

PD-ABJ-095

MAY 1994

AGENCY FOR INTERNATIONAL DEVELOPMENT

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

(OCTOBER 1993 - MARCH 1994)

COLOMBIA

MAY 1994

TABLE OF CONTENTS

- 1. USAID\COLOMBIA Representative's Narrative**
- 2. Financial Summary of USAID\Colombia Portfolio**
- 3. Project Category and Outlier Matrix**
- 4. Justice Sector Reform Program (JSR) 514-9002**
- 5. Economic Stabilization Program No. 2 (ESP2) 514-9005**

**AID Representative's Narrative
USAID / Colombia
Semi-Annual Report
March 1994**

A. Overview of the Status of the Portfolio

The current USAID/Colombia program has two basic strategic objectives: 1) improvement of the country's criminal justice system; and 2) support for the government's economic liberalization and growth policies. As noted in the FY 1994-95 Action Plan, this program is consistent with the objectives of the U.S. Government set forth in the NSD-14, Counternarcotics Initiative. The Mission's strategic objectives also are directly related to the furtherance of the Agency's goals of building democracy and achieving broad-based economic growth, respectively. Improvement of the criminal justice system is being implemented through the \$36M Justice Sector Reform Project (514-9002). Support for the economic liberalization program is provided by the local currency equivalent of \$77M from the FY 1991 and FY 1992 ESF Economic Stabilization Program grants (514-9001 and 514-9005).

Over the past two years, USAID has been instrumental in assisting the GOC in its efforts to develop a long term plan for restructuring justice sector organizations, improve the effectiveness of the judiciary and prosecutorial functions, expand access to the judicial system and strengthen judicial protection capabilities. This is being accomplished through pilot or demonstration projects in selected geographical jurisdictions. In addition, the Mission has provided training to magistrates and judges on the provisions of the new (1993) criminal procedures code, and sponsored observation visits to the United States, Chile, Panamá, Uruguay, Argentina and Puerto Rico for members of the Superior Judicial Council and the Prosecutor General's Office to provide them the opportunity to observe effective court administration and delay reduction programs.

Realizing that improved law enforcement and administration of justice capabilities are only one aspect of its long-standing effort to combat narco-trafficking and coca and poppy production, the GOC continues also to undertake major programs to stimulate legitimate economic activity. USAID support for the GOC's broad-based economic growth strategy is in the form of ESF local currency programmed jointly with the National Planning Department (NPD) for agreed upon development priorities, with emphasis on alternative development and export promotion activities. NPD is responsible for project implementation, and submission of periodic reports to the Mission. In a recent Executive Order, President Gaviria tasked NPD with developing and implementing a project design, monitoring and evaluation system to improve the Department's capability to effectively manage development projects. The NPD has requested USAID help in providing technical assistance to comply with the

President's order. Also, in 1994, USAID has completed programming of the last of the ESF local currency interest generated by previous year programs.

USAID/Colombia is also active in promoting the Agency goals of protecting the environment and stabilizing population growth, although neither has been developed into a strategic objective. In the former instance, \$42M in local currency is being made available under an Enterprise of the Americas Initiative (EAI) debt reduction agreement. These funds will finance environmental protection and child survival initiatives designed and implemented by local non-governmental organizations (NGOs). The AID Representative is the USG representative on the EAI Administrative Council. The terms of the bilateral agreement require the Council to ensure that the organization designated to manage the "Americas Account" has adequate administrative, financial and project management capacity to effectively carry out the program for which the funds are being provided. USAID is working closely with the new Ministry of the Environment and Ecofondo, the NGO responsible for program implementation, to establish the required procedures.

In the area of population and reproductive health, the Mission is collaborating with G/R&D/POP in monitoring a three-year, \$15M phase-out program of centrally funded assistance both to Profamilia, the highly successful Colombian family planning NGO, and to the local affiliate of the Association for Voluntary Surgical Contraception (AVSC).

Despite its narrowly focused project portfolio, USAID makes a conscious effort to coordinate with other donors in all areas of mutual interest. The Mini-Dublin Group, for example, provides a regular forum for review of counter-narcotics initiatives with representatives of most OECD countries and the UNDCP. Canada is also providing funding to Ecofondo, and the UK is assisting the Fiscalia. The Mission also maintains regular contact with the U.N. "family" of agencies, as well as with the International Center for Tropical Agriculture (CIAT). Colombia's popularity as a site for international conferences, and Mission involvement in obtaining country clearances for U.S. delegates, has actually resulted in closer contact recently with the UNDP, PAHO and UNICEF than might normally have been the case.

In carrying out its EAI responsibilities, USAID consults with World Wildlife Fund, which maintains a regional office in Colombia, and The Nature Conservancy. Involvement with local environmental and child survival NGOs will increase as EAI funding begins to flow to projects. USAID is also the point of contact for several U.S. private voluntary organizations, who visit Colombia periodically to provide specialized health services to lower income groups, as well as with the Salesian Missions, Salvation Army, Partners of the Americas and Interamerican Foundation, all of whom support programs in country.

B. Activity Highlights

1. Justice Sector Reform Project (JSRP)

Overall, progress toward achieving the JSRP strategic objective has been excellent. Following are selected examples of accomplishments related to attainment of the project outcomes listed above

The International Criminal Investigative Training Program (ICITAP) and the National Conference of State Courts (NCSC) have provided intensive training, technical assistance and equipment to the Prosecuting Attorney General's Office (PAGO) and other investigative agencies to increase the number of preliminary investigations reaching the formal stage, and to reduce the time required for progressing from one stage to the other.

Comprehensive criminal data bases and a related, computerized information system and data-sharing network have been developed, installed and are being used by investigators and judges.

The critical role being played by PAGO and its investigative agencies in the investigation and prosecution of narco-traffickers and terrorists has begun to restore public confidence in the legal system. A recent public opinion poll gave PAGO a favorable rating of 73%, the highest given to any GOC institution.

The Special Investigations Unit of the Attorney General's Office (AGO), a beneficiary of ICITAP training, has indicted several prominent public officials on charges of corruption.

In the 20 months since signing a cooperative agreement with USAID, the Foundation for Higher Education (FES) has built a first rate organizational structure capable of planning, developing, managing and implementing the activities envisioned under the agreement. As of October, 1993, FES had reviewed, revised and approved 34 sub-projects submitted by participating agencies. In addition, FES has organized and sponsored a wide range of seminars and training sessions for key judicial sector personnel.

USAID and ICITAP assistance has led to the creation of a Judicial Protection Fund in the Ministry of Justice and a Judicial Services Protection Division in the National Police Directorate.

A PASA with the Justice Department's Office of Professional Development and Training (OPDAT), signed in February, will provide training for prosecutors and investigators, and technical assistance in developing manuals of uniform investigative procedures.

USAID anticipates considerable progress during 1994/95 in the area of improved access, fairness and public perception. Expected results include: strengthening the capacity of the AGO to deal with

human rights violations; development and implementation of a viable Public Defender program; testing and strengthening of alternative dispute mechanisms in selected regions; and carrying out a public education program promoting crime prevention and rule of law.

The sub-projects approved by the JSRP have provided very important results which include the following:

A major planning program for administrative and organizational improvement of 39 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;

Development and bidding for a complete information and data management system for the 328 District Prosecutors

Currently installing 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;

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

Design of a master plan to support pilot units of the Public Defender's Office to be established in the country's six major cities.

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

Consultants provided to help develop an integrated, sectoral planning system to strengthen the planning process between justice sector institutions.

734 judges, 1113 prosecutors, 999 investigators, including supportive personnel, and 539 other justice sector officers trained for a total number of 3385. Of this number 1892 have been trained by FES sub-projects, 19 by OPDAT, 1313 by ICITAP, and 161 by USAID/Colombia direct funding.

2. Cash Transfer Program

The full \$77M have been disbursed and used for official debt amortization and interest payments. By the end of February 1994,

the Banco de la Republica de Colombia (BRC) had used \$27.2M to reduce GOC debt owed to the USG, and \$37.5M, to reduce debt owed to the IBRD and to the IDB. No ESF cash transfer funds were made available to Colombia in FY 1993, nor have any such funds been allocated, at the present time, for FY 1994.

By the end of February, 1994, the GOC had deposited the peso equivalent of approximately \$74M in an interest bearing special account in the BRC. The remaining \$3M has been made available USAID as Operating Expense (OE) and Program Development (PD&S) Trust Funds. By the end of FY 1992, the entire LC equivalent of \$41M from the first Economic Stabilization Program grant (514-9001) had been disbursed for projects supporting the areas designated in the FY 1991 PAAD: viz., trade expansion, regional development and human resources development. The FY 1992 PAAD more narrowly focused the use of the \$36 million LC equivalent provided under the second cash transfer grant (514-9005) to economic liberalization and alternative development activities. As of December 31, 1993, \$27.5M of the FY 1992 funds had been disbursed for these purposes. The remaining FY 1992 funds, plus interest earned on deposits from both grants, are expected to be fully committed and disbursed by the end of CY 1994.

USAID meets periodically with NPD to review project implementation progress and adherence to the program guidelines contained in the Local Currency Use Program Agreement. NPD also supplies sample information on selected projects financed with counterpart funds, and provides quarterly reports to USAID on project achievements and impact. Nevertheless, security restrictions on in-country travel, and NPD inability to report on a timely basis have limited Mission ability to monitor progress on this strategic objective. A breakthrough, of sorts, occurred recently, however. At the request of NPD, USAID is providing technical assistance to strengthen NPD's department-wide project design, monitoring and evaluation capacity. Two training sessions are tentatively scheduled for late June. Further, USAID's FSN, M&E specialist and the NPD director of the evaluation program have visited five, representative counterpart funded projects to document, first-hand, what progress has been made. These site visits, plus the seminars, will permit the NPD to establish realistic baseline data and a monitoring system for all NPD activities by the end of FY 1994. USAID has also made increasing use of PD&S trust funds to finance relevant short term training, observational travel and conference attendance for public and private sector officials in key positions relative to furtherance of the economic reform program.

Finally, BRC reporting on the use of dollar funds, verified by review of account statements and supplemented by monthly financial reports from the National Treasury, provide USAID with assurance that required fund control systems are in place and being followed. 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

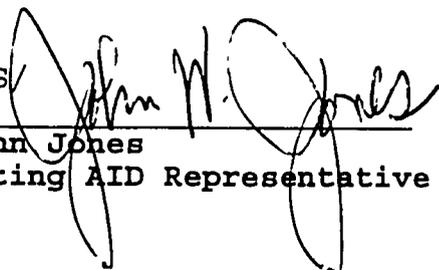
None

4. Pipeline Status and Prospects

The pipeline on the JSRP will decrease this year as we fully fund more sub-projects.

