

PD-ABK-133

USAID/COLOMBIA

SEMI-ANNUAL PROJECT STATUS REPORT

APRIL 1, 1994 - SEPTEMBER 30, 1994

**AGENCY FOR INTERNATIONAL DEVELOPMENT**

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

**(APRIL - SEPTEMBER 1994)**

**COLOMBIA**

**NOVEMBER 1994**



**U.S. EMBASSY  
Santafé de Bogotá, D.C.**

**COLOMBIA**

**TRANSMITTAL MEMORANDUM**

**TO: Wayne F. Tate, LAC/SAM/DIR**  
**FROM: Lars Klassen, USAID/Colombia/AIDREP**  
**SUBJECT: USAID/Colombia SAR Report**  
**DATE: December 20, 1994**

Attached, please find the April-September 1994, USAID/Colombia SAR, which includes the Representative's Narrative, Financial Summary Chart, Project Category and Outlier Matrix, Justice Sector Reform Program (JSRP) Status Report, and Economic Stabilization Program Status Report.

We wish to highlight the following points, which are further elaborated in the body of the report.

1) As agreed at the USAID/Colombia Action Plan review, during this reporting period the Mission calculated baseline data sets for all the JSRP purpose and output indicators, and initiated the national survey to assess public perception of the efficiency and fairness of the justice system. Additionally, the whole set of indicators for the JSRP, which were approved in the Action Plan review, were fully reviewed to establish which ones could be properly calculated with reliable and readily available information from the several justice system entities.

2) JSRP expenditures have been slower than expected partly because USAID-FES Project Managers have required improved subproject designs from the various submitting institutions, and, at the same time, have been monitoring ongoing activities more carefully. Also, the transition period between the May presidential elections and the August inauguration of the new administration contributed to the slowdown in projected disbursements. Further delays in project implementation can be expected as new leaders and administrators of Justice Sector institutions become familiar with the content and procedures of the JSRP. Despite these problems, however, the JSRP pipeline still decreased by 20.9% during FY 1994.

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

**A. Overview of the Status of the Portfolio**

The current USAID/Colombia program has a single basic strategic objective: improvement of the country's criminal justice system. At the review of the 1995/96 Action Plan in May 1994, it was agreed to drop the Mission's Second Objective: support for the government's economic liberalization and growth policies, as this Program has come to a close. Therefore, this SAR includes the last report for the Economic Stabilization Program (ESP) No. 2, Project No. 514-9005.

As noted in the Action Plan, this program is consistent with the U.S. Government objectives of the U.S. Government as set forth in the NSD-14, Counternarcotics Initiative. The Mission strategic objective also is directly related to the furtherance of the Agency's goal of building democracy. Improvement of the criminal justice system is being implemented through the \$36M Justice Sector Reform Project (514-9002).

The \$36M USAID Justice Sector Reform Project (JSRP) assists the GOC in its long term efforts to restructure key sector entities, with special emphasis on the criminal justice system. The JSRP also seeks to improve the effectiveness of the judiciary and the Office of the Prosecutor General, to expand access to the judicial system and to strengthen judicial protection capabilities. This is being accomplished through training, technical assistance and a number of subprojects being carried out in selected geographical jurisdictions. A mid-term evaluation of the JSRP is scheduled to begin in December, 1994.

USAID has provided training to magistrates and judges on the provisions of the new (1993) criminal procedures code, and sponsored short term visits to the United States, Chile, Panamá, Uruguay and Argentina for members of the Superior Judicial Council and the Prosecutor General's Office to give them the opportunity to observe effective court administration and delay reduction programs. In 1994, more than 2300 judges, prosecutors, investigators and administrative support personnel benefited from training provided directly by the USAID Mission or under its cooperative agreement with the Colombian Foundation for Higher Education (FES). In addition, through the Department of Justice (DOJ) International Criminal Investigative Training Assistance Program (ICITAP) 516 investigators and forensic specialists were trained in courses offered both in Colombia and in the United States. ICITAP also provided 15 weeks of technical assistance to GOC law enforcement agencies in the areas of judicial protection, forensic development and curriculum development. Additional professional training for prosecutors will begin in early 1995 under the auspices of the DOJ Office of Professional and Development Training (OPDAT).

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).

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, Adventist Development and Relief Agency, Partners of the Americas and Interamerican Foundation, all of whom support programs in country.

## **B. Activity Highlights**

### **1. Justice Sector Reform Project (JSRP)**

As agreed during the last Action Plan review for USAID/Colombia, during this reporting period the Mission was able to calculate baseline data sets for all the JSRP purpose and output indicators and to initiate the national survey to establish the public perception on the efficiency and fairness of the justice sector. Final results of the survey are expected to be delivered by Spring 1995. Additionally, the whole set of indicators for the JSRP, which were approved in the Action Plan review, were fully reassess to establish which ones could be properly calculated with the information available and reliable in the justice system. As a result, the indicator charts presented in JSRP Report show specifically what indicators should be dropped and what indicators should be used instead to replace them.

To measure Project's progress on achieving its strategic objective, two main indicators are being used as explained:

**Indicator No. 1:**Percentage of court findings on serious crimes plus confirmations of the findings by a higher court, if appeals or reviews were made, resulting from the preliminary investigations of such crimes.

**Indicator No. 2:** Length of time for a case to be completed from the opening of the preliminary

investigation to the court finding or to the finding confirmation by a higher court, if appeals are made.

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. The two first stages take place within the Prosecutor General's Office (PGO) - Fiscalía General de la Nación.

1) During their first two years of operation, the Regional Prosecutorial Units both at the preliminary and formal stage have reported more cases addressed and decisions taken, which in turn, has contributed to a substantial reduction in the number of pending cases, from 90.3% in May 1993 to 75.9% in May 1994.

2) Considering the baseline data sets calculated before the establishment of the PGO in July 1, 1992, and subsequent measures for the first two complete years of operation of the ordinary prosecutorial units of the PGO, major progress can be established in those units both at the preliminary and formal stages: the number of pending cases has decreased in the preliminary investigation from 46.9% in June 1992 to 36.3% by the end May 1994, and in the formal investigation stage from 67.9% in June 1992 to 56.5% by the end of May 94.

3) At the court level, only baseline data sets have been calculated. Therefore, at this point progress cannot be assessed accurately.

