Supreme Court of Justice)- Completed
14. Preparatory Activities for the JSRP (FES-Ministry of Justice)
15. Legislative Agenda (FES-Ministry of Justice)
16. Supreme Court of Justice's Information System (FES-Supreme Court of Justice)
17. Information System for the Judicial Sector (FES-Superior Judicial Council)
18. Fostering of Alternative Dispute Resolution Mechanisms (FES-Ministry of Justice)
19. Information Systems Plan (FES-Attorney General's Office-AGO)
20. Total Quality Culture Program (FES-AGO) - Completed
21. Public Ministry Agents (FES-AGO)
22. Municipal Attorneys (FES-AGO)
23. Communications Office of the Supreme Court (FES-Supreme Court of Justice)- Completed
24. Pilot Units of the Public Defender's Office-Pilot Sub-project (FES-AGO-Public Defender's Office)
25. Strengthening of the Office of Special Investigations, OSI (FES-AGO)
26. Special Training Program for the Office of Special Investigations, OSI (FES-AGO)
27. Information System (FES-Ministry of Justice)
28. Constitutional Thesaurus (FES-Ministry of Justice)
29. International Affairs Office (FES-Ministry of Justice)
30. Enhancement of Security System (FES-Supreme Court of Justice)- Completed
31. Management and Accounting System for physical assets (FES-Ministry of Justice)
32. Research analysis on characteristics and consequences of kidnapping for the Colombian society (FES-Ministry of Justice)
33. Justice Sector Integrated Planning System (FES-DNP-Ministry of Justice-PGO-AGO-Superior Judicial Council)

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34. Judicial Research Seminar (FES-Ministry of Justice)
35. Improve Effectiveness of the Investigative Function (ICITAP)
36. Improve Effectiveness of the Prosecutorial Function (OPDAT)
37. US Prosecutorial System Seminar (USAID/Colombia)- Completed
38. Seminar on evidence sharing between the USG and Colombia (OPDAT)- Completed
39. Second Training Program of the University of Puerto Rico (USAID/Colombia)
40. Strengthening the Justice Sector Security System (USAID/Colombia)

Training Activities of the JSRP (April 1993 - September 1993)

No. 1 (FES)	SUB-PROJECT TITLE: Preparatory Activities for the Prosecutor General's Office (PGO)	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATES: 08/03/92		
OBJECTIVE: Support the design and establishment of the PGO's new organizational structure		
AMOUNT APPROVED: \$11,006		EXPENDED TO DATE: \$11,006
PROJECT DESCRIPTION: This project will support the transition of the investigation units and former instruction judges to the new Prosecutor's General Office. The project will support the design of the new organizational structure for the PGO and the definition of fundamental administrative procedures to incorporate the personnel from the institutions which will be now under the PGO.		
PROGRESS TO DATE: A new, comprehensive organizational structure for the PGO was designed. Work manuals were also finalized and given to the PGO.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional and Ordinary Criminal Courts.		

No. 2(FES)	SUB-PROJECT TITLE: Strategic Management Workshops for the Prosecutor General's Office (PGO)	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATES: 08/03/92 and 11/12/92		
OBJECTIVE: Teach the mission, organization, and operation of the Prosecutor General's Office to prosecutors throughout the country		
AMOUNT APPROVED: \$139,735		EXPENDED TO DATE: \$42,523
PROJECT DESCRIPTION: An initial series of workshops led by the Prosecutor General will be held to guide the office's top management, including the Deputy Prosecutor General and the five Directors of the five Regional Prosecutorial Units, toward understanding the mission, organization, and operation of the PGO. Additionally, these workshops will allow the top management to set immediate priorities for the institution. After these initial workshops, strategic management workshops will be conducted by the staff from the PGO who have been instructed in the initial workshops. These workshops will be held for all the Prosecutorial Units throughout the country.		
PROGRESS TO DATE: Five seminars have been held with a total attendance of 141 officers. Three seminars were conducted during the reporting period with a total attendance of 91 officers.		

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SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional and Ordinary Criminal Courts.

No. 3 (FES)

SUB-PROJECT TITLE: Criminal Law Data Base
COMPLETED

IMPLEMENTING AGENCY: Prosecutor General's Office (PGO)

APPROVAL DATE: 08/03/92

OBJECTIVE: Construct a comprehensive judicial information system to support prosecutor's work countrywide

AMOUNT APPROVED: \$23,539

EXPENDED TO DATE: \$23,539

PROJECT DESCRIPTION: To perform effectively, the PGO needs a comprehensive and reliable information system which includes legislation, the jurisprudence of the Supreme Court of Justice, and key materials from the PGO. To develop such a system, a consulting firm will be contracted to perform two major tasks: 1. Construct 20 comprehensive, legislative annual data bases and 2. Train the office's professionals in managing and updating the data base regularly. The consulting firm will work jointly with the Systems and Methods Department of the PGO.

PROGRESS TO DATE: 11 annual data bases of sentences produced by the Criminal Section of the Supreme Court of justice built retroactively from 1974 to 1984, and 8 annual data bases of jurisprudence summaries by the Criminal Section of the Supreme Court of justice built retroactively from 1984 to 1992. Then, the consulting firm provided the required training to the systems office of the PGO.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional and Ordinary Criminal Courts. Judicial information system established.

No. 4 (FES)

SUB-PROJECT TITLE: Regional Prosecutorial
Units' Network Information

IMPLEMENTING AGENCY: Prosecutor General's Office

APPROVAL DATE: 11/13/92

OBJECTIVE: Improve the information network among the five Regional Prosecutorial Units to fully utilize the Case Management Software (SIGA) developed in the project's first phase.

AMOUNT APPROVED: \$256,482 amended to \$349,757 on Sep 20, 1993.

EXPENDED TO DATE: \$ 0

PROJECT DESCRIPTION: This sub-project will design, provide the necessary equipment, and install a computer information and data sharing network for the Regional Prosecutorial Offices.

PROGRESS TO DATE: In April 1993, an AID/IRM Officer reviewed extensively the content of this sub-project and made specific recommendations to enhance the Terms of Reference to present proposals to upgrade the software. With the support of FES, the PGO adjusted those Terms, increasing the amount approved for this sub-project. New proposals were received and finally the firm Texins de Colombia S.A. was selected. FES currently develops appropriate documentation to purchase the hardware and software from the selected firm.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional and Ordinary Criminal Courts. Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 5 (FES)	SUB-PROJECT TITLE: Refurbishment of Selected Prosecutorial Units	IMPLEMENTING AGENCY: Prosecutor General's Office (PGO)
APPROVAL DATE: 08/14/92; amended on 08/31/93		
OBJECTIVE: Refurbish 31 Ordinary Prosecutorial Units selected because of their location and the crime rates in these areas.		
AMOUNT APPROVED: \$1,724,727		EXPENDED TO DATE: \$543,910
PROJECT DESCRIPTION: This sub-project will refurbish 31 prosecutorial units out of the more than 300 units that the PGO is developing countrywide. The refurbishing will include improvement of office spaces and their furnishings. These 31 units are placed in critical areas where crime rates are significant. The selection of PGO units takes into consideration the need to decentralize prosecutorial units and have some of the units specialize in particular kinds of crimes.		
PROGRESS TO DATE: Two units were completely refurbished in Bogotá and given to the PGO. During the next reporting period, five additional units will be completed in Bogotá. The units to refurbish in Cali, Medellín, and Barranquilla have been selected and their respective design work advances as scheduled.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional and Ordinary Criminal Courts.		
No. 6 (FES)	SUB-PROJECT TITLE: Total Quality Culture Program for Selected Prosecutorial Units COMPLETED	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATE: 08/14/92		
OBJECTIVE: Strengthen the administrative systems of selected Ordinary Prosecutorial Units in Bogotá and Cundinamarca		
AMOUNT APPROVED: \$4,477		EXPENDED TO DATE: \$4,477

PROJECT DESCRIPTION: A specialist in administrative development and information systems will be contracted to strengthen the administrative procedures and operation of selected prosecutorial units. This specialist, who worked in the Itagui integrated courts, which was one of the most successful pilot experiences of A.I.D.'s first JSRP grant, will build on that successful experience in the selected units of Bogotá and Cundinamarca.

PROGRESS TO DATE: This program identified four significant weaknesses of the Prosecutorial Units which are excessive work load, inadequate office space, lack of administrative and secretarial support, and the need for more management skills of the personnel. This diagnosis will provide the basis for the formulation of pilot projects to support the Prosecutorial Units. The results of this sub-project became the base for the formulation of the first pilot project in the PGO. This sub-project is described below under No.7.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with selected Ordinary courts.

No. 7 (FES)	SUB-PROJECT TITLE: Short-Term Training Strategy <p style="text-align: center;">COMPLETED</p>	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATE: 08/03/92		
OBJECTIVE: Provide training to prosecutors on the new Criminal Procedure Code		
AMOUNT APPROVED: \$40,550		EXPENDED TO DATE: \$35,165
PROJECT DESCRIPTION: This sub-project developed audio-visual tapes to explain the principles and objectives of the Prosecutor General's Office, as well as the content of the new Criminal Procedure Code. The Prosecutor General himself participates in the preparation and recording of these tapes which will be distributed to the different prosecutorial units throughout the country.		
PROGRESS TO DATE: - 3 Videos about the Office's principles and the New Criminal Code were produced - 33 T.V. sets and video cassettes recorder (VCR) were provided The training was completed and well received by the Prosecutors throughout the country.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Enhanced national prosecutorial training capacity; enhanced in-service training capacity for prosecutors		
No. 8 (FES)	SUB-PROJECT TITLE: Administrative Strengthening of selected prosecutorial units <p style="text-align: center;">PILOT SUB-PROJECT</p>	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATE: 04/22/93		

OBJECTIVE: Strengthen key, specific administrative areas of two selected prosecutorial units		
AMOUNT APPROVED: \$219,484		EXPENDED TO DATE: \$18,118
PROJECT DESCRIPTION: Based on the diagnosis provided by sub-project No. 5, a new, more comprehensive sub-project was designed and approved to strengthen five specific administrative areas of two selected prosecutorial units. Those areas are: administration, communications, technical support, training, and physical infrastructure. This sub-project pursues to develop and test pilot procedures and mechanisms to enhance operations in those five areas. Those procedures will then be presented to the Prosecutor General's Office which could replicate them throughout the country.		
PROGRESS TO DATE: The sub-project reviewed and strengthened the basic administrative procedures of the two selected units. As a result, new work standards, performance information formats, and work manuals have been developed and implemented. Additionally, the sub-project has supported three seminars on Quality Management in the Justice Administration, which have been attended by 73 PGO officers.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with selected Ordinary courts.		
No. 9 (FES)	SUB-PROJECT TITLE: Planning System	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATE: 06/02/93		
OBJECTIVE: Strengthen the current planning system of the PGO		
AMOUNT APPROVED: \$21,420		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: Two specialists in planning systems for public institutions will be contracted to review and enhance the planning procedures of the PGO in order to prepare a comprehensive development plan for the institution.		
PROGRESS TO DATE: The job description for the two specialists have been written and approved by the PGO. Currently, its Planning Office reviews resumes of the potential candidates.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Prosecutorial units operating effectively with Regional courts. Prosecutorial units operating effectively with selected Ordinary courts.		