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

Since our program is funded with NSD-14 funds, we have been preparing Quarterly Reports on these projects. Essentially, we have used the same review and reporting system. Project managers, with the support of the M&E Officer, 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/ 

John Jones
Acting AID Representative

FINANCIAL SUMMARY OF USAID/COLOMBIA PORTFOLIO
(OCTOBER 1, 1993 - MARCH 31, 1994)
(\$000)

(1) PROJECT No.	(2) PROGRAM/PROJECT TITLE	(3) CATEGORY	(4) DATE OF INITIAL OBLIG.	(5) LAST REVISED PACD	(6) % OF LOP ELAPSED	(7) % OBLIG. EXPEND.	(8) AUTH. LOP AMOUNT	(9) CURRENT FY OBLIG. EXPEND.	(10) CUMUL. AMOUNT OBLIG	(11) MORTGAGE	(12) BEGINNING FY PIPELINE	(13) PLANNED SEMESTER EXPEND.	(14) ACCRUED SEMESTER EXPEND.	(15) ACCRUED AS OF % PLANNED	(16) CUMULATIVE ACCRUED EXPEND.	(17) ENDING PIPELINE	(18) PLANNED EXPEND. (NEXT SEM)
ACTIVE PROJECTS																	
514-9002	Colombia Justice Sector Reform	B	09/25/92	09/30/97	43.2%	22.8%	36000	1047.4	34970.2	1029.8	28052.1	2537.4	1047.4	41.3%	7985.5	27004.7	25374
514-9005	Economic Revitalization Program No. 2	A	09/14/92	12/31/92 (Disb) vs. 03/31/94	0.0%	0.0%	36000	0	36000	0	0	0	0	0	0	0	0
Sub-total active projects						11.2%	72000	1047.4	70970.2	1029.8	28052.1	2537.4	1047.4	0.412784	7985.5	27004.7	25374
TERMINATED PROJECTS																	
514-9001	Economic Revitalization Program No. 1	A	12/31/91	01/03/92 (Disb)	100.0%	100.0%	41000	0	41000	0	0	0	0	0	0	0	0
514-0647.14	Andean Peace Scholarship Program	A	09/30/87	07/31/93	100.0%	100.0%	4588.7	0	4588.7	0	169.5	0	0	0	0	169.5	0
Sub-total terminated projects						0.0%	4588.7	0	4588.7	0	169.5	0	0	0	0	169.5	0

Source: MACS Reports

PIPELINE ANALYSIS
USAID/COLOMBIA
March 31/94
(\$000)

PROJECT No. (1)	PROJECT TITLE (2)	CUMULATIVE OBLIGATION	FY OBLIGATIONS					PIPELINE						
			1992	1993	1994	1995	1996	1997	1992	1993	1994	1995	1996	1997
ACTIVE PROJECTS														
514-9002	Colombia Justice Sector Reform	34970.2	19000	15970.2	0	0	0	0	0	27004.7	11071.4	16980.7	-1047.4	0
514-9005	Economic Revitalization Program	36000	36000	0	0	0	0	0	0	0	0	0	0	0
Sub-total		70970.2	55000	15970.2	0	0	0	0	0	27004.7	11071.4	16980.7	-1047.4	0

Source: MACS Reports

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

Country: Colombia
 Data as of : 31/03/1994
 Date Completed: 15/05/1994

1 PROJECT No. AND NAME	2 DATE OF INITIAL OBLIGATION	3 PROJECT DESIGNATION (A,B,C)	4 STATUS OF CPs (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 60% unexpended 4 years after initial obligation)	7 ACCRUED EXPENDITURES (Cite if accrued expenditures are less than 60% of planned)
514-9002 Colombia Justice Sector Reform Program	08/09/91 Amended to 09/25/92	B	NA	XX	NA	X
514-9005 Economic Revitalization Program	09/14/92	A	NA	NA	NA	NA

4

A.I.D./COLOMBIA

PROJECT CATEGORY AND OUTLIER MATRIX (Cont.)

Country: Colombia
 Date as of : 31/03/1994
 Date Completed: 15/05/1994

1 PROJECT No. AND NAME	8 UNCOMMITTED BALANCE (Cite if balance exceeds 50% 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 Project Evaluation System (PES) recommendations still open six or more months after PES target date for closure)
614-9002 Colombia Justice Sector Reform Program	NA	NA	NA	X ¹	NA	X ²	NA
614-9005 Economic Revitalization Program	NA	NA	NA	X ³	NA	NA	NA

-
- ¹ Audit scheduled for 03/94
 - ² First evaluation planned for 12/94
 - ³ Financial review scheduled for 06/94

6.

PROJECT STATUS REPORT
October 1, 1993 - March 31, 1994

I. BACKGROUND DATA

Project Title: Colombia Justice Sector Reform (JSR)
Project Number: 514-9002
Project Strategic Objective: Improve the effectiveness of the Colombian Criminal Justice System, with emphasis on the Regional and other selected Prosecutorial Units and Criminal Courts.
Date of Authorization: original 08/02/91
Date of Obligation: original 08/09/91; first on 09/25/92; second on 06/18/93; third on 09/30/93;
FACD: original 09/30/97
Implementing Agencies: GOC's Executive Committee (SJC, PGO, AGO, MOJ, and DNP), FES, A.I.D., ICITAP, OPDAT
AID Project Manager: Edward L. Kadunc
AID Project Coordinator: Tom Bebout, Acting
Status of CPs/Covenants: CPs met by 01/28/92
Date of Last Evaluation: N/A Next Evaluation: 08/20/94
Date of Last Audit: N/A Next Audit: 03/30/94

FINANCIAL DATA

Amount Authorized:	ESF Grant:		\$36,000,000 of which:	
		-	FES	\$ 18,580,000
		-	AID	\$ 10,470,000
		-	ICITAP	\$ 6,950,000 ¹
Amount Obligated:	ESF Grant:		\$34,970,225 of which:	
		-	FES	\$ 18,400,225
		-	AID	\$ 10,470,000
		-	ICITAP	\$ 6,100,000

¹ This amount is transferred via 632 A agreement. Obligations, commitments, and disbursements are done exclusively by ICITAP.

10

Amount Committed				
Period(10/01/93-03/31/94):	-	FES		\$ - 0 -
	-	AID		\$ 4,219,800
	-	ICITAP ²		\$ - 0 -
Cumulative(08/09/91-03/31/94):				
	-	FES		\$ 9,120,000
	-	AID		\$ 4,723,463
	-	ICITAP		\$ 6,100,000
Accrued Expenditures:				
Period (10/01/93-03/31/94):	-	FES		\$ 154,163
	-	AID		\$ 161,907
	-	ICITAP		\$ 731,337
Cumulative (08/09/91-03/31/94):				
	-	FES		\$ 2,479,052
	-	AID		\$ 692,555
	-	ICITAP		\$ 4,793,921
Pipeline:				
	-	FES		\$ 15,921,183
	-	AID		\$ 9,777,445
	-	ICITAP		\$ 1,306,079
Counterpart Contribution:				
	Planned:			\$ 10,000,000
	Actual (03/31/94):	Verified:		\$ 203,000 ³
		Unverified:		\$ 2,267,000
% LOP Elapsed:	43.2%			
% of Total Auth. Oblig.:	97.14%			
% of Total Oblig. Exp.:	22.78%			
% of Total Auth. Exp.	22.13%			

² ICITAP data supplied by ICITAP/Washington

³ During the reporting period, FES and AID have performed spot checks of counterpart contributions provided by the participating institutions. In the following reporting period, FES and AID will finish reviewing the total amount of counterpart contributions reported by the institutions.

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 reorganizational 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	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 throughout this JSRP report, intensive training, technical assistance, and state-of-the-art equipment have been provided by FES's managed subprojects, ICITAP, NCSC, OPDAT, and USAID/Colombia itself to the investigative agencies and the Prosecutor General's Office (PGO) to increase the number of preliminary investigations which reach the formal investigation stage and that then can be presented to the court. This first indicator is a composite of performance data provided by the three stages of the criminal system: the preliminary investigation, the formal investigation, and the trial. Exhibits No. 1 and 2 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 for the first complete year of the operation of the PGO. Exhibit No. 2 displays baseline data sets calculated before the establishment of the PGO in July 1, 1992, and subsequent measures for the ordinary jurisdictions of the criminal system. Clearly, the establishment of the PGO has generated a positive impact by increasing the number of decisions out of total number of investigations from 6.3% in June 1992 to 19.4% in December 1993 in the preliminary investigation stage, and from 13.6% in June 1992 to 24.1% in December 1993 in the formal investigation stage. This increase has also clearly reduced the percentage of pending cases out of total investigations. Information for the Regional and Ordinary Courts will be available by Summer 1994, once the SJC finish implementation of its MIS sub-project.</p>

13

EXHIBIT No. 1
CRIMINAL JUSTICE SYSTEM
Prosecutor General's Office (PGO)
Baseline Data for Performance Indicators of Regional Prosecutorial Offices
July 1, 1992 - June 30, 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 %
Barranquilla	43.0%	9.5%	4.1%	57.0%	15.7%	74.5%	11.7%	84.3%
Bogotá	33.3%	11.4%	3.8%	66.7%	11.4%	81.1%	9.3%	88.6%
Cali	31.2%	78.2%	24.4%	68.8%	29.8%	13.5%	4.0%	70.2%
Cúcuta	34.8%	58.2%	20.3%	65.2%	15.1%	37.5%	5.7%	84.9%
Medellín	22.4%	37.5%	8.4%	77.6%	17.4%	32.7%	5.7%	82.6%
FIVE OFFICES COMBINED	30.6%	35.3%	10.8%	69.4%	17.8%	38.1%	6.8%	82.2%

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 total investigations 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 un. resolved during the reporting period.