With respect to the second indicator: length of time for a case to be completed, baseline data have been calculated for the first time ever in the judicial sector during this reporting period. Based on such data some valid observations can be made: the national average length of time for the Regional Jurisdictions is a little more than year and a half for a case to be resolved. Within this average, the Bogotá Regional Jurisdiction which handles the most complex cases is a little below the average. The new Prosecutor General believes this Regional has to be even more efficient, and, therefore, he has requested the JSRP Executive Committee more support for the Bogotá Regional. As a result, the JSRP plans to implement its sub-projects related to the PGO with more emphasis on the Bogota Regional Jurisdiction.

Nevertheless, it is important to keep in mind that initial progress assessments made by FES show that none of the new cases received by the PGO during its first two years of operation (approx. 70% of all cases currently handled by the PGO) have missed the term deadlines established by the Criminal Procedure Code. Unfortunately, however the PGO received an important number of cases (approx. 30% of total current cases) from the former criminal system, all of which are long overdue.

As far as outputs go, overall, in FY 1994, progress toward achieving the JSRP strategic objective has been excellent. Following are the most important accomplishments related directly to the courts and the PGO:

A major program for administrative and organizational improvement of 39 ordinary prosecutorial units (this activity includes facility repair and upgrading, and design and implementation of improved administrative systems: as of September 30, 1994, 22 units had been repaired and upgraded, and administrative systems of 2 units had been improved.)

**Development of the structure of an information network and of the software of a case management program for the five Regional (narcotics and terrorism) Prosecutorial Units.**

**Development of the sub-project to bid, contract, design, and install a complete information and data management system for the 328 District Prosecutors of the five largest sections of the PGO (during August and September 1994, the JSRP supported two major discussion workshops which were attended by 97 systems personnel of the PGO to make the most reliable and comprehensive design of the system.)**

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

**Development of a critical sub-project to reduce sharply the backlog of cases in the five regional prosecutorial units and in five selected ordinary prosecutorial units (the sub-project has engaged 10 top advisors to work with these units, who have defined specific work plans to decrease backlogs and have designed Performance Agreements, based on specific performance and impact indicators, to be signed by the Prosecutors. These agreements basically commit the Prosecutors to improve their performance, or they will lose the JSRP support.)**

**Other accomplishments which do not relate directly to the system, but to the Public Defender's Office and the alternative dispute resolution mechanisms include:**

**Installation of 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 through intensive training and design of an management information system.**

**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.**

**Establishment of thirteen (13) new alternative dispute (mediation) centers, development of basic documentation, and training of centers' personnel.**

**Development of an integrated, sectoral planning system to strengthen the planning process between justice sector institutions.**

**A total of 632 judges, 2116 prosecutors, 1420 investigators, and 1083 other justice sector officers have received training from the Program. Of this number 3427 have been trained by FES sub-projects, 19 by OPDAT, 1664 by ICITAP, and 160 by USAID/Colombia direct funding.**

**Additionally, USAID anticipates considerable progress during FY 1995 in the area of improved access, fairness and public perception. Expected results include: strengthening the capacity of the Attorney General's Office (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.**

## **JSRP Investment**

As of September 30, 1994, the JSRP had invested approximately \$ 2.8 million in the PGO, \$ 0.87 million in the Superior Judicial Council (SJC), and the \$ 0.92 million in the AGO and the Public Defender's Office. However, these funds only complement the massive modernization program launched by the GOC institutions themselves with their own resources. Therefore, it would be very difficult at this point to attribute accurately which part of GOC's institutional improvements are the direct result of the JSRP funding. The JSRP first formal evaluation scheduled for December, 1994, will offer additional guidance on determining such attribution.

## **2. Cash Transfer Program**

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 interest generated by the funds deposited in the Federal Reserve Bank in New York.

By September 30, 1994, the GOC had completed deposit of peso equivalent of the \$36 million in the Special Peso Account. As of September 30, 1994, the peso equivalent of \$33.5 million had been disbursed by the Grantee as follows: a) \$32 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 is presented in the ESP2 Report which is part of the SAR document; 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.

In general, Colombia has enjoyed continued economic growth since President Samper's August Inauguration, and the GOC still plans to achieve or surpass its projected 1994 GDP growth rate of 5 percent. However, inflationary pressures remain, and government officials concede that the projected 19 percent inflation rate for 1994 is now an unreachable goal. The Samper Administration hopes to control future inflation by implementing a "social pact," which would reduce inflation not only through central government programs, but also by involving the private sector (business and labor) in pricing and wage policies.

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. A break-through, of sorts, occurred recently, however. At the request of NPD, USAID will provide technical assistance to strengthen NPD's department-wide project design, monitoring and evaluation capacity. Further, USAID's FSN, M&E specialist and the NPD director of evaluation have visited five, representative counterpart funded projects to document, first-hand, what progress has been made. These site visits, plus the seminars, have permitted the NPD to establish a pilot monitoring system for those five sub-projects. 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.

### **3. Significant Problems and Delays**

1. Project expenditures have been slower than expected as the JSRP USAID-FES Administration continues to press the various justice sector institutions for better design of projects and to monitor their activities carefully.

2. The transition period between the May presidential elections and the August inauguration of the new administration, also contributed to the slowdown in projected disbursements. Additional delays in project implementation can be expected as new leaders and administrators of the Justice Sector institutions become familiar with the content and procedures of the JSRP.

### **4. Pipeline Status and Prospects**

The JSRP pipeline has decreased 20.9% this year as more sub-projects continued to be implemented.

### **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 Representative and other project personnel. Copies are provided to the Controller, RCO, and RLA.

**Lars Klassen**  
**AID Representative**

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

Country: Colombia  
 Data as of : 30/09/1994  
 Date Completed: 15/11/1994

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 50% unexpended 4 years after initial obligation)	7 ACCRUED EXPENDITURES (Cite if accrued expenditures are less than 60% of planned)
614 9002 Colombia Justice Sector Reform Program	08/09/91 Amended to 09/25/92	B	NA	X	NA	NA
614 9005 Economic Revitalization Program	09/14/92	A	NA	NA	NA	NA

A.I.D./COLOMBIA

PROJECT CATEGORY AND OUTLIER MATRIX (Cont.)