No. 10 (FES)	SUB-PROJECT TITLE: Security System for Prosecutor and Vice Prosecutor General	IMPLEMENTING AGENCY: Prosecutor General's Office
APPROVAL DATE: 07/14/93; amended on 09/15/93		

OBJECTIVE: Enhance the security system currently established for these two high officers.		
AMOUNT APPROVED: \$76,927		EXPENDED TO DATE: \$37,639
PROJECT DESCRIPTION: This sub-project will support the design and installation of state-of-the-art security systems to protect the offices of the Prosecutor and Vice Prosecutor General who currently conduct the most important investigations against the major criminals in the country.		
PROGRESS TO DATE: With the recommendation of the Security specialists from the American Embassy, a top security firm was contracted to strengthen the security system of the two offices. By mid November, the firm will be finishing the job.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Strengthened security system throughout the justice sector; strengthened security system for judges and prosecutors		
No. 11 (FES)	SUB-PROJECT TITLE: The Publication of Jurisprudence of the High Courts	IMPLEMENTING AGENCY: Superior Judicial Council
APPROVAL DATE: 11/13/92		
OBJECTIVE: Update and publish the jurisprudence of the Constitutional Court, the State Council, and the Supreme Court of Justice, and make it available to judge; throughout the criminal justice system.		
AMOUNT APPROVED: \$462,008		EXPENDED TO DATE: \$208,713
PROJECT DESCRIPTION: The basic jurisprudence of the Constitutional Court, the State Council, and the Supreme Court of Justice has not been gathered, classified, published, and distributed to judges throughout the country since 1989. The lack of these materials delays the administration of justice. Therefore, this sub-project supports the Superior Judicial Council to classify and publish the jurisprudence of the high courts through December 1992. This sub-project seeks to have the Superior Judicial Council edit and publish high court rulings that occurred after January 1992 with its own resources.		
PROGRESS TO DATE: A consultant organized the material and determined the number of semi-annual High Courts Jurisprudence Books to be published: 2 editions for the Constitutional Court, 31 editions for the Supreme Court of Justice, and 11 editions for the State Council. Number of semi-annual High Courts jurisprudence editions published retroactively from 1988 to 1992 and being distributed to the criminal courts with more workload in the country. 12 editions were published in the previous reporting period, and 6 more during the current one.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system. Improved effectiveness of Regional and selected Ordinary Courts.		
No. 12 (FES)	SUB-PROJECT TITLE: Library and Information Center for the Judicial Branch	IMPLEMENTING AGENCY: Superior Judicial Council

APPROVAL DATE: 11/13/92	
OBJECTIVE: To build a comprehensive judicial information center.	
AMOUNT APPROVED: \$49,286	EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: The sub-project will focus on developing a central judicial information center that will serve as a hub to a nationwide network on judicial information.	
PROGRESS TO DATE: Given the potential scope of this sub-project, the Executive Committee decided to limit its final approval to a first exploratory phase in which consultants will be hired to examine the various alternatives and to clarify the possible dimension and scope of the proposed center. The Terms of Reference were drawn up to preselect two or more advisory entities who will receive from the Superior Judicial Council a document with more details which will allow them to present proposals to develop the required study.	
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system. Improved effectiveness of Regional and selected Ordinary Courts. Improved capabilities of the overall justice system in specific areas. Judicial information system established.	

No. 13 (FES)	SUB-PROJECT TITLE: Training Program for Magistrates on the New Criminal Procedural Code COMPLETED	IMPLEMENTING AGENCIES: Supreme Court of Justice
APPROVAL DATE: 08/03/92		
OBJECTIVES: Strengthen the capacity of Magistrates of High Courts on interpreting and using the new criminal procedural code.		
AMOUNT APPROVED: \$53,593	EXPENDED TO DATE: \$43,592	
PROJECT DESCRIPTION: Three seminars to analyze and discuss the new Criminal Procedural Code will be organized and conducted.		
PROGRESS TO DATE: Three seminars were held: 1) October 9-10, 1992 in Cali with 36 participants, 2) October 30-31, 1992 in Cartagena with 44 participants, and 3) November 20-21, 1992 in Bogotá with 84 participants.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system.		

No. 14 (FES)	SUB-PROJECT TITLE: Preparatory Activities for the JSRP	IMPLEMENTING AGENCIES: Ministry of Justice
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APPROVAL DATE: 08/03/92		
OBJECTIVES: To support basic activities to establish the basis for the operation of the new Justice Sector Reform Project and finish up some fundamental activities which had been initiated before the new, more comprehensive JSRP also with USAID funds.		
AMOUNT APPROVED: \$138,301		EXPENDED TO DATE: \$67,626
PROJECT DESCRIPTION: The Ministry of Justice will select and present to the Executive Committee the activities considered to be essential for starting the Project and the ongoing activities which must be finished according to the objectives and overall structure of the new JSRP.		
PROGRESS TO DATE: The Ministry of Justice considered appropriate to be funded the following activities: expansion of the Itagui Corporate Courts pilot project to other locations, support to the First National Judges Symposium, promotion of human rights of indigent people, holding of three teleconferences to promote and provide information about the policies, mechanisms and actions for the reduction of bottlenecks in case processing in courts, the use of conciliation or out-of court mediation and the administrative model of the corporate courts which consists of a group of courts with a common secretarial support office where the administrative responsibilities are undertaken by each judge on a roster basis.		
The more important outputs provided by these activities have been: 70 new conciliation centers established, a national training plan for mediators implemented, a bill to decrease case backlog drafted, an annual human rights report published, a counter-corruption campaign launched, and the organizational structure of the Public Defender's Office defined.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system. Improved effectiveness selected Ordinary Courts (improved case management system)		
No. 15 (FES)	SUB-PROJECT TITLE: Legislative Agenda	IMPLEMENTING AGENCY: Ministry of Justice
APPROVAL DATE: 08/03/92		
OBJECTIVE: Develop legislation for the administration of the justice sector in accordance with the new constitution.		
AMOUNT APPROVED: \$59,273		EXPENDED TO DATE: \$40,407
PROJECT DESCRIPTION: This sub-project currently supports the GOC by developing and presenting to Congress draft legislation critical to implementing the new constitution. The sub-project supports the hiring of consultants to undertake legislative studies that lead to draft legislation.		

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PROGRESS TO DATE:

1. The bill to obtain the ratification of the Vienna Convention was presented to Congress who finally approved it. The President signed the Bill on August 23, 1993.
2. Additional support was provided to monitor progress of draft legislation to amend the Criminal Procedure Code during its final study in Congress.
3. A draft bill of regulations for the justice sector was developed and given to the Ministry of Justice which continued its analysis.
4. The draft of Judicial System Statutory Bill was finished and presented to Congress on September 14, 1993.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system. Policy defined for the institutions in the court system.

No. 16 (FES)

SUB-PROJECT TITLE: Supreme Court of Justice's Information System

IMPLEMENTING AGENCY: Supreme Court of Justice

APPROVAL DATE: 08/14/92

OBJECTIVE: To establish a reliable judicial information system to enhance the Supreme Court's case management capability.

AMOUNT APPROVED: \$171,429

EXPENDED TO DATE: \$0

PROJECT DESCRIPTION: This sub-project will support the implementation of the court's information systems plan with emphasis on establishing on-going communication between the Supreme Court and the other high courts of the justice sector.

PROGRESS TO DATE: The President of the Supreme Court submitted a new information systems plan that is currently under consideration by FES.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 17 (FES)

SUB-PROJECT TITLE: Information System for the Judicial Sector

IMPLEMENTING AGENCY: Superior Judicial Council

APPROVAL DATE: 06/30/93; amended on 09/30/93

OBJECTIVE: Establish data collection mechanisms to gather performance information periodically from the court system and track their effectiveness

AMOUNT APPROVED: \$10,282

EXPENDED TO DATE: \$2,096

PROJECT DESCRIPTION: This sub-project will hire an information systems specialist to design a comprehensive information system for the judicial branch. Once the design is completed, the Council will present it to the JSRP to fund its implementation.

PROGRESS TO DATE: The consultant was hired on July 26, 1993. He submitted a first draft of the system which was fully discussed between the Council, FES and AID. The final document with the comprehensive design of the system will be presented by the consultant by the end of November.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 18 (FES)	SUB-PROJECT TITLE: Fostering of Alternative Dispute Mechanisms	IMPLEMENTING AGENCY: Ministry of Justice
APPROVAL DATE: 01/12/92		
OBJECTIVE: Develop conciliation centers and other appropriate alternative dispute resolution mechanisms		
AMOUNT APPROVED: \$429,014		EXPENDED TO DATE: \$51,250
PROJECT DESCRIPTION: This sub-project will continue to develop conciliation centers and other alternative dispute mechanisms by providing technical assistance and training.		
PROGRESS TO DATE: This sub-project has developed two basic educational texts: judicial legislation to support conciliation, and mediation techniques. These two texts will permit to start training of justice sector officers designated to promote and implement conciliation mechanisms throughout the country. Additionally, the manager of this sub-project reached an agreement with the Bogotá's Mayor to establish a pilot conciliation center in the most troubled area of the city: Ciudad Bolívar.		
RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Alternative dispute mechanisms are tested, strengthened, and implemented in selected regions of the country.		
No. 19 (FES)	SUB-PROJECT TITLE: Information Systems Plan	IMPLEMENTING AGENCY: Attorney General's Office (AGO)
APPROVAL DATE: 08/03/92		
OBJECTIVE: Support the implementation of the information systems plan in selected areas of the Office.		
AMOUNT APPROVED: \$237,000		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project will support the AGO to establish a reliable information system which fully supports the administration of the AGO, its extensive judicial information network, and the permanent monitoring of its activities, including the establishment of performance indicators that allow it to measure its accomplishments.		