EXHIBIT No.2 CRIMINAL JUSTICE SYSTEM Prosecutor General's Office (PGO) Baseline Data and subsequent measures of 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 investiga- tions %
07/01/91- 06/30/92 (Before PGO)	53.1%	11.8%	6.3%	46.9%	32.1%	42.3%	13.6%	67.9%
07/01/92- 06/30/93 (After PGO established)	54.4%	35.9%	19.5%	45.6%	46.8%	49.2%	23.0%	53.2%
01/01/93- 12/31/93	62.2%	31.1%	19.4%	37.8%	50.4%	47.8%	24.1%	49.6%

Source: National Directorate of Prosecutorial Units. Systems Department.
A.I.D./Colombia MIS - Charts 2-7 of the Statistics Annex

Important Notes: 1. Charts No. 2-7 attached contain 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 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 total investigations 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. Baseline data for this indicator will be calculated through a sampling process in the 42 regional courts and prosecutorial units by summer 94.</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>During its first year of operation, the Prosecutor General's Office (PGO) and its investigative agencies, such as the Technical Corp of Investigations and the Institute of Legal Medicine, made a major impact in the investigation and prosecution of major narcotraffickers and terrorists. As a result, the confidence of the public in the criminal system rapidly increased. A public opinion poll made by the country's top newspaper and a private firm by May 94⁴ showed that the Prosecutor General has a very high approval rating (65%). Additionally, the Office of Special Investigations (OSI), an elite unit of the Attorney General's Office fully supported by ICITAP, managed to indict important prominent public officers for corruption and illicit enrichment⁵. However, during its second year of operation (after July 1, 1993), the PGO began to face mayor problems to deal with the great amount of pending and new cases received. On two occasions, the Executive Branch of the Government supported the PGO by declaring the state of siege to be able to issue special legislation which would avoid liberation of many dangerous prisoners before the PGO could collect enough evidence to prosecute them. During the CY 1994's first quarter, with the support of the Executive Government, the PGO has been able to present to the judges solid accusations against mayor narcotraffickers and terrorists. These indictments have made the public recover its confidence in the justice system.</p>
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⁴ The survey was prepared by EL TIEMPO and conducted by the firm Centro Nacional de Consultoría. Results were reported on the May 22th 1994 edition of the newspaper, page 1A.

⁵ 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.

PROGRAM OUTCOME No 1.1: Improved effectiveness of the investigative function					
Indicator No. 1: Percentage of investigative results (dismissal resolution or resolution to initiate investigation) resulting from the preliminary investigations of such crimes on the Regional and other selected prosecutorial units					
Unit:	Percentage		Year	Planned	Actual
Source:	Prosecutor General's Office	Baseline for ordinary units	Jun 1992	---	6.3% (Ord.)
Comments:	Baseline for the Regional and other selected prosecutorial units and criminal courts was established: in the Regional Courts for July 1, 1992-June 30, 1993 period, and in the ordinary prosecutorial units for July 1991 - June 1992. Clearly, the performance of the ordinary units in the preliminary investigation stage of the criminal process has increased sharply: from 6.3% of decisions in June 1992 to 19.4% in December 1993. Abbreviations: Reg.: Regional; Ord.: ordinary.	Baseline for Regional units	Jun 1993		10.8% (Reg.)
		Subsequent measure	Jun 1993 Dic 1993		19.5% (Ord.) 19.4% (Ord.)
		Target	Sep 1997	55% (for both type of units)	
Indicator No. 2: Length of time from opening of a preliminary investigation to achieving an investigative result : dismissal resolution or resolution to initiate formal investigation, in the Regional and other selected prosecutorial units and criminal courts					
Unit:	Average months		Year	Planned	Actual
Source:	Prosecutor General's Office	Baseline	1993	---	***
Comments:	Sub-project was approved by the JSRP to conduct Special case study by the Superior Judicial Council (SJC) to have baseline data for the Regional and other selected prosecutorial units in place by Summer 1994. It will provide baseline data for the period: January-December 1993 Note: *** : To be established		1994		***
			1995		***
			1996		***
		Target	1997		***

PROGRAM OUTCOME No 1.2: Improved effectiveness of the prosecution of serious crimes					
Indicator No. 1: Percentage of decisions (dismissal or indictment) plus confirmations of the decisions by a higher prosecutorial unit, if appeals or reviews were made, resulting from formal criminal investigations in the Regional and other selected prosecutorial units.					
Unit:	Percentage		Year	Planned	Actual
Source:	Prosecutor General's Office	Baseline for ordinary units	Jun 1992	---	13.6% (Ord.)
Comments:	Baseline for the Regional and the ordinary prosecutorial units and criminal courts was established: in the Regional Courts for July 1, 1992-June 30, 1993 period, and in the ordinary prosecutorial units for July 1991 - June 1992. Clearly, the performance of the ordinary units in the formal investigation stage of the criminal process has increased sharply: from 13.6% of decisions in June 1992 to 24.1% in December 1993. Abbreviations: Reg.: Regional; Ord.: ordinary.	Baseline for Regional units	Jun 1993		6.8% (Reg.)
		Subsequent measure	Jun 1993 Dic 1993		23.0% (Ord.) 24.1% (Ord.)
		Target	Sep 1997	55% (for both type of units)	
Indicator No. 2: Length of time from the initiation of a formal criminal case investigation to a final case decision (dismissal or indictment) or to a confirmation of the decision by a higher prosecutorial unit, if appeals are made, in the Regional and other selected prosecutorial units and criminal courts					
Unit:	Average months		Year	Planned	Actual
Source:	Prosecutor General's Office	Baseline	1993	---	***
Comments:	Sub-project was approved by the JSRP to conduct Special case study by the Superior Judicial Council (SJC) to have baseline data for the Regional and other selected prosecutorial units in place by Summer 1994. It will provide baseline data for the period: January-December 1993 Note: *** : To be established		1994		***
			1995		***
			1996		***
		Target	1997		***

PROGRAM OUTCOME No. 1.3: Improved effectiveness of the operation and administration of the court system					
Indicator No. 1:	Total number of court findings plus confirmations of the findings by a higher court, if appeals or reviews were made, sorted out by type of major crimes and by type of decision (guilty or not guilty) in a six-month period				
Unit:	Number of findings		Year	Planned	Actual
Source:	Superior Judicial Council	Baseline	1993	---	***
Comments:	Sub-project to establish baseline for the Regional and other selected prosecutorial units and criminal courts was approved by the JSRP. Baseline will be in place by Summer 1994. It will provide indicator data for the period: January 1 - December 30, 1993. Note: ***: To be established		1994		***
			1995		***
			1996		***
		Target	1997		***
Indicator No. 2:	Length of time from the presentation of the indictment to the court finding or to the confirmation of the finding by a higher court if appeals were made				
Unit:	Average months		Year	Planned	Actual
Source:	Superior Judicial Council Prosecutor General's Office	Baseline	1993	---	***
Comments:	Sub-project was approved by the JSRP to conduct Special case study by the Superior Judicial Council (SJC) to have baseline data for the Regional and other selected prosecutorial units in place by Summer, 1994. It will provide baseline data for the period: January-December 1993 Note: ***: To be established		1994		***
			1995		***
			1996		***
		Target	1997		***

2

PROGRAM OUTCOME No. 1.4: Improved access, fairness, and public perception of the judicial system					
Indicator No. 1:		Number of conflicts resolved in a six-month period by the mediation mechanisms operating in conciliation centers placed at selected regions of the country			
Unit:	Number of conflicts		Year	Planned	Actual
Source:	Conciliation Office of the Ministry of Justice	Baseline	1993	---	***
Comments:	The JSRP sub-project approved to strengthen Alternative Dispute Resolution mechanisms will provide baseline data for selected regions of the country by June, 1994. It will provide indicator data for the period: January - December 1993. Note: ***: To be established		1994		***
			1995		***
			1996		***
		Target	1997		***

Indicator No. 2: Former: Percentage of those requiring defenders's assistance for major crimes' indictments who receive such assistance from public defenders Proposed: 1) Total number of cases assigned to Public Defenders 2) Percentage of cases addressed out of the total cases assigned to Public Defenders					
Unit:	Former: Percentage Proposed: 1) Number; 2) Percentage		Year	Planned	Actual
Source:	Public Defender's Office (PDO)	Baseline	Dic 1993	---	1) 6,619 cases 2) 65.4%
Comments: The Public Defenders's Office published and presented to Congress during the reporting period its First Annual Report since its establishment in December 1992. This Report, which covers CY 1993, provides the baseline data to measure performance of the PDO, which is currently supported by one JSRP sub-project approved to enhance pilot PDO units. Indicators: USAID\Colombia has determined that it is currently very difficult to find and gather relevant information in the judicial system to calculate the first (former) indicator. Therefore, two new indicators have been developed to track performance of the PDO, based on the official information provided by the PDO in its Annual Report: 1) Total number of cases assigned to Public Defenders, which shows actual assistance provided by the PDO; and 2) Percentage of cases settled out of cases assigned to Public Defenders, which is a measure of the attention and work provided by the defenders to their cases.			1994		
			1995		
			1996		
			1997		

22

Indicator No. 3: Former: Percentage of favorable sentences for the defendants assisted by public defenders in major crimes' indictments of total sentences for defendants assisted by public defenders Proposed: Percentage of favorable sentences for the defendants assisted by public defenders of total sentences for defendants assisted by public defenders					
Unit:	Percentage		Year	Planned	Actual
Source:	Public Defender's Office	Baseline	1993	---	59.7%
Comments:	The official information provided by the PDO through its Annual Report does not distinguish public defense provided to major crimes' indictments. Therefore, the first (former) indicator has been adjusted to reflect the official information of the PDO. According to the PDO report, of 4,332 cases attended by public defenders which were also settled, 1747 ended up in convictions. Then, 2585 decisions were favorable sentences, or 59.7%. Note: ***: To be established.		1994		***
			1995		***
			1996		***
		Target	1997	75%	***

<p>Indicator No. 4: Former: Percentage of disciplinary actions by the Attorney General's Office (AGO) against justice sector personnel involved in human rights violations, which result in criminal cases Proposed: Percentage of disciplinary actions by the Attorney General's Office (AGO) against justice sector personnel involved in human rights violations out of total disciplinary actions by the AGO against public officers involved in human rights violations.</p>					
Unit:	Percentage		Year	Planned	Actual
Source:	Attorney General's Office (AGO)	Baseline	1992	---	13,9%
Comments:	<p>According to the AGO's Official 1992 Report on Human Rights, Graph No. 12, page 34, the AGO produced 469 disciplinary actions against public officers involved in human rights violations. Those actions were distributed by institutions as follows: National Police: 373; Military Forces: 31; Security Administrative Department (DAS): 10; Technical Corp of Judicial Police (TCJP): 25; and Others (which include judges, magistrates, prosecutors, security personnel in prisons, and local authorities): 30. If DAS, TCJP, and Others are considered justice sector personnel, then 65 actions were issued against justice sector personnel out of 469, or 13,9%. To determine how many of these disciplinary actions ended up in criminal cases is rather difficult, because that is up to the Prosecutor General's Office (PGO), which currently does not have precise information on this regard. Therefore, in order to measure performance of the AGO against human rights violations by the justice sector personnel, a new indicator is proposed. The AGO will present the 1993 Report on June 1994. Note: ***: To be established.</p>		1993		***
			1994		***
			1995		***
			1996		***
		Target	1997	5%	