Country: Colombia  
 Data as of : 30/09/1994  
 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	NA	X	NA
614 9006 Economic Revitalization Program	NA	NA	NA	NA	NA	NA	NA

First evaluation planned for 12/94

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**PROJECT STATUS REPORT**  
**April 1 - September 31, 1994**

**(Last Report)**

**I.            BACKGROUND DATA**

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

Next Evaluation: N/A  
Next Audit: 12/94

**II.           FINANCIAL DATA**

Amount Authorized:	Original:	<b>\$ 36,000,000</b>
Amount Obligated:	Original:	<b>\$ 36,000,000</b>
Amount Committed:	Period:	<b>\$ 36,000,000</b>
	Cumulative:	<b>\$ 36,000,000</b>
Accrued Expenditures:	Period-Actual:	<b>\$ 36,000,000</b>
	Cumulative:	<b>\$ 36,000,000</b>
Pipeline:		<b>- 0 -</b>
Counterpart Contribution:	Planned:	<b>\$ 36,000,000</b>
	Actual:	<b>\$ 36,000,000</b>

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% LOP Elapsed:	09/14/92 - 09/30/94 // 09/14/92 - 06/30/95
% of Total Auth. Oblig.:	100 %
% of Total Oblig. Exp.:	100 %
% of Total Auth. Exp.:	100 %

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

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

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

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

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In general, Colombia has enjoyed continued economic growth since President Samper's August Inauguration, and the Government of Colombia (GOC) still plans to achieve or surpass its projected 1994 GDP growth rate of 5 percent. However, inflationary pressures remain, and government officials concede that the projected 19 percent inflation rate for 1994 is now an unreachable goal. The Samper Administration hopes to control future inflation by implementing a "social pact," which would reduce inflation not only through central government programs, but also by involving the private sector (business and labor) in pricing and wage policies.

The following chart presents the most important economic indicators for the Colombian economy:

### MACROECONOMIC INDICATORS - COLOMBIA

INDICATORS	1991	1992	1993	1994	1995 (p)
Real GDP Growth Rate	2.1%	3.5%	5.5%	5.0%	5.5
Inflation Rate	26.8%	25.1%	22.6%	18.1% (by 09/30)	17%
Unemployment Rate ( by the end of the year)	10.2%	10.3%	7.9%	9.9%(by 06/30)	N.A.
External Trade Balance (\$m)	2,960.3	1,234.1	-1,656.8	-1,756.3	-1,484.5
Current Account Balance (\$m)	2,347.6	920.5	-2,242.0	- 2,349.0	-2,861.7
Net International Reserves (\$m)	6,420.2	7,727.9	7,932.1	7,976(by 09/30)	9,964.0
Total External Debt Outstanding (\$m)	17,168.9	17,367.7	18,591.2	18,189,0 (e)	18,664(e)
Net Debt Outstanding/GDP	23.3%	17.2%	16.8%	15.7%	13.7%
Interest payment/Exports of Goods	18.2%	18.2%	16.2%	16.6%	N.A.
All Public Sector Superavit (% of GDP)	0.56%	0.09%	0.34%	3.02%	N.A.
Interest Rate on 90 CDs ( as of the end of given period)	27 %	27.5%	26.91%	27.88% (end of June)	N.A.
Growth of Money Supply (M1)	34.1 %	41.3%	28.8%	31.3% (end of June)	N.A.

\$m: Million of dollars; N.A.: Not Available

e: estimated; p: projections for whole 1995 except when explicitly established in the chart

SOURCE: Colombian Economic Indicators produced by the U.S. Embassy's Economic Section in Bogotá, and 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 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 strengthening its action plan with emphasis on three major areas: employment creation, community education, and administration of justice support.

- Training and Technical Assistance to Improve and Increase Employment Creation
  - Direct financial support was provided to three (3) very specific training programs aimed to teach basic managerial and financial skills to potential entrepreneurs. In total, 1,300 entrepreneurs and 1,770 young professionals attended these three programs. As a direct result, it is expected that the trainees will create 294 small businesses, 250 family businesses, and 300 cooperative units, with the counterpart support of the City's Government in the way of loans and assistance.
  - A comprehensive research was funded to determine causes and possible solutions of the juvenile unemployment in the city.
- Community Education
  - The design and installation of a network of six (6) public libraries was supported. The network supports high school students through the direct provision of documents and written materials, audio-visual equipment, and training to teachers.
  - The refurbishment of three very important High Schools: Liceo Marco Fidel Suárez, Instituto Tecnológico Pascual Bravo, and Instituto José Félix de Restrepo, and the supplying of training materials for those same schools were funded. 10,000 current students will benefit directly, and 450 new students will be able to start their education in the refurbished facilities.
- Administration of Justice Support
  - Two sets of activities were funded in this item: design and training on new justice administration schemes, and logistical support to judicial entities.

In the first set, four activities were supported:

- \* A conciliation program in the city of Itagüí.
- \* A research to enhance administration of justice in the northern part of Medellín, with close collaboration of the private sector
- \* A research of the Public Defender's Office on the Tutela Legislation, and
- \* A training program for mediators in the University of Antioquia

In the second set, specific support was provided to:

- \* The local offices of the Prosecutor General's Office (PGO) and the Attorney General's Office, with two vehicles and, systems and communications equipment.
- \* The establishment of the Geographical Information System on Crimes to be used by the local authorities to better study types of crimes which occur in different zones of Medellín and the Department of Antioquia.

## 2. THE ALTERNATIVE DEVELOPMENT ACTIVITIES OF THE INDIAN COMMUNITIES OF THE DEPARTMENT OF CAUCA

**OBJECTIVE:** To combat cultivation of illicit drugs through the design and implementation of licit agricultural and manufacturing projects by indian communities located in the southern part of the country, particularly the Department of Cauca.

### ACCOMPLISHMENTS:

A special public unit created to support the development of rural areas, the National Rehabilitation Plan (NRP), which reports directly to the President, is responsible for the design and implementation of this project.

This project reports two major accomplishments:

- 1) The NRP, representing the Government of Colombia (GOC), and the Governors of the Indian Councils of the Department of Cauca discussed, wrote, and finally signed a comprehensive agreement to eradicate illicit cultivations in the Department and to design and implement economic projects to generate productive employment and income in the region.
- 2) The NRP and the Indian Councils formed a work team to study, design, and present the economic projects which will receive financial support and will be implemented by the different indian communities represented in the Councils. Finally, 12 major agro-industrial projects, which approximately mounted to \$ 800 K were approved and scheduled to start their implementation by the first semester of 1994. Unfortunately, the earthquake which affected the Department of Cauca during that semester delayed implementation possibly until 1995.

## 4. PILOT MONITORING AND EVALUATION SYSTEM

A pilot M&E system which develops M&E capacity in the National Planning Department (NPD) while providing more meaningful data for reporting processes, has been designed between the NPD and USAID. This system includes 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 were made by USAID and NPD staff to the five 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.