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PROGRESS TO DATE: In 1992 a consulting firm designed the information system, which included three basic sub-systems-- administration, monitoring, and information/statistics. The JSRP will fund the procurement of data processing equipment. In April 1993, an AID/IRM Officer reviewed extensively the content of this sub-project and made specific recommendations on the kind of equipment required by the AGO. The AGO incorporated such recommendations and , with the support of FES, started to receive proposals to purchase the equipment.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel. Improved capabilities of the overall justice system in specific areas. An established judicial information system.

No. 20 (FES)	SUB-PROJECT TITLE: Total Quality Culture Program COMPLETED	IMPLEMENTING AGENCY: Attorney General's Office (AGO)
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APPROVAL DATE: 08/14/92

OBJECTIVE: Improve key administrative procedures in selected areas and install Total Quality Culture principles in the Attorney General's Office.

AMOUNT APPROVED: \$42,243

EXPENDED TO DATE: \$40,026

PROJECT DESCRIPTION: This sub-project is revising and improving key administrative procedures in pilot areas within the AGO and establishing Total Quality Culture principles to enhance the services provided by the AGO.

PROGRESS TO DATE: Twenty-five seminars have been conducted with an attendance of 168 officials from the AGO.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel.

No. 21 (FES)	SUB-PROJECT TITLE: Public Ministry Agents	IMPLEMENTING AGENCY: Attorney General's Office (AGO)
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APPROVAL DATE: 11/13/92

OBJECTIVE: Address the problem of corruption of public officials by developing effective mechanisms for prosecuting officials suspected of negligence or corruption in justice sector institutions.

AMOUNT APPROVED: \$87,683

EXPENDED TO DATE: \$53,767

PROJECT DESCRIPTION: This sub-project will assist in developing the framework in which the agents of the AGO investigate and prosecute public sector personnel involved in corruption and negligence. The sub-project has two basic parts: 1. the "research and classification of the sentences by the State Council" of cases in which the GOC has been declared responsible due to corruption or negligence of public officials. 2. Implementation of new rules established by the Attorney General to investigate and prosecute public sector personnel.

PROGRESS TO DATE: During the reporting period, 360 public sector personnel have been called by the Agents to respond on their responsibility in cases against the Nation. Most of these cases deal with human rights violations and contracting procedures. The sub-project has also advanced in researching and classifying the sentences by the First and Third Section of State Council in which the GOC has been declared responsible due to corruption or negligence of public officials. Additionally, the sub-project has supported implementation of new rules established by the President and the Attorney General to investigate and prosecute public sector personnel.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel

No. 22 (FES)	SUB-PROJECT TITLE: Municipal Attorneys	IMPLEMENTING AGENCY: Attorney General's Office (AGO)
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APPROVAL DATE: 11/13/92	
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OBJECTIVE: Improve the effectiveness of Municipal Attorneys.

AMOUNT APPROVED: \$100,918	EXPENDED TO DATE: \$33,810
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PROJECT DESCRIPTION: Municipal Attorneys, local officials with responsibilities for protecting civil rights, will be provided with increased administrative and technical support. The sub-project has three stages: 1) gathering and classifying of current laws about the Municipal Attorney's responsibilities and the writing of a bill to be presented to Congress in which the role of the Municipal Attorney is clearly defined; 2) conducting a national census of Municipal Attorneys; and 3) organizing and holding five regional workshops to discuss and define the role of the Municipal Attorneys.

PROGRESS TO DATE: During the reporting period, this sub-project has conducted a national census of Municipal Attorneys, and has organized and held three regional workshops to discuss and define the role of the Municipal Attorneys.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel

No. 23 (FES)	SUB-PROJECT TITLE: Communications Office of the Supreme Court COMPLETED	IMPLEMENTING AGENCY: Supreme Court of Justice
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APPROVAL DATE: 08/14/92	
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OBJECTIVE: Improve public opinion regarding the administration of justice by informing the public regularly of the main accomplishments of the judicial branch.	
AMOUNT APPROVED: \$7,304	EXPENDED TO DATE: \$7,373
PROJECT DESCRIPTION: Provide the Supreme Court with communications equipment for its Communication Office.	
PROGRESS TO DATE: The following equipment was provided to establish the Communications Office: 1 television, 1 video cassette recorder (VCR), 1 hand held tape recorder, 1 fax machine, 1 transcription machine, 1 set of earphones, 1 microphone, and 1 stand.	
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. An effective public educational program promoting the rule of law and crime prevention.	

No. 24 (FES)	SUB-PROJECT TITLE: Pilot units of the Public Defender's Office PILOT SUB-PROJECT	IMPLEMENTING AGENCY: Attorney General's Office (Public Defender's Office)
APPROVAL DATE: 06/30/93		
OBJECTIVE: Increase coverage of the Office and technical capacity of public defenders		
AMOUNT APPROVED: \$85,680	EXPENDED TO DATE: \$0	
PROJECT DESCRIPTION: To increase coverage of the Public Defender's Office and the technical capacity of public defenders, this sub-project will strengthen 10 pilot offices in 6 major cities. The sub-project will provide qualified technical assistance for those units to establish groups of lawyers which will investigate, prepare and present criminal cases in a team effort. These will permit to test a new technical approach to enhance the quality of the work done by the public defenders.		
PROGRESS TO DATE: Five lawyer coordinators have been selected in Bogotá, Medellín, and Bucaramanga to establish the group of lawyers.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. The Public Defender's Program is effective.		
No. 25 (FES)	SUB-PROJECT TITLE: Strengthening of the Office of Special Investigations, OSI	IMPLEMENTING AGENCY: Attorney General's Office
APPROVAL DATE: 05/19/93		

OBJECTIVE: Upgrade investigation process and data collection mechanisms for the Office to shorten investigation time and presentation of indictments.		
AMOUNT APPROVED: \$92,820		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project has two phases: a) implement total quality culture process within the Office, and b) strengthen the systematization and automation of the administrative and investigative procedures of the Office.		
PROGRESS TO DATE: The director for the total quality culture process has been hired. A technical concept from the AID/IRM office on the specifications of the hardware and software required is awaited to purchase such equipment.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel.		
No. 26 (FES)	SUB-PROJECT TITLE: Special Training for the Office of Special Investigations, OSI	IMPLEMENTING AGENCY: Attorney General's Office
APPROVAL DATE: 04/14/93		
OBJECTIVE: Provide proven technical tools to investigators involved in major cases of corruption and financial crimes.		
AMOUNT APPROVED: \$14,566		EXPENDED TO DATE: \$7,127
PROJECT DESCRIPTION: The sub-project will hire specialists in investigation of corruption and financial crimes to train a selected group of investigators from the Office.		
PROGRESS TO DATE: A first specialist was contracted. He provided specific training to 10 top investigators of the Office.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved access, fairness, and public perception of the judicial system. Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel.		
No. 27 (FES)	SUB-PROJECT TITLE: Information System	IMPLEMENTING AGENCY: Ministry of Justice
APPROVAL DATE: 08/14/92		
OBJECTIVE: Develop an information system for the Ministry of Justice.		
AMOUNT APPROVED: \$66,284		EXPENDED TO DATE: \$30,552
PROJECT DESCRIPTION: Two groups of consultants will be contracted to establish the guidelines and content of an information system that suits the new structure of the Ministry of Justice. These consultants will specify the data processing equipment required.		

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PROGRESS TO DATE: The selected firm finished the design of the information system and submitted it to the Ministry of Justice and FES. The Ministry made specific comments which were incorporated by the firm into the final document. FES sent copy of the document to AID/IRM in Washington for a technical concept which is currently awaited to proceed with the implementation of the system.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 28 (FES)	SUB-PROJECT TITLE: Constitutional Thesaurus	IMPLEMENTING AGENCY: Ministry of Justice
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APPROVAL DATE: 01/12/92 and 04/14/93

OBJECTIVE: Strengthen the comprehensive judicial information system that was first developed by the Presidency and unify the technical tools that will be used for analyzing and searching the constitutional documentation.

AMOUNT APPROVED: \$4,286 amended to \$21,420	EXPENDED TO DATE: \$9,153
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PROJECT DESCRIPTION: This sub-project will define the legal terminology to be used in constitutional legislation and other relevant materials. The terminology will be classified and organized to serve the information needs of justice sector personnel. The thesaurus will become a fundamental tool to establish a comprehensive information network for constitutional law.

PROGRESS TO DATE: This sub-project will develop six judicial thesaurus: constitutional, labor, commercial, criminal, civil, and administrative. During the reporting period, two thesaurus were completed: labor and administrative.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 29 (FES)	SUB-PROJECT TITLE: International Affairs Office	IMPLEMENTING AGENCY: Ministry of Justice
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APPROVAL DATE: 08/03/92 ; amended on 09/02/93

OBJECTIVE: Foster international judicial cooperation by compiling, systematizing, negotiating, and monitoring international agreements related to justice administration.

AMOUNT APPROVED: \$59,742; amended to \$85,680	EXPENDED TO DATE: \$56,995
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PROJECT DESCRIPTION: An office will be set up which will have the responsibility of fostering international cooperation and providing technical assistance for the Colombian justice sector.

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PROGRESS TO DATE: The Office built a comprehensive data base of the judicial international cooperation agreements signed by the GOC, prepared scholarly research papers--which examined the latest anti-narcotics techniques, legislation, and information system--which were presented by the GOC's at nine international seminars and conferences, and drafted basic legislation to implement binational agreements to prosecute major criminals.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.

No. 30 (FES)	SUB-PROJECT TITLE: Enhancement of Security System COMPLETED	IMPLEMENTING AGENCY: Supreme Court of Justice
APPROVAL DATE: 11/13/92		
OBJECTIVE: Review and reinforce the court's security system.		
AMOUNT APPROVED: \$33,391		EXPENDED TO DATE: \$10,768
PROJECT DESCRIPTION: Security experts will fully review the current security system of the Supreme Court as a first step to upgrade it.		
PROGRESS TO DATE: With the support of experts from the U.S. Embassy, the security system of the Supreme Court, as well as the study with recommendations to enhance it, were reviewed. Based on the recommendations of the U.S. Embassy experts, the Supreme Court modified its security plan. Security equipment was purchased for the court.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Strengthened security system throughout the justice sector; strengthened security system for judges and prosecutors		
No. 31 (FES)	SUB-PROJECT TITLE: Management and Accounting System for physical assets	IMPLEMENTING AGENCY: Ministry of Justice
APPROVAL DATE: 08/02/93		
OBJECTIVE: Enhance management and accounting system of physical assets that the PGO and the SJC receive from the Ministry of Justice.		
AMOUNT APPROVED: \$3,741		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project will hire a consultant to review the accounting system used by the Office of the Ministry in charge of establishing the commercial value of the physical assets and of passing such assets to the PGO and the SJC.		
PROGRESS TO DATE: The consultant has been hired and is expected to render the results of his job by the end of November.		