24

Indicator No. 5:	Former: Percentage of disciplinary actions by the Attorney General's Office against justice sector personnel involved in bribery and illicit enrichment, which result in criminal cases Proposed: Percentage of disciplinary actions by the Attorney General's Office against justice sector personnel involved in bribery and illicit enrichment out of total disciplinary actions by the AGO against justice sector personnel				
Unit:	Percentage		Year	Planned	Actual
Source:	Attorney General's Office (AGO)	Baseline	1992	---	73,7%
Comments:	According to the official report presented by the section in the AGO which investigates justice sector personnel, in 1992, 196 formal investigations were opened and 38 ended up in disciplinary actions, of which 28 were related to bribery and illicit enrichment. Therefore, 73,7% of disciplinary actions by the AGO against justice sector personnel were bribery and illicit enrichment related. Note: ***: To be established.		1993		62%
			1994		***
			1995		***
			1996		***
		Target	1997	10%	***
Indicator No. 6:	Popular perception of effectiveness of and accessibility to the criminal justice system				
Unit:	Percentage		Year	Planned	Actual
Source:	Prosecutor General's Office Attorney General's Office	Baseline	1994	---	***
Comments:	FES and USAID/Colombia with the support of the GOC participating institutions will conduct a survey during the second semester of 1994 to establish the baseline for this indicator. Note: ***: To be established.		1995		***
			1996		***
		Target	1997		***

PROGRAM OUTCOME No. 1.5: Improved capabilities of the overall justice system in specific areas, particularly judicial protection and threat assessment activities, statistics collection, planning and monitoring					
Indicator No. 1: Percentage of Justice Sector Institutions which have designed and implemented a information system which provide regularly performance data of the judicial system					
Unit:	Percentage		Year	Planned	Actual
Source:	Justice Division of the National Planning Department (NPD)	Baseline	1993	---	One(1) institution: the PGO
Comments:	<p>The JSRP has supported design and implementation of basic performance information systems for the four (4) participating institutions in the project. Currently, the PGO has a system which provides data regularly. The other three institutions are in the process of designing and implementing their own systems.</p> <p>Note: ***: To be established.</p>		1994	Two institutions: AGO, and SJC	***
			1995	One institution: MOJ	***
			1996		***
		Target	1997	Four(4) institutions: PGO, SJC, AGO, and MOJ	***

24

Indicator No. 2: Number of successful acts of violence against justice sector personnel in a six-month period					
Unit:	Number of acts		Year	Planned	Actual
Source:	National Police	Baseline	1994	---	***
Comments:	<p>This indicator pursues to measure effectiveness of security systems built and provided with the support of the JSRP to key justice personnel such as the Prosecutor and Vice-Prosecutor General. However, the JSRP support in this area does not cover by any means all the justice sector personnel potentially subject to attacks. Therefore, the relevance of this indicator to measure JSRP outcome performance is questionable. Nevertheless, performance data will be gathered if available in the National Police to then analyze relevance of this indicator.</p> <p>Note: ***: To be established.</p>		1995		***
			1996		***
		Target	1997		***

B. Major Outputs

1. SUB-PROJECT RESULTS

Note: During the reporting period, FES and USAID have been verifying the following results. During the next reporting period, final spot checks in implementing institutions will be carried out as part of the process to strengthen the Mission's MIS to complete verification of these outputs.

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; amended to 39	6	12	3	13	15	38.5%
4) Information Systems Network for the five Regional Prosecutorial Units	5	5	5	-	5	5	100%
5) Security systems for the Prosecutor and Vice-Prosecutor General's Offices	2	2	2	-	1	1	50%
6) 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%
B. Attorney General's Office							
1) Personnel MIS designed	1	0	1	-	0	1	100%

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER.	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
2) Annual human rights report published ⁶	1	0	1	-	0	1	100%
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%
7) Computer information system for the AGO	1	-	-	1	0	0	-
8) Administrative strengthening of 10 pilot Public Defenders's Units	10	-	-	10	0	0	-
9) Computer information system for the OSI	1	-	-	1	0	0	-
C. Superior Judicial Council							
1) Management Information Systems for the five Regional Courts	5	-	-	5	0	0	-
2) First Version of a Case Management Software (SIGA) developed and installed	1	0	1	-	0	1	100%

⁶ 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.

106

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER.	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
3) 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 ⁷ amended to 43	19 amended to 13	31	12	0	18	41.8%
D. Ministry of Justice							
1) Conciliation centers in main cities established	91 amended to 87	12	86	7	12	80	92%
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	6	-	4	6	100%
E. Supreme Court of Justice							
1) T.V. Protection System Installed	1	1	1	-	1	1	100%
F. Overall Justice Sector							

⁷ 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

64

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NX.PER.	PERIOD	CUM	% OF LOP
1. SUB-PROJECT RESULTS							
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%

31

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						141		
5 Strategic Management Workshops	FES-PGO		94	72	70		94	72	70
1 Evaluation Forum on the First Year of the PGO	FES-PGO						25		
3 Seminars on Quality Management in the Justice Administration	FES-PGO/Pilot sub-project in selected prosecutorial units						73		
1 Seminar on Quality Management in the Justice Administration	FES-PGO/Pilot sub-project in selected prosecutorial units		25				25		

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 in New Criminal Law	FES-PGO						198		
2 Workshops on Information Systems	FES-PGO		50	38	24		50	38	24
1 Seminar on Practical Tools for Institutional Quality Development	FES-PGO		19				19		
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	

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 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	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO		74						
1 Special Training Program on investigation techniques for major financial and corruption crimes	FES-AGO (Office of Special Investigations, OSI)							10	
1 Special Meeting in Judicial Backlog	FES-Superior Judicial Council	43	1		28	43	1		28
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			

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 Course on Mediation Techniques	FES-Judicial School "Rodrigo Lara Bonilla"				122				122
1 Forum on the Vienna Convention	FES-Ministry of Justice								32
1 Forum on International Cooperation for the Justice Sector	FES-Ministry of Justice/Office for International Affairs								22
1 Workshops on processes for decreasing judicial backlog	FES/General Coordination of the JSRP								12
1 Seminar on Judicial Information Systems	FES/General Coordination of the JSRP								63
Sub-total		43	263	110	244	507	626	320	439

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	-	-
Sub-total		-	-	-	-	-	19	-	-
ICITAP									

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 Coordination of Criminal Investigations Seminar	PGO/ICITAP						26		
2 Instructor Development Seminar							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 Forensic Serology Internships							5		
1 Forensic Sciences Seminar at the NEFS - 20th Annual New England Seminar							3		
1 Financial Crimes Investigations Seminar							32		
1 Basic Forensic Serology Course							6		

27.

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 L.A. County Sheriffs Department Laboratory Trace Evidence/Drug Chemistry Internships	PGO/ICITAP						2		
1 Human Dignity in Policing Course				23				23	
2 Financial Crimes Investigation Seminars			50				50		
2 Basic Forensic Serology Course				6				6	
2 Crime Scene Specialist Courses				24				24	
1 Forensic Internship: Toxicology (Puerto Rico)				2				2	
1 Southwest Association of Toxicologists Seminar (Arizona, USA)				2				2	
1 Forensic Internship: Trace Evidence (California, USA)				1				1	
1 Forensic Internship; Drug Chemistry (California, USA)				1				1	

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	PGO/ICITAP						1		
2 Financial Crimes Investigation Seminars	AGO/ICITAP							36	
1 Public Management Course								24	
1 Professional Responsibility and Integrity								25	
1 Techniques of Protection Seminar	Ministry of Justice/ICITAP							41	
4 Instructor Development Seminars	GOC's Investigative Agencies/ICITAP							58	
3 Instructor Development Seminars				43				43	
1 Basic Serology Seminar								9	
6 Crime Scene Specialist Seminars								171	
2 Questioned Document Seminar								36	
1 Intermediate Questioned Documents					12			12	

22

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 Advanced Questioned Documents				24				24	
1 AFTE Seminar								8	
1 FBI International Post Blast Explosives Residue Seminar	National Police, Administrative Security Department (DAS)/ICITAP							7	
1 Instructor Development Course	National Police/ICITAP								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	15	22	10	5	136	237	105	44
Sub-total		15	72	148	5	136	446	673	58

1/2

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
USAID/COLOMBIA									
1 Workshop on processes to decrease judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Santiago, Chile)						1		4
1 Seminar on Conflict Resolution	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Miami, USA)			1				1	
1 Workshop on judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Panamá)	6	5				6	5	
1 Workshop on Alternative Dispute Resolution Mechanisms	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Buenos Aires, Argentina)				7				7
1 Delay Reduction Program	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Visit to the US and to Buenos Aires and Montevideo)	6				6			
1 U.S. Prosecutorial System Seminar	USAID/Colombia-Prosecutor General's Office (PGO), and the Law School of the University of Puerto Rico						15		
1 Field Study of Justice System Administration of Puerto Rico	USAID/Colombia-Superior Judicial Council, and the Law School of the University of Puerto Rico - San Juan, Puerto Rico	3				3			
1 Course in the Prosecutorial System	USAID/Colombia-Superior Judicial Council, and the Law School of the University of Puerto Rico - Bogotá, Colombia	36				36			

41

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 Course in the U.S. Prosecutorial System	USAID/Colombia-Superior Judicial Council, and the Law School of the University of Puerto Rico - San Juan, Puerto Rico	31			5	31			5
1 Workshop for trainers in the prosecutorial system	USAID/Colombia-Superior Judicial Council, and the Law School of the University of Puerto Rico - San Juan, Puerto Rico	15				15			
1 Monitoring and Evaluation Seminar	USAID/Colombia - MSI								26
Sub-total		97	5	1	12	91	22	6	42
TOTAL JUSTICE SECTOR PERSONNEL TRAINED BY THE JSRP		155	265	259	191	734	1113	999	539

4

3. COMMODITIES		
INSTITUTION	SUB-PROJECT	EQUIPMENT PROVIDED FROM 08/09/91 TO 31/03/94
A. Prosecutor General's Office (PGO)	Short Term Training Strategy	- 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
	Administrative Strengthening of selected prosecutorial units	- 4 personal computers provided to two (2) prosecutorial units
	Refurbishment of selected prosecutorial unit	- 15 prosecutorial units completely refurbished with modular furniture
	Information System Networks for the five (5) Regional Prosecutorial Units	- 58 personal computers connected in networks and 40 printers
	Development of Forensic Services (ICITAP)	- 11 Transportable crime scene kits
- Institute of Legal Medicine	Development of Forensic Services (ICITAP)	- 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 - 76 Transportable crime scene kits - 63 Transportable crime-scene kits

pb

4. PILOT SUB-PROJECTS

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

Sub-project: Administrative strengthening of selected prosecutorial units

This sub-project pursues to develop and test pilot administrative procedures and mechanisms to enhance operations in selected prosecutorial units. Those procedures will then be presented to the Prosecutor General's Office which could replicate them throughout the country.