**PROJECT STATUS REPORT**  
April 1 - September 30, 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; fourth on 09/29/94;**  
 PACD: **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: **Lars Klassen**  
 AID Project Coordinator: **Tom Bebout, Acting**  
 Status of CPs/Covenants: **CPs met by 01/28/92**  
 Date of Last Evaluation: **N/A**                      **Next Evaluation: 12/94 - 01/95**  
 Date of Last Audit: **N/A**                      **Next Audit: 03/95**

**FINANCIAL DATA**

Amount Authorized:	ESF Grant:		\$36,000,000 of which:	
		-	FES	\$ 18,580,000
		-	AID	\$ 10,470,000
		-	ICITAP	\$ 6,950,000 <sup>1</sup>
Amount Obligated:	ESF Grant:		\$35,992,000 of which:	
		-	FES	\$ 18,572,000
		-	AID	\$ 10,470,000
		-	ICITAP	\$ 6,950,000
Amount Committed				
Period(04/01/94-09/30/94):		-	FES	\$ 9,155,225
		-	AID	\$ 2,696,981
		-	ICITAP <sup>2</sup>	\$ - 0 -

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

ICITAP data supplied by ICITAP/Washington

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Cumulative(08/09/91-09/30/94):	-	FES	\$ 18,275,225
	-	AID	\$ 6,916,781
	-	ICITAP	\$ 6,100,000
Accrued Expenditures:			
Period(04/01/94-09/30/94):	-	FES	\$ 2,783,986
	-	AID	\$ 2,611,072
	-	ICITAP	\$ 439,838
Cumulative(08/09/91-09/30/94):	-	FES	\$ 5,263,038
	-	AID	\$ 3,303,627
	-	ICITAP	\$ 5,233,759
Pipeline:	-	FES	\$ 13,308,962
	-	AID	\$ 7,166,373
		ICITAP	\$ 1,716,241
Counterpart Contribution:	Planned:	\$ 10,000,000	
	Actual (09/30/94):	Verified: \$ 2,221,000 <sup>3</sup>	
% LOP Elapsed:	51.35%		
% of Total Auth. Oblig.:	99.97%		
% of Total Oblig. Exp.:	38.34%		
% of Total Auth. Exp.:	38.33%		

**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 USAID 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.

USAID assistance will provide support for reorganizational activities within the relevant agencies (DIJIN, 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

<sup>3</sup> In the reporting period, FES and AID have finished reviewing the total amount of counterpart contributions reported by the institutions.

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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 violations and corruption of public officers, particularly 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 NAS - - 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 JSRP Project.

**IV. PROJECT STATUS**

**A. Strategic Objective/Project Purpose Indicators**

As agreed during the last review of the Action Plan for USAID/Colombia, during this reporting period the Mission was able to calculate baseline data sets for all the JSRP purpose and output indicators, but one: the public perception on the efficiency and fairness of the justice sector. Nevertheless, for this indicator a very comprehensive calculation process has already been started. As noted below, detailed Terms of Reference (TOR) to conduct a public perception poll were discussed and agreed upon, and the contracting process is about to be completed. Final results of the poll will be delivered by Spring 1995. Additionally, the whole set of indicators were reviewed to establish which ones could be calculated with the information available and reliable in the justice system. As a result, the appropriate charts below show what indicators should be dropped (labeled as FORMER) and what indicators should be used instead (labeled as PROPOSED). Finally, Indicator No. 2 of Program Outcome No. 1.5 should be definitely dropped. As pointed out in its chart below, 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 really questionable.

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>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. These two stages take place within the Prosecutor General's Office (PGO) - Fiscalía General de la Nación.</p> <p>1) Exhibit No. 1 summarizes the progress for the Regional Prosecutorial Units for the first two complete years of the operation of the PGO: both at the preliminary and formal stage more cases addressed and decisions taken have contributed to deep decreases in pending cases, from 90.3% to 75.9% in May 1994.</p> <p>2) Exhibit No. 2 displays baseline data sets calculated before the establishment of the PGO in July 1, 1992, and subsequent measures for the first two complete years of operation of the ordinary prosecutorial units of the PGO. This Exhibit shows major progress in those units both at the preliminary and formal stages: pending cases have decreased in the preliminary investigation from 46.9% to 36.3% by the end May 1994, and in the formal investigation stage from 67.9% to 56.5% by the end of May 94.</p> <p>3) At the court level, only baseline data sets have been calculated. Therefore, at this point progress cannot be assessed accurately.</p>

**EXHIBIT No. 1**  
**CRIMINAL JUSTICE SYSTEM**  
**Prosecutor General's Office (PGO)**  
**Baseline Data for Performance Indicators of Regional Prosecutorial Offices**  
**(July 1,92-May 30,93) vs. (Jun 1,93-May 31,94)**

INDICATOR	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 %
FIVE REGIONAL OFFICES (07/92-05/93)	20.4%	91.4%	18.7%	79.6%	9.7%	80.1%	9.7%	90.3%
FIVE REGIONAL OFFICES (06/93-05/94)	19.7%	97.9%	19.3%	80.3%	24.1%	78.9%	19.7%	75.9%

Source: National Directorate of Prosecutorial Units - USA.I.D./Colombia MIS

Important Notes: 1. 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.

(\*) 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%

**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 (Former inquisitorial system-last year before the PGO)	53.1%	11.8%	6.3%	46.9%	32.1%	42.3%	13.6%	67.9%

07/01/92-06/30/93 (First year accusatorial system - First year of the PGO)	70.1%	68.9%	48.2%	29.9%	40.5%	77.9%	31.6%	59.5%
07/01/93-06/30/94 (Second year of the PGO)	63.7%	84.9%	54.1%	36.3%	43.5%	73.4%	32.0%	56.5%

Source: National Directorate of Prosecutorial Units, USAID/Columbia's MIS

Important Notes:  
 (\*) 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 for the two exhibits:

- 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.
- Formal investigation** is the second stage of the criminal process. In this stage, a specialized prosecutorial unit initiates a formal investigation based on the decision 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 definitively, or to remove the case due to some specific circumstances such as lack of legal competence to decide on it or legal suspension.
- 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.
- 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 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.
- Decisions**: for the case of the preliminary investigation stage, 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 the 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.
- Pending cases** are the cases that remained unresolved during the reporting period.