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SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of the court system. Improved effectiveness of the prosecutorial function.		
No. 32 (FES)	SUB-PROJECT TITLE: Research analysis on characteristics and consequences of kidnapping for the Colombian society	IMPLEMENTING AGENCY: Ministry of Justice
APPROVAL DATE: 06/29/93		
OBJECTIVE: Establish characteristics and aspects of kidnapping, as a major crime, to develop an effective interagency strategy against it		
AMOUNT APPROVED: \$57,120		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project will support a major research to establish the major characteristics of this crime and help the authorities develop more effective judicial tools to counteract it.		
PROGRESS TO DATE: The legal process to contract the research institution which will lead this sub-project is underway.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function.		
No. 33 (FES)	SUB-PROJECT TITLE: Justice Sector Integrated Planning System	IMPLEMENTING AGENCY: National Planning Department, Ministry of Justice, Prosecutor General's Office, Attorney General's Office, and Superior Judicial Council
APPROVAL DATE: 25/05/93		
OBJECTIVE: Establish solid basis to implement and integrate planning process between the justice sector institutions		
AMOUNT APPROVED: \$26,846		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project will hire two specialists in inter-institutional planning and communication to define the current planning process of the justice sector institutions and develop mechanisms to integrate their own planning processes.		
PROGRESS TO DATE: An inter-institutional coordination committee for this sub-project was established. The committee initiated the selection process to hire the two specialists.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial information system established.		
No. 34 (FES)	SUB-PROJECT TITLE: Judicial Research Seminar	IMPLEMENTING AGENCY: Ministry of Justice

APPROVAL DATE: 08/31/93		
OBJECTIVE: Organize a national forum to discuss and produce the National Judicial Research Plan		
AMOUNT APPROVED: \$12,709		EXPENDED TO DATE: \$0
PROJECT DESCRIPTION: This sub-project will produce a National Research Plan which defines clear guidelines to select essential research areas for the justice sector.		
PROGRESS TO DATE: A Coordination Committee with representatives of the participating, justice sector institutions was established. The Committee is currently selecting the consultants who will produce the diagnosis of the judicial research.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capabilities of the overall justice system in specific areas. Judicial Information system established.		
No. 35 (ICITAP)	SUB-PROJECT TITLE: Strengthen Investigative Capacity	IMPLEMENTING AGENCY: ICITAP
APPROVAL DATE: 08/09/91		
OBJECTIVE: Improve the administration of justice by developing effective criminal investigative capabilities.		
AMOUNT APPROVED: \$6,900,000		AMOUNT OBLIGATED TO DATE: \$6,100,000
PROJECT DESCRIPTION: The ICITAP project will focus its technical assistance, training, and commodity assistance on the enhancement of five major areas: academy development, Public Ministry assistance (Office of Special Investigations of the Attorney General's Office), forensic development, judicial/witness protection, and the criminal investigative process.		

PROGRESS TO DATE: ICITAP has assisted the Judicial Protection Working Group headed by the Minister of Justice to design the Country's protection plan. ICITAP provided technical assistance to the National Police and the Ministry of Justice's Security Fund to develop a procedures manual for protective operations and a functional organizational structure. ICITAP also worked with USAID/Colombia to develop vehicle and armoring specifications for USAID's purchase of judicial protection vehicles and to contract armoring and security commodities for the office of the most threatened official, the Prosecutor General.

ICITAP provided ten days of technical assistance to the National Institute for Legal Medicine and Judicial Police agencies by preparing serology packages, crime scene kits and photographic equipment for donation to these institutions. The assistance consisted of preparation of inventories, donation letters and an assessment of who would receive the donations consistent with ICITAP/Colombia's training plan.

ICITAP continued playing a key role in the Strengthening of the Office of Special Investigations of the Attorney General's Office, providing technical assistance to computerize the Office's management information system. Additionally, ICITAP provided technical assistance to identify critical forensic science equipment needs that will allow this office to conduct basic tests, comparisons, and evaluations without jeopardizing evidence or delaying investigations.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES

Improved effectiveness of the investigative function

- Training capacity strengthened for investigators
- Crime scene processing units enhanced throughout Colombia

Improved effectiveness of the prosecutorial function

- Enhanced national prosecutorial training capacity; enhanced curricula for prosecutorial training

Improved effectiveness of the operation and administration of the court system

- Judicial school strengthened

Improved access, fairness, and public perception of the judicial system

- Strengthened capacity to deal with human rights violations and corruption on the part of justice sector personnel

Improved capabilities of the overall justice system in specific areas

- Strengthened security system throughout the justice sector

No. 36
(U.S.
Department
of Justice,
OPDAT)

SUB-PROJECT TITLE: Improve the Effectiveness of the Prosecutorial Function (OPDAT)

IMPLEMENTING AGENCIES: Office of the Professional Development and Training (OPDAT), U.S. Department of Justice and Colombia's Prosecutor General's Office.

APPROVAL DATE: To Be Determined

OBJECTIVES: Strengthen the national prosecutorial training capacity

AMOUNT APPROVED: \$4.6 million		EXPENDED TO DATE: \$0
<p>PROJECT DESCRIPTION: Consistent with the objectives of the JSRP, OPDAT proposes to provide: a) technical assistance in developing a national prosecutorial training capacity; b) training to Colombian prosecutors for regional and pilot prosecutorial units; and c) assistance in the development of prosecutor's manuals. In addition to these three main tasks, OPDAT and other components of the U.S. Department of Justice's Criminal Division will provide guidance and technical advice as it relates to the prosecutorial function.</p> <p>OPDAT will provide technical assistance in the establishment and institutionalization of a national prosecutorial training capacity. Assistance will focus on the regional and pilot prosecutorial units, although some activities of a national character will also be supported. The development of this capacity will directly contribute to enhancing assistance provided by the USG through AID to support the GOC's justice sector reform efforts and specifically improve the effectiveness of the Colombian prosecutors.</p> <p>At the core of OPDAT's activities will be a planning and implementation effort to integrate the court administration and the prosecutorial and investigative functions. OPDAT proposes to assist in the installation of pilot projects in the special regional ordinary courts jurisdictions in Colombia to integrate the work of judges in improving court administration, the work of prosecutors in establishing the accusatorial function and the work of the police in developing an investigation capacity.</p> <p>OPDAT proposes the production and institutionalization of operations manuals. Standardized procedures and policies are essential requirements in effecting change in the prosecutorial role. Additional criminal investigation training and clarity on the role of the prosecutors, investigators and judges will enhance their abilities and minimize recurring mistakes associated with the changes that the Colombian justice system has recently experienced.</p>		
PROGRESS TO DATE: PIO/T completed and sent to the RCO for approval.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Enhanced national prosecutorial training capacity. Improved prosecutor's manuals.		
No. 37 (U.S. Department of Justice, OPDAT)	SUB-PROJECT TITLE: Seminar on evidence sharing between the USG and Colombia	IMPLEMENTING AGENCY: Office of the Professional Development and Training (OPDAT), U.S. Department of Justice and Colombia's Prosecutor General's Office.
APPROVAL DATE: 03/05/1993		
OBJECTIVE: To provide training to 20 Colombian prosecutors on how best to select, offer, and present in court whatever assistance the USG can to Colombian prosecutors in the prosecution of selected cases.		
AMOUNT APPROVED: \$ 62,680		EXPENDED TO DATE: \$ 62,680

PROJECT DESCRIPTION: Prosecutors responsible for selected cases in Colombia, representatives from the Fiscalía General, and the Colombian Office of International Affairs were brought together with U. S representatives of the Department of Justice, Criminal Division; Assistant U. S. Attorneys; and the U. S. Marshall Service to explore and discuss the possibilities of Evidence Sharing between the USG and the GOC with respect to selected cases.

In the immediate future, the hope is to ensure the best use possible of evidence provided by the USG in the US/Colombian Evidence Sharing Project. In the long-term, it is planned to use this shared knowledge in the design for training other Colombian prosecutors, as well as judges, and members of the Procuraduria's staff, and to use the format and suggestions in developing materials relating to Evidence Exchange for a Colombian Prosecutors' Manual.

PROGRESS TO DATE: Course was very satisfactorily completed and shared knowledge will indeed be utilized effectively in the upcoming long-term training of prosecutors sub-project (No. 34 above). The relationships and mutual understandings achieved have also proved beneficial to the Evidence Sharing project being directed out of the Political Section of the U. S. Embassy in Bogota.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Enhanced national prosecutorial training capacity.

No. 38 (A.I.D./ Colombia)	SUB-PROJECT TITLE: U.S. Prosecutorial System Seminar (Completed)	IMPLEMENTING AGENCIES: Prosecutorial General's Office, A.I.D./Colombia, Law School of University of Puerto Rico
APPROVAL DATE: 10/29/92		
OBJECTIVES: Train prosecutors to perform their new role in the Colombian justice system as it moves from one that is guided by an inquisitorial doctrine to one that is accusatorial. Prepare prosecutors to be instructors in the Prosecutor General's Office in the Prosecutorial School.		
AMOUNT APPROVED: \$91,100		EXPENDED TO DATE: \$91,100
PROJECT DESCRIPTION: Training in the following topical areas is provided: Investigative Techniques and Crime Scene Analysis, U.S. Constitutional and Prosecutorial System, Organization and Operation of Justice Department and of other Top Investigative and Prosecutorial Institutions in Puerto Rico, Case Management Systems, Witness Protection Programs, and Presentation of an Accusation to the court, among others.		
PROGRESS TO DATE: The three week seminar was conducted in San Juan, Puerto Rico from November 13 to December 6, 1992. Fifteen senior Prosecutors attended.		
SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the prosecutorial function. Enhanced national prosecutorial training capacity.		