Major accomplishments of this sub-project include the following:

- 1) On October 93, two selected prosecutorial units: No. 5 and 6 of the Bogota's Section, which investigate property crimes, were furnished with four computers to support the training of units personnel, under the pilot project.
- 2) The restructuring of the Joint Common Secretarial group was continued, and the official in charge of the two unit's general filing system received a training course on Documents and Files Administration given by INCOLDA.
- 3) A first progress report setting forth the conclusions in respect to the project was presented to Dr. De Greiff, the Prosecutor General, at the second meeting of the Project Follow-Up Committee held during the reporting period.
- 4) In October 93, apart from continuing with the definition of the work productivity statistics, the training program and the decision-taking flowcharts, one event that merits special mention was the 22nd October meeting attended by the Coordinating Prosecuting Attorney and the Administrative and Auxiliary Secretaries. In this meeting it was agreed that the Common Secretarial Group be reorganized to try to ensure better attention to the public and greater control over the case files. The secretarial group was divided into four subgroups: attention for the public, evidence management, notifications and case proceedings.
- 5) On November 5th the second meeting with all the prosecuting attorneys was held specifically to provide training in aspects of quality control in the work place. Another topic that was presented at that meeting was the PMAJ Program Reduction of the Case Backlog priority for 1994 which involves the negotiation of pacts to commit resources in units where there are clear strategies and goals to reduce the case backlog.
- 6) In January 1994, the training activities and meetings with the group of prosecuting attorneys on the one hand and administrative

and auxiliary secretaries on the other hand continued but an agreement was reached between the Director of the Project and the Coordination Group to halt these type of activities and spend the last month and a half of the project writing up very explicit reports on the areas which are most susceptible of being reproduced in other prosecuting attorney units. The final report from the two advisors will be presented in April.

7) Major achievements to enhance the work of the Prosecutor General's Office were done: organization of the common secretarial group, identification of training needs at all personnel levels, design of new administrative procedures with their respective formats and information flowcharts, and design of new statistical indicators to measure PGO's productivity.

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

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

The objectives of the project are to widen the coverage of the People's Defense Office and improve the public defenders' capability to represent their defendants with a quality defense strategy. To achieve this purpose activities will be carried out in 10 pilot units, each with 10 attorneys and one academic coordinator, distributed as follows: Bogotá 3 units, Medellín 2 units, Cali 2 units, Barranquilla 1 unit, Bucaramanga 1 unit, and Pasto 1 unit.

The project will engage 10 law professors as academic coordinators, duly selected by the universities which chosen to Under the guidance of such coordinators, the units with their groups of attorneys will assume the defense of cases of persons qualifying to this service. With the coordinator's counsel and a joint study conformed by the group's 10 lawyers, each case will be reviewed periodically with a view to improving the quality of the defense actions being taken.

By the end of December 1993, 5 academic coordinators had been chosen: 2 in Bogotá, 1 in Medellín, 1 in Pasto and 1 in Bucaramanga. The two coordinators in Bogotá had begun meetings with the 10 public defense attorneys assigned to their units. By the end of March one new academic coordinator had been engaged in Bogotá giving a total of 6 coordinators. However, due to legal difficulties that the People's Defense Office has had with the contracting of the public defenders, only three units have been able to begin there activities . These are the three in Bogotá which are holding regular meetings with the public defenders assigned to their units.

Meetings with the PMAJ Coordination Group in February and March began to determine the type of publication that will be used to circulate the units discussions on topics of general interest and court decisions which affect their particular role, as well as information from the Public Defenders National Office. The Academic Coordinator's contribution to this type of bulletin would replace at least part of the training materials the project intends to produce.

C. Other Accomplishments and Overall Status

1. Action Highlights

- a. **Implementation of Work Plan 1993-94:** The Executive Committee provided guidelines as to the areas and strategies it deemed of importance for the furtherance of the Program objectives during 1993-94. The projects approved by the Technical Committee were all directly related with these priorities. In particular, mention must be made of the two interinstitutional projects which were commenced in the sector planning and socio-legal research fields. Additionally, initial support to begin the design of the statistics system for the judicial branch, which includes the Prosecuting General's Office (PGO) and the courts, was given with a view to this information being available to other institutions in order to construct a unified information system.
- b. **Monitoring and Evaluation (M&E) Plan and System :** The M&E Plan for the Project continued implementation. With the support of FES and the participating institutions, USAID\Colombia M&E Unit was able to calculate baseline data sets and subsequent measures for eight (8) of the seventeen (17) project purpose and outcome indicators initially selected, as presented in this report. The performance data for the other nine (9) indicators will be in place no later than Summer 1994. This information will have 1992 and 1993 data. Information on sub-project outputs, training, commodities, and counterpart contribution began to be verified. This verification process will conclude in the next reporting period.
- c. **Judicial Protection Program (ICITAP):** ICITAP coordinated with the GOC to develop a National Police capability for training Judicial Protection Division members in techniques of dignitary protection, a long-term effort which will continue throughout 1994. Additionally, ICITAP sponsored two Techniques of Protection (TOP) course for the National Police.
- d. **Office of International Affairs (Ministry of Justice):** During the reporting period, the Office continued its activities in all three fronts : bilateral cooperation agreements, especially with Latin American countries and initial contacts in this direction with Caribbean and European countries; documents and logistical support for international meetings, e.g. Seminar on the Control of Illicit Traffic of Arms and Explosives held in Washington, D.C. on October 4-8; Special sessions on Drug trafficking in the 48th Period of Ordinary Sessions of the United Nations General Assembly , 15 and 25 October; and the follow-up of projects seeking international financial cooperation.

In accordance with the restructuring of the Justice Ministry, the International Affairs Directorate will be staffed in 1994, and the work initiated by this Project will continue as part of said Directorate. In view of the creation of the International Affairs Directorate this project was concluded in its present form and it was agreed that a new phase of the project would be considered in the new year. This new phase included support to hire three advisors who have continued to work on endeavors to consolidate: i. bilateral

cooperation agreements, especially with Spain to support activities in relation with the prison system, Italy to provide technical assistance and training for the Judicial Training School, Canada and USA to seek assistance with matters pertaining to the penitentiary system, Belgium to promote a project for Environmental Restoration activities in zones affected by illicit crops, proposal for a Treaty with the USA for the transfer of sentenced prisoners, the Dublin Group and the European Economic Community; ii. on documents and logistical support for international meetings, e.g. Latin American and Caribbean Regional Preparatory Meeting for the 9th United Nations Congress for the Prevention of Crime and the Treatment of Delinquents, San Jose, Costa Rica 7-11 March, 1994, South American Agreement on Drugs and Psychotropic Substances, Buenos Aires, 3-4 February, 1994, Second Seminar on the Control of Illicit Traffic of Arms and Explosives Related with Drug Trafficking to be held in Bogotá, D.E. on April 26-29th; 10th Conference of Iberoamerican Ministers of Justice to be held in Cartagena from June 8-10th, International Seminar on Justice and Development, April 20, 21 and 22nd in Bogotá; iii. on initiatives seeking bilateral judicial cooperation with countries such as Japan, Russia, France, Italy, Spain; iv. on follow-up activities related with international topics, e.g. Convention to Combat the International Trafficking of Children of the O.E.A., the Convention to Combat Torture and Other Treatment or Cruel and Inhumane Sentences of the O.N.U. presently being discussed in different forums, International Criminal Tribunal, International Center for Studies and Research on Drugs. The Directorate is preparing the first issue of a information bulletin on international cooperation for the justice sector in Colombia.

e. **Fostering of Alternative Dispute Mechanisms (Ministry of Justice):** During the reporting period, this sub-project has emphasized evaluation of the mediation mechanisms: the contract for the collection of the data began in February. The university engaged for this purpose visited private and public conciliation centers in Bogotá, Medellín, Cali, Bucaramanga and Barranquilla, obtaining the information in the questionnaires designed with the research institute which will construct the statistical model to permit periodic evaluation studies. By the end of March this data was being consolidated to hand over to said research institute. Additionally, the television strategy promoting conciliation mechanisms that since mid-March is appearing on a weekly basis is part of the counterpart funding of the Ministry of Justice.

One major accomplishment of this sub-project has been the opening of the PILOT CENTER FOR OUT-OF-COURT CONFLICT SETTLEMENT. This is the only conciliation center in Bogotá which has started operations is a Center for Out-Of-Court Conflict Settlement established with the assistance of the Mayor of the District of Puente Aranda and under the supervision of the SER Research Institute which has been contracted for this purpose by PMAJ.

Finally, during its first month of operations (June 1993), the Center for out-of-Court Conflict Settlement attended 802 people, 31% of whom were directed to the Municipal Family Court, 34% received summons to the Conciliation Center, 9% were directed to the Community Legal Center, and 26% were directed to other organizations such as the Colombian Family Welfare Institute (ICBF), private attorneys, guidance clinics, DAS, Prosecuting Attorney's units, Juvenile Centers or a Notary Public. Between July 1 and August 5, the Conciliation Center held a further 284 interviews.

The rate of conciliations was very satisfactory since it represented 77.5% of all the conciliation hearings held. In addition it is known that 45% of the people interviewed who did not attend the conciliation hearing did not return because they had settled the conflict by mutual agreement. As part of their final report the SER Institute prepared a personnel responsibilities manual, operational procedures manual, report on the staff training workshop, statistical report on the activities undertaken in the center May - September 1993, the design of a data base application for a conciliation center, a proposal for the definition of institutional responsibilities and common support activities.