INDICATORS	PROGRESS TO DATE
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>With respect to the length of time for a case to be completed, indicator No. 2, the Exhibit No. 3 below presents the baseline data calculated during this reporting period. As noticed, the national average for the Regional Jurisdiction is a little more than year and a half for a case to be resolved. Within this average, the Bogotá Regional which handles the most complex cases is a little below the average. The new Prosecutor General thinks this Regional has to be the most efficient and therefore he has requested to the JSRP Executive Committee more support for the Bogotá Regional. As a result, the JSRP would implement its sub-projects related to the PGO with more emphasis in this Regional.</p> <p>Nevertheless, it is important to keep in mind that initial progress assessments made by FFS shows that none of the new cases received by the PGO during its first two years of operation (approx. 70% of all cases currently handled by the PGO) have missed the term deadlines established by the Criminal Procedure Code. Unfortunately the PGO received an important number of cases (approx. 30% of total current cases) from the former criminal system, all of which are long overdue.</p>

**EXHIBIT No. 3**  
**CRIMINAL JUSTICE SYSTEM**  
 Prosecutor General's Office (PGO) and the Superior Judicial Council (SJC)  
 Baseline Data for the Length of Time for Criminal Cases

Indicator No. 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 in the Regional and other selected prosecutorial units and criminal courts

Unit:	Average days	Year	Planned	Actual
Source:	Prosecutor General's Office and the Superior Judicial Council	Baseline	06/01/93 - 05/31/94	---
<p>Comments: As part of a sub-project funded with the JSRP, Information System for the Judicial Sector, a special activity was undertaken to calculate the baseline for this indicator in the called Regional Jurisdiction which consists of Regional Prosecutorial Units and Courts located in five cities: Bogotá, Medellín, Cali, Barranquilla and Cucutá to deal mostly with narco-trafficking, kidnapping, and terrorism cases. A sample of 20% of the cases addressed and resolved by these units and courts from 06/93 through 05/94 was taken randomly to calculate the average total time required to solve those cases. As a result of this statistical work, it was determined that in the five regions taken together, a case is solved in 574,2 days in average. Individually, the time for the five regions is as follows:</p> <p>1) Bogotá Regional: 539,5 days            2) Medellín Regional: 641,6 days            3) Cali Regional: 628,2 days            4) Barranquilla Regional: 474,7 days            5) Cucutá Regional: 479,7 days</p> <p>As far as the Ordinary Units and Courts, with the support of the JSRP, the PGO implemented during 1994 the first module of a very comprehensive case management system in the prosecutorial units of the Bogotá, Medellín, Cali, and Barranquilla jurisdictions. This module is called TOPAZIO. With this software accurate information for each case being investigated in the PGO has been registered. With all this information, FES is currently calculating the present indicator. Final data is due by 11/30/94. Note: ***: To be established</p>		1994		---
		1995		---
		1996		---
	Target	1997		---

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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

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, started to produce important results in the investigation and prosecution of major narco-traffickers and terrorists, mainly of the so called Medellin Cartel. Nevertheless, confidence of the public, particularly small business owners, on the effectiveness of the justice sector continued being very low. A public opinion poll made by Clase Empresarial, a very respected business magazine, by May 94 showed that the Justice Sector had a very low approval rating (34%). Unfortunately, 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. Nevertheless, during the CY 1994's first quarter, with the support of the Executive Branch of the Government, the PGO has been able to present to the judges solid accusations against mayor narco-traffickers and terrorists. These indictments have made the public recover its confidence in the justice system.

USAID/Columbia and FES have started the process to conduct a more precise and detailed public perception survey. Terms of Reference (TOR) were jointly written and sent to the leading consulting firms in the country. Four proposals were received by 10/21/94. Final selection is due by 11/18/94. Results will be delivered in written and electronic formats to USAID and FES by 02/95.

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**B. PROGRAM OUTPUT INDICATORS**

<b>PROGRAM OUTCOME No 1.1: Improved effectiveness of the investigative function</b>					
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 Regional units	07/92-05/93	---	18.3% (Reg.)	
<p>Comments: Baseline of this indicator for the Regional and other selected prosecutorial units was established in the Regional Units for July 1, 1992-May 30, 1993 period, and in the ordinary prosecutorial units for July 1991 - June 1992. The subsequent indicator measures calculated by the National Directorate of Prosecutorial Units clearly show improvement in the performance in the preliminary investigation stage for both type of units. However, such improvement has been more dramatic in the Ordinary units than in the Regional ones.</p> <p>Abbreviations: Reg.: Regional; Ord.: ordinary.</p>	Baseline for Ordinary units	07/91-06/92		6.3% (Ord.)	
	Subsequent measures	06/93-05/94 07/92-06/93		19.3% (Reg.) 48.2% (Ord.)	
	Subsequent measure	07/93-06/94		54.1% (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					
Unit: Average days		Year	Planned	Actual	
Source: Prosecutor General's Office	Baseline	06/01/93 - 05/31/94	---	18,2 days (Regional Prosecutorial Units)	
<p>Comments: As seen, the baseline for this indicator is 18,5 days. Behind that average, the Barranquilla Regional is the quickest and the Medellín Regional is the slowest in deciding whether or not to initiate a formal investigation. Baseline data for the ordinary courts is still pending. Following the individual results for each one of the Regional is presented:</p> <p>1) Bogotá Regional: 11,5 days 2) Medellín Regional: 32,8 days 3) Cali Regional: 21,3 days 4) Barranquilla Regional: 1,2 days 5) Cúcuta Regional: 7,3 days</p> <p>Note: *** : To be established</p>		1994		***	
			1995		***
			1996		***
		Target	1997		***

Sub-projects funded by the USAID/Colombia's Justice Sector Reform Project (JSRP) to achieve this outcome

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

<b>PROGRAM OUTCOME No 1.2: Improved effectiveness of the prosecution of serious crimes</b>					
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 Regional units	07/92-05/93	---	9.7% (Reg.)
Comments: Baseline of this indicator for the Regional and other selected prosecutorial units was established in the Regional Units for July 1, 1992-May 30, 1993 period, and in the ordinary prosecutorial units for July 1991 - June 1992. The subsequent indicator measures calculated by the National Directorate of Prosecutorial Units clearly show improvement in the performance in the formal investigation stage for both type of units. However, such improvement has been more dramatic in the Ordinary units than in the Regional ones.  Abbreviations: Reg.: Regional; Ord.: ordinary.		Baseline for Ordinary units	07/91-06/92		13.6% (Ord.)
		Subsequent measure	06/93-05/94 07/92-06/93		19.7% (Reg.) 31.6% (Ord.)
		Subsequent measures	07/93-06/94		32.0% (Ord.)
		Target	Sep 97	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 days		Year	Planned	Actual	
Source:	Prosecutor General's Office	Baseline	06/01/93 - 31/05/94	---	382,0 days (Regional Prosecutorial Units)	
Comments: As seen, the baseline for this indicator is 382,0 days. Behind that average, the Barranquilla Regional is the quickest and the Cali Regional is the slowest in deciding whether or not to initiate a formal investigation. Baseline data for the ordinary courts is still pending. Following the individual results for each one of the Regional is presented: 1) Bogotá Regional: 376,3 days 2) Medellín Regional: 353,0 days 3) Cali Regional: 445,7 days 4) Barranquilla Regional: 352,8 days 5) Cúcuta Regional: 382,3 days Note: *** : To be established			1994		***	
			1995		***	
			1996		***	
			Target	1997		***