No. 39 (A.I.D./ Colombia)	SUB-PROJECT TITLE: Second Training Program of the University of Puerto Rico	IMPLEMENTING AGENCY: Superior Judicial Council, A.I.D./Colombia, Law School of University of Puerto Rico
APPROVAL DATE: 09/29/1993		
OBJECTIVE: To introduce a group of Colombian magistrates to the study of the criminal accusatory system of Puerto Rico (federal and local). To develop among the participants the necessary skills in order for the group to serve as academic advisors to the Colombian judicial School in the subject matters of their competence, transferring in that way to other Colombian criminal judges the information and experiences acquired. All the above is directed toward the overall objective of helping to strengthen the Colombian system of Justice.		
AMOUNT APPROVED: \$ 262,700		EXPENDED TO DATE: \$ 0

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PROJECT DESCRIPTION: The proposed training project is composed of three complementary but separate phases, as summarized below:

PHASE ONE:

Field study of the administration of Puerto Rico's Justice System. Six participants will attend and it is directed to the Magistrates of the Superior Council of Judges (Consejo Superior de la Judicatura). The training will take place in Puerto Rico, and its duration will be eight days.

No. Participants: Six
Cost: US\$ 24,800
Dates: October 10 - 17, 1993
Place: Rio Piedras, Puerto Rico

PHASE TWO:

This phase offers a broad view of the Criminal Justice System with emphasis on the constitutional imperative characteristic of the accusatory model. Thirty participants will attend. Participants will be selected from judges and magistrates of the National Court. The training will take place in Bogota, Colombia (Escuela Judicial Rodrigo Lara Bonilla) and its duration will be six days.

No. Participants: Thirty
Cost: US\$ 38,850
Dates: October 17 - 24, 1993
Place: Bogota, Colombia

PHASE THREE

The main purpose of this phase is to teach Colombian Magistrates and other public officials how the United States and Puerto Rico criminal judicial system work. Thirty-four participants will attend. Participants will be selected from criminal law magistrates of the Superior Courts of Judicial Districts, public officials of the Ministry of Justice and professors of substantive and procedural Criminal Law. The training will take place in Puerto Rico and it will last approximately 24 days, including 2 days briefing in Bogota prior to departure.

No. Participants: Thirty-Four
Cost: US\$ 199,050
Dates: October 22 - November 14, 1993
Place: Rio Piedras, Puerto Rico

PROGRESS TO DATE: As of September 30, 1993, the training had not begun. As of today, November 4, the first two phases are completed and the third phase has started.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved effectiveness of the operation and administration of courts. Judicial School Strengthened.

No. 40
(A.I.D./
Colombia)

SUB-PROJECT TITLE: Strengthening the Justice Sector Security System

IMPLEMENTING AGENCIES: Ministry of Justice, Judicial Protection Services Division under the Special Operations Directorate of the National Police, and AID/Colombia

APPROVAL DATE: 10/29/92

OBJECTIVES: Strengthen the security system for judges and prosecutors.

AMOUNT APPROVED: \$3.1 million

EXPENDED TO DATE: \$0

PROJECT DESCRIPTION: Purchase of 50 armored vehicles for protection of judges, prosecutors, and top judicial personnel.

PROGRESS TO DATE: The cars have been ordered and delivery is expected early in CY 1994. The Security Fund, and advisory unit of the Ministry of Justice, MOJ, is arranging for parking and routine maintenance and will be advising the MOJ on answering the USAID letter regarding the assignment, control and maintenance of the vehicles. Armoring will be done in-country and preparation of the PIO/T is awaiting input from an Embassy security specialist.

SUB-PROJECT'S RELATIONSHIP TO A.I.D. OBJECTIVES: Improved capability of the overall justice system in specific areas. Strengthened security system for judges and prosecutors.

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Training Activities of the JSRP (April 1993 - September 1993)

The chart that follows summarizes the justice sector personnel trained by the Project. The table shows the number of J: Judges and supportive personnel; P: Prosecutors and supportive personnel; I: Investigators and supportive personnel, and O: Other justice sector personnel, such as personnel from the Attorney General's Office Justice Sector Research Institutions, which received such training.

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
FES									
5 Strategic Management Workshops	FES-PGO/Universidad del Valle		91				141		
1 Evaluation Forum on the First Year of the PGO	FES-PGO		25				25		
3 Seminars on Quality Management in the Justice Administration	FES-PGO/Pilot sub-project in selected prosecutorial units		73				73		
1 Seminar in New Criminal Law	FES-PGO		198				198		
2 Workshops Series (5 each) for employees who will facilitate and promote Total Quality Culture Processes with the Attorney General's Office (AGC)	FES-Attorney General's Office (AGO)/Moralco (consulting firm)								66
1 Seminar on Evaluation of the Process to Establish TQC Processes	FES-AGO/Andes University							1	
1 Management Styles Seminar	FES-AGO/Arthur Andersen Consulting							4	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
2 Management Effectiveness Seminars	FES-AGO/ VHS Editores (consulting firm)							3	
2 Time Management Seminars	FES-AGO/Arthur Andersen							3	
1 Effective Meetings Seminar	FES-AGO/Arthur Andersen							5	
1 Management Skills Workshop	FES-AGO/Andes University							3	
1 Interpersonal Skills Seminar	FES-AGO/Andes University							4	
2 Management Skills Development Seminars	FES-AGO/Moralco							58	
2 Strategic Planning Seminars	FES-AGO/Moralco							41	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO			78				78	
1 Special Training Program on investigation techniques for major financial and corruption crimes	FES-AGO (Office of Special Investigations, OSI)			10				10	
3 Criminal Procedural Code Seminars	FES-Supreme Court of Justice/Judicial School					16		4	
3 Mediation Techniques for Lawyers Seminars	FES-Ministry of Justice/National School Lawyers Association and the Popular Socio-Judicial Foundation					89			
2 Lectures on Mediation Centers	FES-Ministry of Justice/ University of Santiago de Cali and University of San Buenaventura					14		4	

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
2 Workshops on Mediation Centers and Techniques	FES-Ministry of Justice/Pasto Chamber of Commerce and the National Institute for Family Welfare					67			
1 Forum on the Vienna Convention	FES-Ministry of Justice				32				32
1 Forum on International Cooperation for the Justice Sector	FES-Ministry of Justice/Office for International Affairs				22				22
1 Workshops on processes for decreasing judicial backlog	FES/General Coordination of the JSRP				12				12
1 Seminar on Judicial Information Systems	FES/General Coordination of the JSRP				63				63
Sub-total		-	387	88	129	464	437	210	195
OPDAT									
1 Colombian Prosecutor Training Seminar on evidence sharing between the USG and Colombia	PGO/OPDAT (in the U.S.)		19				19		-
Sub-total		-	19	-	-	-	19	-	-
ICITAP									
1 Coordination of Criminal Investigations Seminar	PGO/ICITAP						26		

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
2 Instructor Development Seminar			14				29		
1 Techniques of Protection Seminar							25		
1 Professional Responsibility and Police Integrity Seminar							24		
1 Witness Security Program Seminar							4		
1 Forensic Photography Internship			2				2		
2 Forensic Serology Internships			5				5		
1 Forensic Sciences Seminar at the NEFS - 20th Annual New England Seminar			3				3		
1 Financial Crimes Investigations Seminar							32		
1 Basic Forensic Serology			6				6		
1 L.A. County Sheriffs Department Laboratory Trace Evidence/Drug Chemistry Internships			2				2		

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Commission on Accreditation for Law Enforcement Agencies (CALEA) Conference			1				1		
2 Financial Crimes Investigation Seminars	AGO/ICITAP							36	
1 Public Management Course				24				24	
1 Professional Responsibility and Integrity				25				25	
1 Techniques of Protection Seminar	Ministry of Justice/ICITAP							41	
4 Instructor Development Seminars	GOC's Investigative Agencies/ICITAP			29				58	
1 Basic Serology Seminar								9	
6 Crime Scene Specialist Seminars				97				17 1	
2 Questioned Document Seminar				36				36	
1 AFTE Seminar				8				8	
1 FBI International Post Blast Explosives Residue Seminar	National Police, Administrative Security Department (DAS)/ICITAP			7				7	
1 Instructor Development Course	National Police/ICITAP				14				14

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 FBI National Academy Graduate Training Session	National Police, Administrative Security Department (DAS)/ICITAP							7	
1 American Academy of Forensic Sciences Annual Meeting	Institute of Legal Medicine, the National Police Criminalistic Laboratory, PGO, and DAS/ICITAP							8	
8 Investigative Techniques Seminars	Superior Judicial Council, GPO, GOC Investigative Agencies/ICITAP	58	86	45	18	12 1	215	95	39
Sub-total		58	119	27 1	32	12 1	374	52 5	53
USAID/COLOMBIA									
1 Workshop on processes to decrease judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Santiago, Chile)		1		4		1		4
1 U.S. Prosecutorial System Seminar	USAID\Colombia-Prosecutor General's Office (PGO)/, USAID/ Colombia, and the Law School of the University of Puerto Rico						15		
1 Monitoring and Evaluation Seminar	USAID/Colombia - MSI				26				26
Sub-total		-	1	-	30	-	16	-	30
TOTAL		58	525	35 9	19 1	58 5	845	73 5	278

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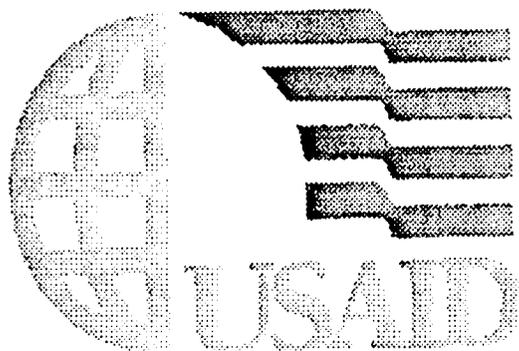
ANDEAN COUNTER-DRUG INITIATIVE

OBJECTIVE IV:

SUSTAINABLE DEVELOPMENT AND THE

COUNTER-NARCOTICS STRATEGY:

TRANSITION TO NEW REALITIES



SEMI-ANNUAL REPORT

(April 1993 - September 1993)

AGENCY FOR INTERNATIONAL DEVELOPMENT

NOVEMBER 1993

11/93

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COLOMBIA: THE PROBLEM

Colombia is the world's largest processor and trafficker of cocaine and the third leading producer of coca. Colombia's cocaine industry is organized into clandestine crime groups, cartels, which have made Colombia the hub for most of the world's cocaine production and marketing. Colombia reaps the greatest profits from the Andean coca industry because of the more lucrative nature of cocaine processing and marketing, compared with coca growing. In addition, Colombia is increasingly a producer of poppies for heroin production.