During the term of the new contract from December, 1993, to April, 1994, with the SER institute, the sub-project seeks to document functions, procedures and create instruments to gather information about the activities undertaken in such a way that this material will be particularly useful for training those personnel who will be in charge of reproducing this type of conciliation center in other locations. During the first three months of the year the Center in Puente Aranda offered conciliation services as programmed : 302 interviews were undertaken , 278 appointments were made, 238 appointments were kept by the persons seeking conciliations and 216 conciliations were reported. Family problems continue to be the most numerous type of situation brought to the conciliation center, although contractual matters and disputes in rent cases are also areas which are frequently present in the center.

f. Public Ministry Agents (Attorney General's Office): In February 1994, the sub-project photocopied a selection of parts of the most representative decisions of the five sections of the State Council in contentious administrative cases during January - March, 1993, to continue with the analysis of the jurisprudence being produced. Once analyzed by the advisors this material will be disseminated to all the agents of the Attorney General throughout the country, in the form of a bulletin which will be published periodically.

During March 1994, the preparation of a seminar for the agents of the Attorney General, to be held in April, was a major activity. The group of advisors will be responsible for the presentations four of which will deal with the application of conciliation procedures, a fifth will be about the Repetition Actions and a sixth will evaluate the development of the "Summons in Guaranty" cases started during the first stage of the project.

Furthermore the Attorney General's second directive, written as a result of the research done in the sub-project and dealing with intervention before the contentious-administrative jurisdiction, was promulgated as Resolution No.009 on the 15th of March, 1994. There have also been meetings attended by members of the Coordination Group and personnel of this project to endeavor to prepare training or simple explicative materials to inform public servants of the " Summons in Guaranty " actions and the type of negligent or illegal acts that can result in a public servant being included in these judicial proceedings. These materials will be based on the material that was extracted from the legal decisions of the State Council revised meticulously by this project.

g. Municipal Attorneys (Attorney General's Office): Major accomplishments of this sub-project include:

1) By November 30, 1993, when the reception of sub-project supported National Municipal Attorneys Census forms closed, the AGO had received 95% of the completed questionnaires. The information has been placed in a data base and the processing of the first results for project purposes was finished in December.

2) The results of the census which have been presented to date include information about the social situation of the municipality (public order, drugtrafficking, human rights and budget aspects), about the "personeros"'s office infrastructure, other employees and communications equipment, about the characteristics of the "personero" himself and about the type of work they are carrying out.

3) A final activity which is being financed by the sub-project is the publication of a book called " Legal Guide for Personeros ". The book contains the material gathered by the legal advisor in the project and will be designed so that future changes in the law can be incorporated. The project will publish 3,500 copies for the municipal attorneys throughout the country.

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) Planning System	Strengthen the current planning system of the institution	12/02/93 (TBA)	06/02/93
2) Computer Information System for the District Prosecutors	Build a national information system for the 328 district prosecuting attorney's units throughout the country	30/09/97	02/08/94
B. Attorney General's Office			
1) Information Systems Plan	Support implementation of the plan in selected areas	08/02/93 (TBA)	08/03/92
C. Superior Judicial Council			

INSTITUTION/ SUB-PROJECT	PURPOSE	ESTIMATED COMPLETION DATE	APPROVAL DATE
1) 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 Amended to 03/15/95	06/30/93 Amended on 09/20/93
D. Ministry of Justice			
1) Design of a proposal for computer management of information of the judicial branch and the PGO's security fund	design the data base management system, draw up a plan to implement the information system, determine the hardware and software platform, detail in technical and descriptive terms the system proposed and prepare the terms of reference for the contracts to be signed to create the system	10/15/93	04/15/93
E. 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 Amended to 04/30/94	08/31/93

Notes

TBA: To Be Amended. These are sub-projects which have had some delays in their implementation. Therefore, the Technical Committee has programmed specific meetings to review carefully each one of those projects 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-Eogotá 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 periodical meetings and reviewed implementation of the 1993-94 Action Plan; the Technical Committee met eight times during the second and third quarter of 1993, and 10 times during the first quarter of 1994; 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, with the support of the USAID/Colombia M&E Officer continued implementation of the JSRP M&E plan; and ICITAP advanced forcefully in the implementation of its training and technical assistance program.

With the approval of the 1994 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 1994, we keep expecting changes at top positions in the Ministry of Justice and some other key justice sector institutions

once 1994 elections take place in May. 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 1994 Implementation Plan, the justice sector institutions with full support of FES, ICITAP, OPDAT 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 in May 1994. The Security Fund, an operational unit supervised by the Ministry of Justice (MOJ), will control parking, routine maintenance and the assignment of the vehicles. Armoring will be done in-country and the PIO/T has been approved and sent to the Regional Contracts Office for authorization.
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

CHART No. 1

PROJECT PURPOSE INDICATOR No. 1

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

Basic Performance Statistics by Regional Jurisdictions

July 1, 1992 – June 30, 1993

SECTION	PRELIMINARY INVESTIGATION				FORMAL INVESTIGATION				
	No. of Investigations	No. of cases dismissed	No. of decisions in cases dismissed	No. of pending cases	No. of cases Investigated	No. of cases dismissed	No. of decisions in cases dismissed	No. of pending cases	
Barranquilla	1,325	570	54	1,271	1,730	271	202	1,459	
Bogotá	4,619	1,540	176	4,443	3,661	418	339	3,243	
Cali	2,616	816	638	1,978	3,215	957	129	2,258	
Cúcuta	1,786	622	362	1,424	3,464	523	196	2,941	
Medellín	4,611	1,035	388	4,223	4,194	731	239	3,463	
TOTALES	14,957	4,583	1,618	13,339	0	16,264	2,900	1,105	13,364

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, 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)

Best 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	5,480	2,104	15,782
Ameria	5,480	1,772	0	3,688	3,861	1,862	518	1,999
Barranquilla	3,432	813	402	2,819	21,670	306	854	21,364
Bogotá y C.marca	48,203	25,918	9,359	22,297	58,989	14,793	5,624	44,196
Bucaramanga	8,583	4,249	0	5,314	6,259	1,940	1,574	4,319
Buga	12,370	8,448	158	3,922	7,653	4,195	1,985	3,458
Cal	27,971	14,450	0	13,521	38,865	9,842	3,053	28,823
Cartagena	5,057	3,045	0	2,012	12,902	2,589	850	10,313
Cucutá y Pamplona	3,385	1,245	0	2,140	5,726	3,590	1,849	2,130
Florencia	2,272	1,372	0	900	3,490	1,406	535	2,084
Itague	6,300	4,470	0	1,830	12,983	7,835	2,480	5,148
Marizales	9,288	6,151	0	3,115	7,628	4,768	2,001	2,860
Medellin	42,539	21,103	0	21,438	20,637	7,399	2,538	13,238
Monteria	3,137	1,053	0	2,084	3,407	1,299	1,095	2,108
Neiva	3,803	1,882	0	1,921	4,516	2,625	1,039	1,891
Pasto	5,622	3,178	0	2,446	7,118	1,917	979	5,201
Pereira	6,942	3,408	0	3,538	4,878	2,800	1,587	1,878
Popayán	6,812	5,452	0	1,180	9,529	5,658	1,217	3,873
Quibdo	620	83	31	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	2,590	964	580	1,629
Santa Marta	2,878	1,530	0	1,448	4,044	881	497	3,183
Siracolejo	938	568	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	568	3,743	1,051	874	2,692
Valledupar	1,874	1,279	0	595	4,899	1,726	942	3,173
Vitacercio	7,201	4,008	3,240	3,196	6,587	3,128	1,339	3,459
TOTALES	246,801	131,002	15,473	115,799	281,388	90,418	38,218	190,970

Source: National Directorate of Prosecutorial Units - Systems Department
USAID/Colombia MS

Definition of Terms

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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 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	50.8%	3.8%	1.8%	49.2%	25.7%	38.5%	8.9%	74.3%
Ameria	32.5%	0.0%	0.0%	67.5%	48.2%	27.8%	13.4%	51.8%
Barranquilla	17.9%	65.6%	11.7%	82.1%	1.4%	279.1%	3.9%	98.6%
Bogotá y C/marca	53.8%	38.1%	19.4%	46.2%	25.1%	38.0%	9.5%	74.9%
Bucaramanga	44.4%	0.0%	0.0%	55.6%	31.0%	81.1%	25.1%	69.0%
Buga	68.3%	1.8%	1.3%	31.7%	54.8%	47.3%	25.9%	45.2%
Cal	51.7%	0.0%	0.0%	48.3%	25.5%	31.0%	7.9%	74.5%
Cartagena	60.2%	0.0%	0.0%	39.8%	20.1%	32.8%	6.6%	79.9%
Cucutá y Pamplona	36.8%	0.0%	0.0%	63.2%	62.7%	51.5%	32.3%	37.3%
Florencia	60.4%	0.0%	0.0%	39.6%	40.3%	38.1%	17.3%	59.7%
Itague	71.0%	0.0%	0.0%	29.0%	60.3%	31.4%	18.9%	39.7%
Manizales	68.4%	0.0%	0.0%	33.6%	62.5%	42.0%	26.2%	37.5%
Medellin	49.6%	0.0%	0.0%	50.4%	35.9%	34.3%	12.3%	64.1%
Montería	33.6%	0.0%	0.0%	66.4%	38.1%	64.3%	32.1%	61.9%
Nelva	49.5%	0.0%	0.0%	50.5%	58.1%	39.6%	33.0%	40.1%
Pasto	56.5%	0.0%	0.0%	43.5%	26.9%	51.1%	13.8%	73.1%
Pereda	49.1%	0.0%	0.0%	50.9%	59.9%	56.7%	33.9%	40.1%
Popayán	82.5%	0.0%	0.0%	17.5%	59.4%	21.5%	12.8%	40.6%
Quibdo	13.4%	37.3%	5.0%	86.6%	10.0%	191.3%	19.2%	90.0%
Riohacha	28.7%	0.0%	0.0%	71.3%	18.9%	87.9%	14.6%	83.1%
San Gil	38.4%	0.0%	0.0%	61.6%	37.2%	58.1%	21.6%	62.6%
Santa María	51.4%	0.0%	0.0%	48.6%	21.8%	56.4%	12.3%	78.2%
Sinciojo	60.3%	0.0%	0.0%	39.7%	58.2%	42.2%	23.7%	43.6%
Sia Rosa Vitebo	34.1%	74.6%	25.4%	65.9%	25.4%	150.3%	38.2%	74.6%
Tunja	79.7%	68.1%	54.3%	20.3%	28.1%	83.2%	23.4%	71.9%
Valduper	68.2%	0.0%	0.0%	31.8%	35.2%	54.6%	19.2%	64.8%
Villavicencio	55.6%	80.9%	45.0%	44.4%	47.5%	42.8%	20.3%	52.5%
TOTALES	53.1%	11.8%	6.3%	48.9%	32.1%	42.3%	13.6%	67.9%

Source: National Directorate of Prosecutorial Units - Systems Department
AID/Colombia MS

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 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, it 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 closing 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.