Sub-projects funded by the USAID/Columbia's Justice Sector Reform Project (JSRP) to achieve this outcome

- Preliminary Activities (FES - Prosecutor General's Office-PGO)- FINISHED 1992
- Strategic Management Workshops (FES - PGO)
- Criminal Law Data Base (FES - PGO)

- Regional Prosecutorial Units' Network Information (FES - PGO)
- Refurbishment of Selected Prosecutorial Units - First and Second Phase (FES - PGO)
- Total Quality Culture Program for selected Prosecutorial Units (FES - PGO) - FINISHED 1993
- Short-Term Training Strategy (FES - PGO) - FINISHED 1993
- Administrative Strengthening of the selected Prosecutorial Unit-Pilot Sub-project (FES - PGO) - FINISHED 1994
- Planning System (FES - PGO)
- Security System for Prosecutor and Vice Prosecutor General (FES - PGO) - FINISHED 1994
- Computer Systems for District Prosecutorial Units (FES - PGO)
- Reduction of backlog of cases (FES - PGO)
- Design Training Plan (FES - PGO)
- Improved Effectiveness of the Investigative Function, (ICITAP). This includes activities to develop manuals of uniform investigative procedures to be used by prosecutors and training of prosecutors.
- US Prosecutorial System Seminar (USAID/Colombia) - FINISHED 1993
- Seminar on evidence sharing between the USG and Colombia (OPDAT-PGO) - FINISHED 1993
- Improved Effectiveness of the Prosecutorial Function (OPDAT). This includes activities to develop manuals of uniform investigative procedures to be used by prosecutors; to strengthen training capacity for prosecutors; the training of prosecutors; and providing technical assistance to the PGO.

<b>PROGRAM OUTCOME No. 1.3: Improved effectiveness of the operation and administration of the court system</b>				
Indicator No. 1: <del>Former:</del> 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				
<del>Proposed:</del> Percentage of court findings resulting from total number of cases being addressed in the courts in a year period.				
Unit: <del>Former:</del> Number of findings <del>Proposed:</del> Percentage		Year	Planned	Actual
Source: Superior Judicial Council	Baseline	06/01/93-05/31/94	---	69.74% (Reg.) *** (Ord.)
Comments: Baseline for the 42 regional prosecutorial units organized in 5 jurisdictions was calculated by 06/15/94 through a specific sub-project funded by the JSRP. Yet, no continuous information systems have been established in these courts. A sub-project proposal is to be presented to the JSRP by the SIC to establish such systems in 1995. Until, those systems are not in place, it'd very difficult to calculate this indicator by type of crime and semiannually, as proposed initially. Note: ***: To be established Abbreviations: Reg.: regional; Ord.: ordinary		1994		***
		1995		***
		1996		***
	Target	Sep 1997	90% (for Regional)	
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 days		Year	Planned	Actual
Source: Superior Judicial Council Prosecutor General's Office	Baseline	1993	---	174,2 days

<p>Comments: As seen, the baseline for this indicator is 174,2 days. Behind that average, the Cúcuta Regional is the quickest and the Medellín Regional is the slowest in deciding whether or not to initiate a formal investigation. Baseline data for the ordinary courts is still pending. Following the individual results for each one of the Regional is presented:</p> <p>1) Bogotá Regional: 151,6 days  2) Medellín Regional: 255,8 days  3) Cali Regional: 161,2 days  4) Barranquilla Regional: 120,6 days  5) Cúcuta Regional: 90,1 days</p> <p>Note: ***: To be established</p>		1994		***
		1995		***
		1996		***
	Target	1997		***

Sub-projects funded by the USAID/Colombia's Justice Sector Reform Project (JSRP) to achieve this outcome

- Preparatory Activities (FES - Superior Judicial Council) - FINISHED 1993
- The Publication of Jurisprudence of the High Courts (FES - Superior Judicial Council)
- Library and Information Center for the Judicial Branch (FES - Superior Judicial Council)
- Training program for Magistrates on the New Criminal Procedure Code (FES - Supreme Court of Justice) - FINISHED 1992
- Legislative Agenda (FES - Ministry of Justice)
- Supreme Court of Justice's Information System (FES - Supreme Court of Justice) - PROJECT CANCELLED
- Information System for the Judicial Sector (FES - Superior Judicial Council)
- Definition Judicial Services Map (FES - Superior Judicial Council)
- Seminar on Case Backlog in the Judicial System (FES - Superior Judicial Council) -
- Study of Judicial Files/and needs to create a new file management system (FES - Superior Judicial Council)
- Second training program of the University of Puerto Rico (USAID/Colombia) - FINISHED 1993
- Improved Effectiveness of the Investigative Function (ICITAP). This includes activities to develop manuals of uniform investigative procedures to be used by judges and training of judges.
- Improved Effectiveness of the Prosecutorial Function (OPDAD). This includes activities to develop manuals of uniform investigative procedures to be used by judges and training of judges.

<b>PROGRAM OUTCOME No. 1.4: Improved access, fairness, and public perception of the judicial system</b>				
Indicator No. 1: <u>Former:</u> Number of conflicts resolved in a six-month period by the mediation mechanisms operating in conciliation centers placed at selected regions of the country				
<u>Proposed:</u> Number of conflicts resolved annually by the mediation mechanisms operating in conciliation centers, and municipal civil and criminal courts				
Unit: Total number of conflicts resolved through conciliation mechanisms in municipal civil courts at Bogotá, Cali, Medellín, Barranquilla, y Bucaramanga.		Year	Planned	Actual
Source: Conciliation Office of the Ministry of Justice	Baseline	09/92 - 09/93	---	1485
<p>Comments: By June 1994, the JSRP sub-project approved to strengthen Alternative Dispute Resolution mechanisms has calculated baseline data for the major cities in the country for the period 09/92 - 09/93. This data is being analyzed by FES to test its accuracy. As a sample just the data of the municipal civil courts is presented. Note: ***: To be established</p>		1994		***
		1995		***
		1996		***
	Target	1997		***