Colombia's Coca Industry

- ***Is linked to the assassination of hundreds of judges, high-ranking political figures, police, other public officials, and ordinary citizens***
- ***Increases inflation and causes the overvaluation of the Colombian peso to the detriment of exports***
- ***Imposes high security costs on the economy and deters foreign investment and tourism***

COLOMBIA: SUSTAINABLE DEVELOPMENT AND THE COUNTER-NARCOTICS STRATEGY

Assistance to Colombia is based on the Government of Colombia's (GOC) performance in the areas of counter-narcotics and economic liberalization. Colombia has consistently performed very well on both fronts, as certified annually by the President to the U.S. Congress through the International Narcotics Control Strategy Report.

The Counter-Narcotics Economic Assistance Strategy in Colombia consists of three components:

- ***Economic liberalization to promote growth***
- ***Strengthening of the democratic system***
- ***Economic Development in illicit crop areas and key cities***

The first component, economic liberalization (or "Apertura" to the Colombians), is predicated on the need to expand economic opportunity to create viable alternatives to the cocaine industry. A critical dimension of the strategy is Colombia's drive for



greater access to international markets. Fundamental policy reforms, initiated by the GOC and reinforced by policy dialogue on the part of the USG, are positioning Colombia to compete better in international markets, thereby increasing licit jobs and export earnings.

Regarding the second component of the strategy, Colombia adopted a new constitution in 1991 that provided for decentralization of political power and reform of the justice sector. A reformed justice sector will be an important underpinning for stable democracy, will restore public confidence in the government, and will provide the means to prosecute aggressively the country's narcotraffickers. A.I.D. has put its Justice Sector Reform Project (JSRP) at the center of its development activity in Colombia.

The third component of the strategy promotes economic development in and around coca and poppy growing areas and in critical important cities. Support is provided through cash transfers that initially assist Colombia in the payment of official debt. The GOC then provides an equivalent amount of local currency toward mutually agreed upon activities. A.I.D. obligated \$36 million in FY 1992 for the cash transfer program. The local currency funds in 1992 supported projects in Departments of Valle (Cali) and Antioquia (Medellín), where illicit poppy cultivation has taken hold, especially among the indigenous population. The GOC also used the funds for projects in support of the Apertura program. These projects are entirely managed by the GOC. There was no cash transfer program in FY 1993, but several previously funded local currency projects are on-going.

A.I.D. projects that support the sustainable development mandate and the counter-narcotics strategy in Colombia are listed on the following page.

**SUSTAINABLE DEVELOPMENT AND
COUNTER-NARCOTICS PORTFOLIO**

USAID/COLOMBIA

(Millions of US Dollars)

SUSTAINABLE ECONOMIC DEVELOPMENT PROJECTS

PROJECT NAME	PROJECT NUMBER	PROJECT FUNDING	START/END DATES
ECONOMIC STABILIZATION PROGRAM	514-9001	\$41	FY 1991
ECONOMIC STABILIZATION PROGRAM	514-9005	\$36	FY 1992
JUSTICE SECTOR REFORM	514-9002	\$36	FY 1991/93

COLOMBIA: RESULTS TO DATE

ECONOMIC REFORM AND GROWTH

Since the end of 1990, the Gaviria Administration has pushed a complete package of reforms through Congress, which has touched on practically every facet of economic and social policy, including: financial and tax laws; exchange rates; labor code; privatization of telecommunications, ports, railroads, and the financial sector; Andean Common Market; and government downsizing, among others. Some recent reforms are outlined in the box below.

COLOMBIA'S RECENT ECONOMIC REFORMS

- | | |
|--|---|
| <ul style="list-style-type: none">■ Trade Policy Reforms- <i>Commercial liberalization with Venezuela and Ecuador</i>- <i>Establishment of an ambitious integration scheme with Mexico and Venezuela called the C-3</i>- <i>Overhaul of the National Customs Service</i> | <ul style="list-style-type: none">■ Market-Oriented Reform- <i>Elimination of restrictions for foreign investment</i>- <i>Implementation of an open-skies policy for airline traffic</i> |
|--|---|

Real GDP is expected to grow by 5.0 percent in 1993, compared with 3.5 percent in 1992, despite narcotrafficking and guerrilla violence, electricity rationing, tight monetary policies, and low international prices for coffee.

The Recent Performance of the Colombian Economy Was Encouraging

- *Inflation in October 1993 was the lowest in six years*
- *Unemployment was 7.9% in September 1993, down from 10.8% in December 1992. This was the lowest level in seven years. This meant the creation of 218,000 new licit jobs in 12 months.*
- *Net debt outstanding as a percentage of the GDP continues decreasing.*
- *Interest rate has stabilized, supporting new real investment.*

Analysts estimate the cost of anti-guerrilla efforts and repairs to the country's

infrastructure to equal to a reduction of 0.6 percent in GDP growth in 1992, or roughly \$260 million dollars. Projections for GDP growth in 1994 are again between 4.5 percent and 5 percent.

JUSTICE SECTOR

The following are the major funding activities in the Project:

FES has principal implementation responsibility under the project subject to substantial involvement of AID and in coordination with the GOC Executive Committee. An \$18.9 million Cooperative Agreement was signed with FES, in May 1992, with \$8.8 million provided to date.

A \$6.9 million program was approved with ICITAP for training of police personnel, of which \$6 million dollars has been provided to date.

A grant for \$86,000 has also been signed with the University of Puerto Rico (UPR) for the training of 15 prosecutorial, and judicial personnel. A subsequent grant for \$262,700 for the training of 74 additional judicial personnel with the UPR to begin in October has also been signed.

A three year, \$4.5 million PASA is under negotiation with the DOJ's Office of Professional Development and Training (OPDAT) for the training of 200 prosecutorial personnel. The PASA should be executed and OPDAT personnel arrive during the next reporting period.

A program is under development with the National Center of State Courts, possibly in conjunction with the UPR, for additional training of judicial personnel.

A Project Implementation Order for Commodities has been executed for the purchase of 50 armored vehicles for the judicial protection program. The contract will be executed by the Regional Contracting Officer and the vehicles begin arriving in the next reporting period. Armoring of these vehicles will be accomplished locally.

The Justice Sector Reform Project (JSRP) has promoted a variety of training activities focused on upgrading skills throughout the criminal justice system. An important result of this training has been the strengthening of the Prosecutor General's Office (PGO). Highlights of these training accomplishments are presented in the table below.

JSRP TRAINING ACTIVITIES
(April 1993 - September 1993)

The chart that follows summarizes the justice sector personnel trained by the Project in the reporting period. The table shows the number of J: Judges and supportive personnel; P: Prosecutors and supportive personnel; I: Investigators and supportive personnel, and O: Other justice sector personnel, such as personnel from the Attorney General's Office Justice Sector Research Institutions, which received such training.

Note: The data for this chart was provided by FES, ICITAP, and USAID/Colombia from their respective training files.

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
FES									
5 Strategic Management Workshops	FES-PGO/Universidad del Valle		91				141		
1 Evaluation Forum on the First Year of the PGO	FES-PGO		25				25		
3 Seminars on Quality Management in the Justice Administration	FES-PGO/Pilot sub-project in selected prosecutorial units		73				73		
1 Seminar in New Criminal Law	FES-PGO		198				198		
2 Workshops Series (5 each) for employees who will facilitate and promote Total Quality Culture Processes with the Attorney General's Office (AGO)	FES-Attorney General's Office (AGO)/Moralco (consulting firm)								66

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Seminar on Evaluation of the Process to Establish TQC Processes	FES-AGO/Andes University							1	
1 Management Styles Seminar	FES-AGO/Arthur Andersen Consulting							4	
2 Management Effectiveness Seminars	FES-AGO/ VHS Editores (consulting firm)							3	
2 Time Management Seminars	FES-AGO/Arthur Andersen							3	
1 Effective Meetings Seminar	FES-AGO/Arthur Andersen							5	
1 Management Skills Workshop	FES-AGO/Andes University							3	
1 Interpersonal Skills Seminar	FES-AGO/Andes University							4	
2 Management Skills Development Seminars	FES-AGO/Moralco							58	
2 Strategic Planning Seminars	FES-AGO/Moralco							41	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO			78				78	

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Special Training Program on investigation techniques for major financial and corruption crimes	FES-AGO (Office of Special Investigations, OSI)			10				10	
3 Criminal Procedural Code Seminars	FES-Supreme Court of Justice/Judicial School					164			
3 Mediation Techniques for Lawyers Seminars	FES-Ministry of Justice/National School Lawyers Association and the Popular Socio-Judicial Foundation					89			
2 Lectures on Mediation Centers	FES-Ministry of Justice/ University of Santiago de Cali and University of San Buenaventura					144			
2 Workshops on Mediation Centers and Techniques	FES-Ministry of Justice/Pasto Chamber of Commerce and the National Institute for Family Welfare					67			
1 Forum on the Vienna Convention	FES-Ministry of Justice				32				32
1 Forum on International Cooperation for the Justice Sector	FES-Ministry of Justice/Office for International Affairs				22				22
1 Workshops on processes for decreasing judicial backlog	FES/General Coordination of the JSRP				12				12
1 Seminar on Judicial Information Systems	FES/General Coordination of the JSRP				63				63

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
		-	387	.88	129	464	437	210	195
Sub-total		-	387	.88	129	464	437	210	195

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
OPDAT									
1 Colombian Prosecutor Training Seminar on evidence sharing between the USG and Colombia	PGO/OPDAT (in the U.S.)		19				19		-
Sub-total		-	19	-	-	-	19	-	-
ICITAP									
1 Coordination of Criminal Investigations Seminar	PGO/ICITAP						26		
2 Instructor Development Seminar			14				29		
1 Techniques of Protection Seminar							25		
1 Professional Responsibility and Police Integrity Seminar							24		
1 Witness Security Program Seminar							4		
1 Forensic Photography Internship			2				2		
2 Forensic Serology Internships			5				5		