BEST AVAILABLE COPY

PROJECT PURPOSE INDICATOR No. 1

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

Best Performance Statistics by Sections

July 1, 1992 - June 30, 1993

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	12,806	4,890	31,438	27,892	8,847	4,908	19,045
Ameria	7,977	2,865	1,118	6,859	9,485	817	834	8,668
Barranquilla	7,112	1,473	700	6,412	15,730	9,315	3,557	6,415
Bogotá y C/marca	51,048	46,138	17,793	33,253	33,428	21,114	12,059	12,314
Bucaramanga	20,961	12,217	4,068	16,893	8,098	3,679	3,345	2,417
Buga	8,359	6,318	1,087	8,272	6,343	3,080	1,014	3,263
Cali	35,072	17,127	5,528	29,544	29,982	12,968	5,814	17,024
Cartagena	7,249	2,588	377	6,872	13,468	6,270	2,398	7,246
Cúcuta y Pamplona	14,213	6,023	2,517	11,696	9,285	3,817	1,239	5,468
Florencia	2,679	1,388	218	2,461	2,961	1,709	481	1,252
Bagué	13,159	8,523	1,698	11,461	9,101	4,531	2,142	4,570
Manizales	8,282	4,989	1,680	6,582	9,307	5,720	1,705	3,587
Medellín	45,871	15,734	9,327	36,544	25,884	14,707	6,720	11,177
Montería	3,901	2,382	485	3,416	3,948	2,105	1,145	1,841
Nelva	4,948	3,553	981	3,965	3,438	1,581	955	1,855
Pasto	5,939	2,711	1,520	4,419	7,521	2,442	2,514	5,079
Pericó	8,788	5,527	1,591	7,177	5,911	3,071	1,081	2,840
Popayán	7,755	5,545	1,754	6,001	8,693	3,953	1,605	4,740
Quibdó	835	156	338	497	1,558	452	342	1,104
Riohacha	2,805	558	168	2,438	3,199	1,083	1,248	2,116
San Gil	3,624	2,053	1,388	2,236	3,812	1,705	1,050	2,107
Santa María	8,485	3,008	1,308	7,177	10,344	3,843	1,972	6,701
Sincalejo	1,920	1,388	229	1,691	2,988	1,543	365	1,425
Sta Rosa Viterbo	4,230	2,813	811	3,419	6,110	2,138	1,403	3,974
Tunja	5,485	3,138	1,288	4,199	5,043	1,739	869	3,304
Valledupar	5,685	3,574	954	4,711	3,688	1,537	944	2,151
Villavicencio	9,191	6,790	1,214	7,977	7,528	4,069	1,318	3,439
	0	0	0	0	0	0	0	0
TOTALES	332,637	180,957	85,024	267,813	272,725	127,803	62,805	145,122

Source: National Directorate of Prosecutorial Units - Systems Department
USAID/Columbia MS

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, it 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 closing 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.

PROJECT PURPOSE INDICATOR No. 1

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

Basic Performance Indicators by Sections

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 investigation %
Antioquia	34.7%	38.8%	13.5%	65.3%	31.7%	55.5%	17.6%	68.3%
Armenia	35.9%	39.0%	14.0%	64.1%	8.6%	102.1%	8.8%	91.4%
Barranquilla	20.7%	47.5%	9.8%	79.3%	59.2%	38.2%	22.6%	40.8%
Bogotá Y C/marca	90.4%	38.6%	34.9%	9.6%	63.2%	57.1%	36.1%	36.8%
Bucaramanga	58.3%	33.3%	19.4%	41.7%	60.4%	90.9%	54.9%	39.6%
Buga	67.5%	17.2%	11.6%	32.5%	48.6%	32.9%	16.0%	51.4%
Cali	48.8%	32.3%	15.8%	51.2%	43.2%	43.3%	18.7%	56.8%
Cartagena	35.7%	14.6%	5.2%	64.3%	46.2%	38.5%	17.8%	53.8%
Cucutá y Pamplona	42.4%	41.8%	17.7%	57.6%	41.1%	32.4%	13.3%	58.9%
Florencia	51.8%	15.7%	8.1%	48.2%	57.7%	27.0%	15.6%	42.3%
Ibague	64.8%	19.9%	12.9%	35.2%	49.8%	47.3%	23.5%	50.2%
Manizales	60.4%	33.7%	20.3%	39.6%	61.5%	29.8%	18.3%	38.5%
Medellín	34.3%	59.3%	20.3%	65.7%	56.8%	45.7%	26.0%	43.2%
Montería	60.5%	20.5%	12.4%	39.5%	53.3%	54.4%	29.0%	46.7%
Neiva	71.8%	27.6%	19.8%	28.2%	46.0%	60.4%	27.8%	54.0%
Pasto	45.6%	56.1%	25.6%	54.4%	32.5%	102.9%	33.4%	67.5%
Pereira	63.0%	28.8%	18.1%	37.0%	52.0%	35.2%	18.3%	48.0%
Popayán	71.5%	31.6%	22.6%	28.5%	45.5%	40.6%	18.5%	54.5%
Quibdo	18.7%	216.7%	40.5%	81.3%	29.0%	75.7%	22.0%	71.0%
Riohacha	21.4%	29.7%	6.4%	78.6%	33.9%	115.2%	39.0%	66.1%
San Gil	56.7%	67.5%	38.2%	43.3%	44.7%	61.6%	27.5%	55.0%
Santa Marta	35.4%	43.5%	15.4%	64.6%	35.2%	54.1%	19.1%	64.0%
Sincelejo	72.2%	16.5%	11.9%	27.8%	52.0%	23.7%	12.3%	48.0%
Sta Rosa Viterbo	61.8%	31.0%	19.2%	38.2%	35.0%	65.7%	23.0%	65.0%
Tunja	57.2%	41.0%	23.4%	42.8%	34.5%	50.0%	17.2%	65.0%
Valledupar	63.1%	26.7%	16.8%	36.9%	41.7%	61.4%	25.6%	58.0%
Villavicencio	73.9%	17.9%	13.2%	26.1%	54.3%	32.2%	17.5%	45.0%
TOTALES	54.4%	35.9%	19.5%	45.6%	46.8%	49.2%	23.0%	53.0%

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.

59

PROJECT PURPOSE INDICATOR No. 1

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

Basic Performance Statistics by Sections

January 1, 1993 – December 31, 1993

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	33,862	16,680	4,579	29,283	19,929	7,590	4,401	12,339
Armenia	4,219	3,116	1,470	2,749	4,059	1,439	936	2,620
Barranquilla	4,193	3,080	916	3,277	22,394	12,370	6,038	10,024
Bogotá Y C/marca	79,720	51,046	16,081	63,639	52,485	26,895	11,921	25,590
Bucaramanga	19,705	15,477	7,087	12,618	5,279	3,146	2,567	2,133
Buga	7,308	4,007	1,108	6,200	5,716	2,238	1,720	3,478
Cali	31,382	18,222	5,538	25,846	27,959	13,910	6,655	14,049
Cartagena	5,651	5,424	543	5,108	11,702	7,394	2,147	4,308
Cucutá y Pamplona	13,736	8,873	3,259	10,477	6,074	4,086	1,348	1,988
Florencia	3,031	1,827	351	2,680	1,983	1,400	533	583
Ibaguè	12,405	7,412	2,182	10,223	9,062	4,052	2,739	5,010
Manizales	8,107	5,183	1,578	6,529	10,063	5,933	2,526	4,130
Medellín	54,193	30,651	7,367	46,826	28,823	13,997	5,223	14,826
Montería	3,617	2,465	523	3,094	3,246	1,834	1,018	1,412
Neiva	4,761	3,306	1,318	3,443	4,543	2,779	1,224	1,764
Pasto	6,921	4,391	1,241	5,680	10,319	2,181	1,947	8,138
Pereira	7,732	4,627	1,604	6,128	7,259	4,093	1,943	3,166
Popayán	6,153	3,455	1,003	5,150	9,705	4,280	1,763	5,425
Quibdo	1,913	1,048	483	1,430	2,134	935	694	1,199
Riohacha	2,240	1,138	314	1,926	2,441	1,765	1,049	676
San Gil	3,511	1,914	982	2,529	3,795	1,885	719	1,910
Santa Marta	9,045	6,031	2,023	7,022	7,162	3,734	1,661	3,428
Sincelejo	2,500	1,983	366	2,134	2,314	820	371	1,494
Sta Rosa Viterbo	5,968	4,019	1,015	4,953	4,971	2,595	1,542	2,376
Tunja	4,942	3,953	2,238	2,706	3,570	1,877	1,213	1,693
Valledupar	6,672	3,824	1,458	5,216	3,761	3,000	1,512	781
Villavicencio	9,305	6,320	1,722	7,583	7,203	3,730	1,514	3,473
	0	0	0	0	0	0	0	0
TOTALES	352,792	219,472	68,343	284,449	277,951	139,958	66,924	137,993

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.

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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.