<p><b>Indicator No. 2: Former:</b> Percentage of those requiring defenders's assistance for major crimes' indictments who receive such assistance from public defenders  <b>Proposed:</b> 1) Total number of cases assigned to Public Defenders  2) Percentage of cases addressed out of the total cases assigned to Public Defenders</p>				
<p><b>Unit: Former:</b> Percentage  <b>Proposed:</b> 1) Number; 2) Percentage</p>		Year	Planned	Actual
<p>Source: Public Defender's Office (PIDO)</p>	Baseline	Dec 1993	---	1) 6,619 cases 2) 65.4%
<p>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 PIDO, which is currently supported by one JSRP sub-project approved to enhance pilot PIDO units.</p> <p>Indicators: USAID/Columbia 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 PIDO, based on the official information provided by the PIDO in its Annual Report: 1) Total number of cases assigned to Public Defenders, which shows actual assistance provided by the PIDO; 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.</p>		1994		
		1995		
		1996		
		1997		
<p><b>Indicator No. 3: Former:</b> Percentage of favorable sentences for the defendants assisted by public defenders in major crimes' indictments of total sentences for defendants assisted by public defenders  <b>Proposed:</b> Percentage of favorable sentences for the defendants assisted by public defenders of total sentences for defendants assisted by public defenders</p>				
<p>Unit: Percentage</p>		Year	Planned	Actual
<p>Source: Public Defender's Office</p>	Baseline	1993	---	59.7%
<p>Comments: The official information provided by the PIDO through its Annual Report does not distinguish public defense provided to perpetrators major crimes. Therefore, the first (former) indicator has been adjusted to reflect the official information of the PIDO. According to the PIDO 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.</p>		1994		***
		1995		***
		1996		***
	Target	1997	75%	***
<p><b>Indicator No. 4: Former:</b> 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  <b>Proposed:</b> 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>				
<p>Unit: Percentage</p>		Year	Planned	Actual
<p>Source: Attorney General's Office (AGO)</p>	Baseline	Dec 1992	---	13.9%

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<p>Comments: 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 has presented the 1993 Report on September 1994. The statistical annex of this report presents a chart which shows that 49 actions were issued against justice sector personnel out of 417, or 11% Note: ***: To be established.</p>		Dec 1993		11%
		1994		***
		1995		***
		1996		***
	Target	1997	5%	

**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%
<p>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. In 1993, that percentage decreased to 62%. Note: ***: To be established.</p>		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		---	***
<p>Comments: FES and USAID/Colombia with the support of the GOC participating institutions will conduct a survey during the first quarter of 1995 to establish the baseline for this indicator. Note: ***: To be established.</p>		1995		***
		1996		***
	Target	1997		***

Sub-projects funded by the USAID/Colombia's Justice Sector Reform Project (JSRP) to achieve this outcome

- Fostering of Alternative Dispute Resolution Mechanisms (FES - Ministry of Justice)
- Conciliation Training for Prosecutors (FES - PGO)

- Information Systems Plan (FES - Attorney General's Office-AGO)
- Total Quality Culture Program (FES - AGO) - FINISHED 1993
- Public Ministry Agents-First and Second Phase (FES - AGO) - FIRST PHASE FINISHED 1994
- Municipal Attorneys (FES - AGO)
- Human Rights and Municipal Attorneys (FES - AGO)
- Communications Office of the Supreme Court (FES - Supreme Court of Justice)- FINISHED 1993
- Pilot Units of the Public Defender's Office-Pilot subproject (FES -AGO-Public Defender's Office-PIO)
- Computer Information System for the Public Defender's Office (FES -PIO)
- Strengthening of the Office of Special Investigations, OSI (FES -AGO)
- Special Training Program for the Office of Special Investigations, OSI (FES -AGO)
- Personnel Training for the AGO (FES -AGO)
- Justice Houses (FES: PGO-MOJ-AGO-PIO)
- Improved Effectiveness of the Investigative Function, (ICTIAP). This includes activities to develop manuals of uniform investigative procedures and training of personnel in the AGO.
- Improved Effectiveness of the Prosecutorial Function, (OPDAT). This includes activities to develop manuals of uniform investigative procedures and training of personnel in the AGO.

<b>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</b>					
<b>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</b>					
Unit:	Number of institutions		Year	Planned	Actual
Source:	Justice Division of the National Planning Department (NPD)	Baseline	Dec 1993	---	One(1) institution: the PGO
Comments: The JSRP has supported design and implementation of basic performance information systems for the four (4) participating institutions in the project. Currently, the PGO and the AGO have designed and implemented a system which provides data regularly. The other two institutions ( the MOJ and the SJC) are in the process of designing and implementing their own systems.  Note: ***: To be established.			Sep 1994	Two institutions more: AGO, and SJC	One (1) institution more: the AGO. Total: two (2) institutions
			Sep 1995	One institution: MOJ	***
			Sep 1996		***
		Target	Sep 1997	Four(4) institutions: PGO, SJC, AGO, and MOJ	***
<b>Indicator No. 2: Number of successful acts of violence against justice sector personnel in a six-month period</b>					
Unit:	Number of homicides of justice sector personnel.		Year	Planned	Actual
Source:	National Police	Baseline	1993	---	114

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<p>Comments: 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. However, based on the 1993 Statistical Book of the National Police, some information may be used to track attacks against justice personnel: out of 80,977 crimes committed against life and personal integrity during 1993, 114 were homicides related to actions or decisions taken by the victims when performing their jobs (the Book does not specify which jobs were those). Therefore, this data is subject to further confirmation to be included in next SAR version.</p> <p>Note: ***: To be established.</p>		1995		***
		1996		***
	Target	1997		***

Sub-projects funded by the USAID/Columbia's Justice Sector Reform Project (JSRP) to achieve this outcome

- Information System (FES -Ministry of Justice)
- Preliminary Operation JURISCOL (FES -Ministry of Justice)
- Constitutional Thesaurus (FES -Ministry of Justice) - FINISHED 1993
- International Affairs Office-First and Second Phase (FES -Ministry of Justice) -FIRST PHASE FINISHED 1993
- Enhancement of Security System (FES -Supreme Court of Justice) - FINISHED 1993
- Management and Accounting System for physical assets (FES -Ministry of Justice) - FINISHED 1993
- Justice Sector Integrated Planning System (FES -DNP-MOJ-PGO-AGO-SJC)
- Judicial Research Seminar (FES -Ministry of Justice)
- Security Fund's Computer System Design (FES -Ministry of Justice) - FINISHED 1994
- Improved Effectiveness of the Investigative Function (ICHAP). This includes activities to strengthen security systems in the justice sector.
- Strengthening the Justice Sector Security System (USAID/Columbia)