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
1 Forensic Sciences Seminar at the NEFS - 20th Annual New England Seminar			3				3		
1 Financial Crimes Investigations Seminar							32		
1 Basic Forensic Serology			6				6		
1 L.A. County Sheriffs Department Laboratory Trace Evidence/Drug Chemistry Internships			2				2		
1 Commission on Accreditation for Law Enforcement Agencies (CALEA) Conference			1				1		
2 Financial Crimes Investigation Seminars		AGO/ICITAP							36
1 Public Management Course				24				24	
1 Professional Responsibility and Integrity				25				25	
1 Techniques of Protection Seminar	Ministry of Justice/ICITAP							41	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
4 Instructor Development Seminars	GOC's Investigative Agencies/ICITAP			29				58	
1 Basic Serology Seminar								9	
6 Crime Scene Specialist Seminars				97				171	
2 Questioned Document Seminar				36				36	
1 AFTE Seminar				8				8	
1 FBI International Post Blast Explosives Residue Seminar	National Police, Administrative Security Department (DAS)/ICITAP			7				7	
1 Instructor Development Course	National Police/ICITAP				14				14
1 FBI National Academy Graduate Training Session	National Police, Administrative Security Department (DAS)/ICITAP							7	
1 American Academy of Forensic Sciences Annual Meeting	Institute of Legal Medicine, the National Police Criminalistic Laboratory, PGO, and DAS/ICITAP							8	
8 Investigative Techniques Seminars	Superior Judicial Council, GPO, GOC Investigative Agencies/ICITAP	58	86	45	18	121	215	95	39
Sub-total		58	119	271	32	121	374	525	53

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period				Number of Persons Trained to Date			
		J	P	I	O	J	P	I	O
USAID/COLOMBIA									
1 Workshop on processes to decrease judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Santiago, Chile)		1		4		1		4
1 U.S. Prosecutorial System Seminar	USAID\Colombia-Prosecutor General's Office (PGO)/, USAID/ Colombia, and the Law School of the University of Puerto Rico						15		
1 Monitoring and Evaluation Seminar	USAID/Colombia - MSI				26				26
Sub-total		-	1	-	30	-	16	-	30
TOTAL		58	525	359	191	585	845	735	278

An indication of progress in the judicial sector is reflected in a public opinion poll published by Colombia's leading newspaper, *El Tiempo*, which reported that the PGO has the highest approval rating (73 percent) of any GOC institution. This positive perception of the justice system has been reinforced by the aggressive actions of the Office of Special Investigations (OSI), the anti-corruption unit of the Attorney General's Office (AGO) which was supported with JSRP funding. In the last year OSI indicted several high level politicians, military officers, and police officers, including the former Director of the National Police, for corruption and illicit enrichment.

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Recent Justice Sector Reform Project Accomplishments:

A major planning program for administrative and organizational improvement of 31 ordinary prosecutorial units, this activity includes the facility repair and upgrading, design and implementation of improved administrative systems, computer systems implementation, and training of administrative and professional personnel;

Development and implementation of an information network and case management program for the five Regional (narcotics and terrorism) Prosecutorial Units;

Completion of 19 legislative annual data bases to develop of a comprehensive judicial information system to support prosecutorial activities nationwide;

Development and bidding for a complete information and data management system for the Attorney General's Office (Procuraduría), and strengthening of the division of the Attorney General's Office which investigates human rights abuses and corruption cases;

Technical assistance for development of draft legislative proposals for key GOC reforms, including criminal procedure code reform, the Vienna Convention, judicial system statutes, and regulations for the judicial sector;

Physical security upgrades at the Prosecutor General's Office and the Supreme Court of Justice.

Publication of the three High Courts, semi-annual judicial gazette containing jurisprudence, editions published retroactively from 1988 to 1992 and are being distributed to the busiest criminal courts (highest workload) in the country.

Pilot alternative dispute (mediation) center being established and basic documentation developed and personnel trained.

Pilot units of the Public Defender's Office are being designed and established in the Country's six major cities.

A Justice Sector integrated planning system is being developed to strengthen the planning process between the justice sector institutions.

58 judges, 525 prosecutors, 359 investigators, including supportive personnel, and 191 other justice sector officers trained for a total number of 1133. Of this number 604 have been trained by FES sub-projects, 19 by OPDAT, 480 by ICTAP, and 31 by USAID/Colombia directly funded projects.

CHART No 1

PROJECT PURPOSE INDICATOR No 1

CRIMINAL JUSTICE SYSTEM
Prosecutor General's Office

Basic Performance Statistics by Regional Prosecutorial Offices

January-April 1993

Regional Prosecutorial Office	PRELIMINARY INVESTIGATION						FORMAL INVESTIGATION					
	No of Prosecutors	No. of investigations at beginning of period	New Investigations	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases	No of Prosecutors	No. of investigations at beginning of period	New Investigations	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases
Barranquilla	11	824	147	316	95	655	9	1,349	177	100	73	1,426
Bogotá	58	3,554	792	633	203	3,713	58	2,266	1,061	53	53	3,274
Cali	2	1,506	331	186	148	1,651	14	1,805	411	34	29	2,282
Cúcuta	3	790	400	122	84	1,068	10	2,771	198	103	51	2,866
Medellín	28	3,186	890	432	334	3,644	28	2,700	858	198	76	3,360
FIVE OFFICES CCMBINED	102	9,860	2,560	1,689	864	10,731	119	10,991	2,705	488	282	13,208

Source: Ministry of Justice. Office of Judicial Research
USAID/Colombia MIS

Definition of Terms

1. Preliminary investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. Formal investigation is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitively, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. Total investigations is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period.
4. Cases addressed is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. Decisions: for the preliminary investigation stage, decisions include only the number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be: opening a formal investigation or ceasing a case definitively. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitively.
6. Pending cases are the ones that remained unresolved during the reporting period.

CHART No. 2

PROJECT PURPOSE INDICATOR No. 1

CRIMINAL JUSTICE SYSTEM
(Investigation Stage before the establishment of
the Prosecutor General's Office)

Basic Performance Statistics by Sections

July 1, 1991 - June 30, 1992

SECTION	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	No. of Investigations	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases	No. of cases Investigated	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases
Antioquia	22,586	11,474	410	11,112	21,242	5,460	2,104	15,782
Armenia	5,460	1,772	0	3,688	3,861	1,862	518	1,999
Barranquilla	3,432	613	402	2,819	21,670	306	654	21,364
Bogotá Y C/marca	48,203	25,916	9,359	22,287	58,989	14,793	5,624	44,196
Bucaramanga	9,563	4,249	0	5,314	6,259	1,940	1,574	4,319
Buga	12,370	8,448	156	3,922	7,653	4,195	1,965	3,458
Call	27,971	14,450	0	13,521	36,865	9,842	3,053	28,023
Cartagena	5,057	3,045	0	2,012	12,902	2,589	677	10,313
Cucutá y Pamplona	3,385	1,245	0	2,140	5,726	3,593	1,849	2,133
Florencia	2,272	1,372	0	900	3,490	1,406	535	2,084
Ibagué	6,300	4,470	0	1,830	12,983	7,835	2,480	5,148
Manizales	9,266	6,151	0	3,115	7,628	4,768	2,001	2,860
Medellín	42,539	21,103	0	21,436	20,637	7,399	2,536	13,238
Montería	3,137	1,053	0	2,084	3,407	1,299	1,095	2,108
Néiva	3,803	1,862	0	1,921	4,516	2,625	1,039	1,891
Pasto	5,622	3,176	0	2,446	7,118	1,917	979	5,201
Pereira	6,942	3,406	0	3,536	4,678	2,800	1,587	1,876
Popayán	6,612	5,452	0	1,160	9,529	5,658	1,217	3,873
Quibdó	620	83	3	537	1,375	138	264	1,237
Riohacha	2,200	632	0	1,568	2,448	413	363	2,035
San Gil	2,385	915	0	1,470	2,593	964	590	1,629
Santa María	2,978	1,530	0	1,448	4,044	881	497	3,183
Sincelejo	938	566	0	372	2,033	1,142	482	891
Sta Rosa Viterbo	1,188	405	302	783	2,715	690	1,037	2,025
Tunja	2,897	2,309	1,573	588	3,743	1,051	674	2,692
Valledupar	1,774	1,279	0	595	4,899	1,726	942	3,173
Villavicencio	7,201	4,006	3,240	3,195	6,587	3,128	1,339	3,459
TOTALES	246,801	131,002	15,473	115,769	281,368	90,418	36,218	190,973

Source: National Directorate of Prosecutorial Units. Systems Department
USAID/Colombia MIS

Definition of Terms

1. Preliminary investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. Formal investigation is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitely, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. Total investigations is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period.
4. Cases addressed is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitely, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. Decisions: for the preliminary investigation stage, decisions include only the number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be: opening a formal investigation or ceasing a case definitely. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitely.
6. Pending cases are the ones that remained unresolved during the reporting period.

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CHART No. 3

PROJECT PURPOSE INDICATOR No. 1

CRIMINAL JUSTICE SYSTEM
 (Investigation Stage before the establishment of
 the Prosecutor General's Office)

Basic Performance Indicators by Sections

July 1, 1991 - June 30, 1992

SECTION	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	Cases addressed out of total Investigations	Decisions out of total cases addressed	Decisions out of total Investigations	Pending cases out of total Investigations	Cases addressed out of total Investigations	Decisions out of total cases addressed	Decisions out of total Investigations	Pending cases out of total Investigations
	%	%	%	%	%	%	%	%
Antioquia	80.8%	3.8%	1.8%	48.2%	25.7%	88.8%	8.8%	74.9%
Armenia	32.5%	0.0%	0.0%	67.5%	48.2%	27.8%	13.4%	51.8%
Barranquilla	17.8%	85.8%	11.7%	82.1%	1.4%	278.1%	3.8%	98.8%
Bogotá Y C/marca	55.8%	38.1%	18.4%	48.2%	25.1%	38.0%	8.8%	74.8%
Bucaramanga	44.4%	0.0%	0.0%	58.8%	31.0%	81.1%	25.1%	88.0%
Buga	88.3%	1.8%	1.3%	31.7%	54.8%	47.3%	23.8%	45.2%
Call	81.7%	0.0%	0.0%	48.3%	23.5%	31.0%	7.8%	74.8%
Cartagena	80.2%	0.0%	0.0%	38.8%	20.1%	32.8%	8.8%	78.8%
Cucullá y Pampelona	38.8%	0.0%	0.0%	63.2%	82.7%	51.5%	82.3%	37.3%
Florencia	80.4%	0.0%	0.0%	38.8%	40.3%	38.1%	15.3%	88.7%
Bagua	71.0%	0.0%	0.0%	29.0%	80.3%	31.4%	18.8%	38.7%
Merizales	88.4%	0.0%	0.0%	33.8%	82.8%	42.0%	26.2%	37.8%
Medellín	48.8%	0.0%	0.0%	50.4%	38.8%	34.3%	12.3%	64.1%
Montaña	33.8%	0.0%	0.0%	88.4%	38.1%	84.3%	32.1%	81.8%
Neva	48.8%	0.0%	0.0%	50.5%	38.1%	38.8%	23.0%	41.8%
Pasto	88.5%	0.0%	0.0%	43.5%	28.8%	51.1%	13.8%	73.1%
Paraná	48.1%	0.0%	0.0%	50.8%	88.8%	88.7%	33.0%	40.1%
Popayán	82.8%	0.0%	0.0%	17.3%	88.4%	21.0%	12.8%	40.8%
Quibdo	13.4%	37.3%	5.0%	88.8%	10.0%	181.3%	18.2%	80.0%
Riohacha	38.7%	0.0%	0.0%	71.3%	18.8%	87.8%	14.8%	83.1%
San Gil	38.4%	0.0%	0.0%	81.0%	37.2%	88.1%	21.8%	62.8%
Santa Marta	81.4%	0.0%	0.0%	48.8%	21.8%	88.4%	12.3%	78.2%
Sincatojo	80.3%	0.0%	0.0%	38.7%	88.2%	42.2%	23.7%	43.8%
Sta Rosa Viterbo	34.1%	74.8%	23.4%	85.8%	23.4%	130.3%	38.2%	74.8%
Tunja	78.7%	88.1%	54.3%	20.3%	28.1%	85.2%	23.4%	71.8%
Valledupar	88.2%	0.0%	0.0%	31.8%	35.2%	54.8%	18.2%	84.8%
Villavicencio	58.8%	80.8%	43.0%	44.4%	47.8%	42.8%	20.3%	82.5%
TOTALES	63.1%	11.8%	8.3%	48.8%	32.1%	42.3%	13.8%	67.8%