CHART No. 7

PROJECT PURPOSE INDICATOR No. 1

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

Basic Performance Indicators by Sections

January 1, 1993 – December 31, 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 address out of total investigations	Decisions out of total cases addressed	Decisions out of total investigations	Pending cases out of total investigations
	%	%	%	%	%	%	%	%
Antioquia	49.3%	27.5%	13.5%	50.7%	38.1%	58.0%	22.1%	61.9%
Armenia	73.9%	47.2%	34.8%	26.1%	35.5%	65.0%	23.1%	64.5%
Barranquilla	73.5%	29.7%	21.8%	26.5%	55.2%	48.8%	27.0%	44.8%
Bogotá Y C/marca	64.0%	31.5%	20.2%	36.0%	51.2%	44.3%	22.7%	48.8%
Bucaramanga	78.5%	45.8%	36.0%	21.5%	59.6%	81.6%	48.6%	40.4%
Buga	54.8%	27.7%	15.2%	45.2%	39.2%	76.9%	30.1%	60.8%
Cali	58.1%	30.4%	17.6%	41.9%	49.8%	47.8%	23.8%	50.2%
Cartagena	96.0%	10.0%	9.6%	4.0%	63.2%	29.0%	18.3%	36.8%
Cutotá y Pamplona	64.6%	36.7%	23.7%	35.4%	67.3%	33.0%	22.2%	32.7%
Florencia	60.3%	19.2%	11.6%	39.7%	70.6%	38.1%	26.9%	29.4%
Ibague	59.8%	29.4%	17.6%	40.2%	44.7%	67.6%	30.2%	55.3%
Manizales	63.9%	30.4%	19.5%	36.1%	59.0%	42.6%	25.1%	41.0%
Medellin	56.6%	24.0%	13.6%	43.4%	48.6%	37.3%	18.1%	51.4%
Montería	68.2%	21.2%	14.5%	31.6%	56.5%	55.5%	31.4%	43.5%
Neiva	69.4%	39.9%	27.7%	30.6%	61.2%	44.0%	26.9%	38.8%
Pasto	63.4%	26.3%	17.9%	36.6%	21.1%	89.3%	18.9%	78.9%
Pereira	59.8%	34.7%	20.7%	40.2%	56.4%	47.5%	26.8%	43.6%
Popayán	56.2%	29.0%	16.3%	43.8%	44.1%	41.2%	18.2%	55.9%
Quibdo	54.8%	46.1%	25.2%	45.2%	43.8%	74.2%	32.5%	56.2%
Riohacha	50.8%	27.6%	14.0%	49.2%	72.3%	59.4%	43.0%	27.7%
San Gil	54.5%	51.3%	28.0%	45.5%	49.7%	38.1%	18.9%	50.3%
Santa Marta	66.7%	33.5%	22.4%	33.3%	52.1%	44.5%	23.2%	47.9%
Sincedejo	79.3%	18.5%	14.6%	20.7%	35.4%	45.2%	16.0%	64.6%
Sta Rosa Viterbo	67.3%	25.3%	17.0%	32.7%	52.2%	59.4%	31.0%	47.8%
Tunja	80.0%	56.6%	45.2%	20.0%	52.6%	64.6%	34.0%	47.4%
Valledupar	57.3%	38.1%	21.8%	42.7%	79.8%	50.4%	40.2%	20.2%
Villavicencio	67.9%	27.2%	18.5%	32.1%	51.8%	40.6%	21.0%	48.2%
TOTALES	62.2%	31.1%	19.4%	37.8%	50.4%	47.8%	24.1%	49.6%

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.

Counterpart

Contribution:	Planned:	\$ 36,000,000
	Actual:	\$ 36,000,000
% LOP Elapsed:	09/14/92 vs. 03/31/94	
% 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 (Medellín), 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 March 31, 1994, the GOC had completed to deposit the peso equivalent of the \$36 million in the Special Peso Account. As of March 30, 1994, the peso equivalent of \$25.5 million had been disbursed by the Grantee as follows: a) \$29.5 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

INDICATORS	1990	1991	1992	1993	1994 (p)
Real GDP Growth Rate	4.1%	2.1%	3.5%	5.2% (e)	5.0%
Inflation Rate	32.5%	26.8%	25.1%	22.6%	19%
Unemployment Rate (by the end of the year)	10.5%	10.2%	10.3%	7.9%	10.3%(First Quarter)
External Trade Balance (\$m)	1,971	2,960.3	1,284.6	-1,107.9(e)	-2,171.6
Current Account Balance (\$m)	531.7	2,347.6	963.8	-1,578.5	- 2,859.1
Net International Reserves (\$m)	4,597.5	6,420.2	8,022.4	7,931.1	8,355.1
Total External Debt Outstanding (\$m)	17,843.9	17,168.9	17,367.7	18,591.2	19,749.4
Net Debt Outstanding/GDP	27.9%	23.3%	19.2%	20.1%	19.0%
Interest payment/Exports of Goods	19.9%	18.2%	18.2%	16.2%	16.6%
Central Government Fiscal Deficit (% of GDP)	-0.13%	-0.51%	0.56%	-0.4%	NA
Interest Rate on 90 CDs (as of the end of given period)	38.43 %	37 %	27.5%	25.95%	25.53% (end of January)
Growth of Money Supply (M1)	25.8 %	34.1 %	41.3%	28.8%	NA

\$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:

During the reporting period, The Quality Foundation shifted its support from assisting specific private manufacturing business to providing a more focus assistance to the public and private sectors to develop Total Quality Culture (TQC) principles within their internal organizations. This support has become in a major contribution to prepare the key institutions of the two sectors such as Ecopetrol, the national oil company, and the National Association of Coffee Growers, to deal with the growing challenges of the local economy's opening program. The mayor accomplishments of the Foundation are grouped in the following six (6) essential areas:

1. Gathering and development of specific knowledge in the Quality process

- ◆ The Foundation staff made technical visits to 10 top Japanese companies and 14 top Brazilian ones to assess development and use of fundamental quality principles in their operations. The staff gathered very valuable educational material which was later utilized in the Foundation's training program
- ◆ The Foundation staff also visited more than sixty (60) Colombian companies which have been considered as leaders in the application of Quality principles. Additionally, in conjunction with the National Bank Association, the Foundation surveyed 150 financial institutions to assess current state of Quality process in this key sector of the economy. The results of these visits and the surveys were stored in comprehensive databases which are now being used by researches and students in the country.
- ◆ With the material gathered in Colombia and overseas, the Foundation edited and published an educational manual; "practical guide to implement Quality principles", and developed a training methodology to teach Quality principles within the entities themselves using their own practical experiences.

2. The Training Program

This Program carried two major group of activities: training and promotion.

- ◆ In training, 835 professionals were trained in seven (7) different seminars which dealt with essential Quality topics.
- ◆ In promotion, the National Quality Information Center continued its development gathering a total number of 402 books, 150 videos, and 1300 research papers; the Center kept on publishing the first periodical publication "Avancemos" to inform on last studies, analyses, and developments in the field of Total Quality Culture and Control; staff members organized: informal discussion meetings on the quality process were held in the cities of Medellín, Cali, and Manizales with the participation of 410 managers, and 30 promotional events with private sector associations.
- ◆ Additionally, the Foundation has supported two major projects: the Antioquia Group, formed by 80 companies to expand Quality practices in this part of the country through approximately 71 work meetings; and the national meeting Companies-Universities, attended by 600 students to learn Quality principles.

3. Quality Implementation

- ◆ To advance in the effective implementation of Quality practices in local organizations, the Foundation made 120 technical orientation sessions with the same number of managers, 19 field technical visits to the same number of companies, and 12 consulting works with international advisors for the same number of companies.

4. The National Quality Award

- ◆ The 1993 version of the award was successfully conducted: 90 evaluation officers and 10 award judges were trained, 10 cities, 800 companies and 4000 booklets were visited and made to explain the awards and its rules, 17 companies were selected for the final stage of the contest.

5. Educational Project

- ◆ In order to write a comprehensive project to introduce Quality principles in the educational program of the prominent schools in the country, the Foundation collected information from successful experiences in top educational centers in the US (Dallas), México (Monterrey), and Brasil (Belo Horizonte) , and developed a pilot program in a selected school in the country.

6. Public Sector Project

- ◆ The Foundation has established the work basis to start enhancing operations through Quality principles in major public sector entities. The President of the country himself through his counselor for state reform has promoted this process very seriously.

Pilot Monitoring and Evaluation System

This project, the Quality Foundation, has been selected by the National Planning Department and USAID/Colombia to be part of a pilot M&E system. A field visit to its offices has already been done and impact indicators have been designed to track its performance. Specific measures of such indicators will be presented in the next reporting period.

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.

During the reporting period, the Council concentrated its efforts in implementing its action plan with emphasis in two major areas: employment creation and community participation. These two groups of activities are part of the pilot M&E system that USAID and NPD are currently building.

- Training and Technical Assistance to Improve and Increase Employment

- The Council is providing technical assistance and credit to small businesses through associations and PVO's. In order to track performance of employment creation and impact of that assistance, specific impact indicators have been agreed upon with the most important association "Microempresas de Antioquia". Those indicators which will be tracked every six months are: number of new jobs generated by the business, productivity, and management effectiveness. To have a baseline, a direct visit to each business is being done to establish the initial value of the indicators. In the next reporting period, actual values of these indicators will be provided.

- Community Television and Participation

- The successful T.V. Program: "Arriba mi Barrio" continued to be aired weekly on the local T.V. channel. The program is now 90. among a total of 120 programs aired by the local station. Through this program, many social issues and community activities addressing them have been discussed and implemented. The program has become the coordinator of the drug-consumption prevention plan currently being implemented in the city. Two indicators have been chosen to measure impact of the program: rating, and number of direct phone calls in each weekly presentation. Baseline for these indicators will be provided in the next reporting period.

3. HOSPITAL MANAGEMENT CENTER

OBJECTIVE: To strengthen hospital management by teaching and applying modern private management techniques and total quality culture principles in order to increase the coverage and quality of health services provision.

ACCOMPLISHMENTS:

The Center carried out two major sets of activities: strengthening of financial management in the hospitals, and developing of a teaching methodology to train managers and staff to improve performance.

- ◆ Strengthening of Financial Management

- An three-day International Forum with 300 managers and staff from 153 hospitals and other related health institutions was organized to discuss, evaluate and divulge practical techniques and processes to implement cost-effective operations in those institutions.
- A National Award in Financial Management was established to reward institutions which have implemented successful financial reforms. After keen competition, seven (7) institutions were finally selected. The award has been institutionalized and will be now supported by the Government.

- ◆ Teaching Methodology

- A complete course in Hospital Management was developed to doctors and staff. 180 management staff of 30 institutions were trained and five (5) hospitals started management improvement processes.

4. PILOT MONITORING AND EVALUATION SYSTEM

To establish a pilot M&E system which allows to start developing M&E capacity in the National Planning Department (NPD) while providing more meaningful data for reporting processes, NPD and USAID made a work agreement to design impact and performance indicators for five selected projects: the Quality Foundation, the Medellín Advisory Council, the Magdalena Highway, the social and alternative development projects to substitute coca-cultivation in rural and indigenous areas of the Department of Cauca, and the Cartagena channels and lagoons. Field visits have already been made by USAID and NPD staff to the three first projects and performance indicators were discussed and agreed upon with project staff members. These members will calculate baseline for the indicators and start reporting data to the NPD's M&E in a regular basis.