Source: National Directorate of Prosecutorial Units. Systems Department
 A.I.D./Colombia MRS

Definition of Terms

1. Preliminary investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. Formal investigation is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitively, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. Total investigations is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period.
4. Cases addressed is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. Decisions: for the preliminary investigation stage, decisions include only the number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be: opening a formal investigation or closing a case definitively. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitively.
6. Pending cases are the ones that remained unresolved during the reporting period.

CHART No. 4

PROJECT PURPOSE INDICATOR No. 1

CRIMINAL JUSTICE SYSTEM
(Investigation Stage after the establishment of
the Prosecutor General's Office)

Basic Performance Statistics by Sections

July 1, 1982 - June 30, 1983

SECTION	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	No. of Investigations	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases	No. of cases investigated	No. of cases addressed	No. of decisions in cases addressed	No. of pending cases
Antioquia	38,328	12,808	4,880	31,438	27,882	9,847	4,808	18,045
America	7,877	2,885	1,118	6,859	8,485	817	834	8,888
Barranquilla	7,112	1,473	700	6,412	15,730	9,315	3,567	6,415
Bogotá y C/marca	51,048	48,138	17,793	33,253	33,428	21,114	12,058	12,314
Bucaramanga	20,881	12,217	4,088	16,893	6,088	3,878	3,345	2,417
Buga	8,358	8,318	1,087	8,272	6,343	3,080	1,014	3,283
Call	35,072	17,127	5,528	28,544	28,882	12,888	5,814	17,024
Cartagena	7,248	2,588	377	6,872	13,488	8,220	2,388	7,248
Cucutá y Pamplona	14,213	8,023	2,517	11,898	8,288	3,817	1,238	6,488
Florencia	2,878	1,388	218	2,481	2,881	1,708	481	1,232
Ibagué	13,158	8,523	1,888	11,481	9,101	4,831	2,142	4,870
Manizales	8,282	4,888	1,888	6,582	8,307	5,720	1,708	3,587
Medellín	45,871	15,734	8,327	38,544	25,884	14,707	8,720	11,177
Montería	3,801	2,382	485	3,418	3,848	2,108	1,145	1,841
Néiva	4,848	3,583	881	3,885	3,438	1,581	885	1,888
Pasto	5,838	2,711	1,520	4,418	7,521	2,442	2,514	8,078
Pereira	8,788	5,527	1,581	7,177	5,911	3,071	1,081	2,840
Popayán	7,758	5,545	1,754	6,001	8,883	3,883	1,888	4,740
Quibdo	838	158	338	487	1,558	452	342	1,104
Richacha	2,888	858	188	2,438	3,188	1,083	1,248	2,118
San Gil	3,824	2,083	1,388	2,238	3,812	1,708	1,058	2,107
Santa Marta	8,488	3,088	1,388	7,177	10,344	3,843	1,872	6,701
Sincés	1,820	1,388	228	1,881	2,888	1,543	385	1,425
Sta Rosa Viterbo	4,230	2,813	811	3,418	6,110	2,138	1,403	3,874
Tunja	5,485	3,138	1,288	4,198	5,043	1,738	888	3,304
Valledupar	8,885	3,574	954	4,711	3,888	1,537	844	2,151
Villavicencio	8,181	6,780	1,214	7,877	7,528	4,088	1,318	3,438
TOTALES	0	0	0	0	0	0	0	0
	332,837	180,857	65,024	267,813	272,725	127,803	62,805	145,122

Source: National Directorate of Prosecutorial Units, Systems Department
USAID/Colombia MIS

Definition of Terms

1. Preliminary investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an introductory investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. Formal investigation is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, it can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitively, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. Total investigations is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period.
4. Cases addressed is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. Decisions: for the preliminary investigation stage, decisions include only the number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be: opening a formal investigation or closing a case definitively. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitively.
6. Pending cases are the ones that remained unresolved during the reporting period.

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CHART No. 5

PROJECT PURPOSE INDICATOR No. 1

CRIMINAL JUSTICE SYSTEM
(Investigation Stage after the establishment of
the Prosecutor General's Office)

Basic Performance Indicators by Section

July 1, 1992 - June 30, 1993

SECTION	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION			
	Cases addressed out of total Investigations	Decisions out of total cases addressed	Decisions out of total Investigations	Pending cases out of total Investigations	Cases addressed out of total Investigations	Decisions out of total cases addressed	Decisions out of total Investigations	Pending cases out of total Investigations
	%	%	%	%	%	%	%	%
Antioquia	34.7%	38.0%	13.8%	85.3%	31.7%	36.0%	17.0%	68.3%
Armenia	35.0%	38.0%	14.0%	64.1%	6.0%	102.1%	8.0%	91.4%
Barranquilla	20.7%	47.0%	9.0%	79.3%	59.2%	38.2%	22.0%	40.0%
Bogotá y C/vernas	60.4%	36.0%	34.0%	9.0%	63.2%	57.1%	36.1%	38.0%
Bucaramanga	58.5%	33.3%	19.4%	41.7%	60.4%	60.0%	54.0%	38.0%
Buga	87.0%	17.2%	11.0%	32.0%	48.0%	32.0%	18.0%	31.4%
Cañ	48.0%	32.3%	15.0%	51.2%	48.2%	43.3%	19.7%	58.0%
Cartagena	38.7%	14.0%	3.1%	64.3%	46.2%	38.0%	17.0%	63.0%
Cucutá y Pamplona	42.4%	41.0%	17.7%	57.0%	41.1%	32.4%	13.3%	58.0%
Florencia	81.0%	15.7%	9.1%	48.2%	37.7%	27.0%	18.0%	42.3%
Itagüé	84.0%	18.0%	12.0%	30.2%	49.0%	47.3%	23.0%	50.2%
Medellín	69.4%	33.7%	23.2%	30.0%	61.0%	29.0%	18.3%	38.0%
Medellín	34.3%	56.3%	20.3%	65.7%	58.0%	43.7%	26.0%	43.2%
Montelía	60.0%	20.0%	12.4%	38.5%	53.3%	54.4%	29.0%	48.7%
Nalva	71.0%	27.0%	19.0%	29.2%	48.0%	60.4%	27.9%	54.0%
Pasto	48.0%	56.1%	25.0%	64.4%	32.0%	102.0% **	33.4%	67.0%
Pereira	63.0%	29.0%	18.1%	37.0%	82.0%	35.2%	18.3%	48.0%
Popayán	71.0%	31.0%	22.0%	29.5%	45.0%	40.0%	18.5%	54.0%
Quibdo	18.7%	218.7%	40.5%	81.3%	29.0%	73.7%	22.0%	71.0%
Riochacha	21.4%	29.7%	9.4%	78.0%	33.0%	115.2% **	30.0%	68.1%
San Gil	69.7%	67.0%	38.2%	43.3%	44.7%	81.0%	27.3%	55.3%
Santa Marta	36.4%	43.0%	15.4%	64.0%	36.2%	54.1%	18.1%	64.0%
Sincés	72.2%	16.0%	11.0%	27.0%	52.0%	23.7%	12.3%	48.0%
Sis Pasa Vitarbe	61.0%	31.0%	19.2%	38.2%	35.0%	65.7%	23.0%	65.0%
Tunja	57.2%	41.0%	23.4%	42.0%	34.5%	50.0%	17.2%	65.0%
Valledupar	83.1%	26.7%	16.0%	36.0%	41.7%	61.4%	25.0%	58.3%
Villavieja	73.0%	17.9%	13.2%	26.1%	54.3%	32.2%	17.5%	45.7%
TOTALES	54.4%	36.0%	19.5%	45.5%	48.0%	48.2%	23.0%	53.2%

Source: National Directorate of Prosecutorial Units, Systems Department
USAID/Colombia Inc.

** - The figures to calculate these two percentages are currently being reviewed by the Prosecutor General's Office
Definition of Terms

1. Preliminary Investigation is the first stage of the criminal process. In this stage, a preliminary prosecutorial unit starts an inductive investigation to determine if there is enough evidence to continue to one of the next three actions: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
2. Formal Investigation is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the concept of the preliminary prosecutorial unit. As in the case of the preliminary unit, unit can also continue to one of the next three actions: to present the case to the judge, to terminate the case definitively, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
3. Total Investigations is the number of pending cases from last periods plus the number of new cases that were accepted by the system during the current period.
4. Cases addressed is the total number of cases removed from the system in a given period due to one of the next three actions, which the Prosecutor can take: to open a formal investigation, to close the case definitively, or to refer the case to another jurisdiction due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
5. Decisions: for the preliminary investigation stage, decisions include only the number of final determinations that the Prosecutor can take on a given case. As explained above, those determinations can be: opening a formal investigation or closing a case definitively. Naturally, the number of cases addressed (or removed) should be equal or higher than the final decisions taken by the Prosecutor. For the case of the formal investigation stage, decisions include the number of cases presented to the judge, and the number of cases terminated definitively.
6. Pending cases are the ones that remained unresolved during the reporting period.