**B. Major Outputs**

**1. SUB-PROJECT RESULTS**

INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NEXT	PERIOD	CUM	% OF LOP
<b>1. SUB-PROJECT RESULTS</b>							
<b>A. Prosecutor General's Office</b>							
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	3	15	3	7	22	56.4%
4) Information Systems Network for the five Regional Prosecutorial Units	5	0	5	-	0	5	100%
5) Work plans and performance agreements signed to reduce case backlogs in 10 selected prosecutorial units	10	1	1	5	1	1	20%

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INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NEXT	PERIOD	CUM	% OF LOP
<b>I. SUB-PROJECT RESULTS</b>							
6) Security systems for the Prosecutor and Vice-Prosecutor General's Offices	2	1	2	-	1	2	100%
7) 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	0	19	-	0	19	100%
<b>B. Attorney General's Office</b>							
1) Personnel MIS designed	1	0	1	-	0	1	100%
2) Annual human rights report published <sup>4</sup>	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	0	1	-	0	1	100%
7) Computer information system for the AGO	1	1	1	-	1	1	100%
8) Strengthening technical capability of public defenders of 10 pilot Public Defenders' Units	10	10	10	-	10	10	100%
9) Computer information system for the OSI	1	1	1	-	1	1	100%
10) Institutional Training Plan designed	1	1	1	-	1	1	100%
11) Public Defender's Office Information System designed	1	0	0	1	0	0	0%
<b>C. Superior Judicial Council</b>							
1) Management Information Systems for the five Regional Courts	5	-	-	5	0	0	0%

<sup>4</sup> 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.

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INSTITUTION	PLANNED				ACCOMPLISHED		
	LOP	PERIOD	CUM	NEXT	PERIOD	CUM	% OF LOP
<b>I. SUB-PROJECT RESULTS</b>							
2) First Version of a Case Management Software (SIGA) developed and installed	1	0	1	-	0	1	100%
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 <sup>6</sup> amended to 42	19 amended to 12	30	12	12	30	71.4%
<b>D. Ministry of Justice</b>							
1) Conciliation centers in main cities established	91 amended to 88	7	87	1	1	81	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 amended to 9	5	9	-	5	9	100%
4) Planning and information system developed	1	0	1	-	0	1	100%
5) Judicial thesaurus developed	6	0	6	-	0	6	100%
<b>E. Supreme Court of Justice</b>							
1) T.V. Protection System Installed	1	0	1	-	0	1	100%
<b>F. Overall Justice Sector</b>							
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%

<sup>6</sup> 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: 1 edition for the Constitutional Court, 30 editions for the Supreme Court of Justice, and 11 editions for the State Council

**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			
		M	F	J	P	I	O	J	P	I	O
<b>FES</b>											
10 Seminars on Conciliation Techniques for Prosecutors	FES-PGO	597	315		907		5		907		5
2 Seminars on Techniques to reduce case backlogs	FES-PGO	59	26		34		81		34		81
4 Seminars on Information Technology	FES-PGO	136	50		26	74	86		26	74	86
5 Strategic Management Workshops	FES-PGO/Universidad del Valle								141		
5 Strategic Management Workshops	FES-PGO								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		
1 Seminar in New Criminal Law	FES-PGO								198		
2 Workshops on Information Systems	FES-PGO								50	38	24
1 Seminar on Practical Tools for Institutional Quality Development	FES-PGO								19		

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date			
		M	F	J	P	I	O	J	P	I	O
1 Seminar on Conciliation for Administrative Cases	FES-AGO	38	22			60			60		
1 Workshop on Training Methodology and Progress on Training of Public Defenders	FES-AGO-Public Defender's Office	16	2				18				18
2 Workshops Series (5 each) for employees who will facilitate and promote Total Quality Culture Processes with the Attorney General's Office (AGO)	FES-Attorney General's Office (AGO)/Moralco (consulting firm)										66
1 Seminar on Evaluation of the Process to Establish TQC Processes	FES-AGO/Andes University									1	
1 Management Styles Seminar	FES-AGO/Arthur Andersen Consulting									4	
2 Management Effectiveness Seminars	FES-AGO/ VHS Editores (consulting firm)									3	
2 Time Management Seminars	FES-AGO/Arthur Andersen									3	
1 Effective Meetings Seminar	FES-AGO/Arthur Andersen									5	
1 Management Skills Workshop	FES-AGO/Andes University									3	
1 Interpersonal Skills Seminar	FES-AGO/Andes University									4	
2 Management Skills Development Seminars	FES-AGO/Moralco									58	
2 Strategic Planning Seminars	FES-AGO/Moralco									41	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO									78	
3 Diagnosis Workshops for Municipal Attorneys	FES-AGO										
1 Special Training Program on investigation techniques for major financial and corruption crimes	FES-AGO (Office of Special Investigations, OSI)									10	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date			
		M	F	J	P	I	O	J	P	I	O
1 Special Meeting in Judicial Backlog	FES-Superior Judicial Council							43	1		28
3 Criminal Procedural Code Seminars	FES-Supreme Court of Justice/Judicial School										
1 Seminar on Socio-Judicial Research	FES-Ministry of Justice	30	14		1		43		1		43
1 Seminar on Development and Justice	FES-Ministry of Justice	248	115	56	18	40	250	56	18	40	250
3 Mediation Techniques for Lawyers Seminars	FES-Ministry of Justice/National School Lawyers Association and the Popular Socio-Judicial Foundation							89			
2 Lectures on Mediation Centers	FES-Ministry of Justice/ University of Santiago de Cali and University of San Buenaventura							144			
2 Workshops on Mediation Centers and Techniques	FES-Ministry of Justice/Pasto Chamber of Commerce and the National Institute for Family Welfare							67			
1 Course on Mediation Techniques	FES-Judicial School "Rodrigo Lara Bonilla"										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
<b>Sub-total</b>		1125	544	56	986	174	483	399	1612	494	922
<b>OPDAT</b>											
1 Colombian Prosecutor Training Seminar on evidence sharing between the USG and Colombia	PGO/OPDAT (in the U.S.)								19		

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date			
		M	F	J	P	I	O	J	P	I	O
<b>Sub-total</b>				-	-	-	-	-	19	-	-
<b>ICTAP</b>											
2 Executive Seminars	PGO/ICTAP				29	4			29	4	
1 Principles & Techniques for Learning					9	7			9	7	
1 Coordination of Criminal Investigations Seminar									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		
1 Intermediate Forensic Serology Course							6				6

Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date				
		M	F	J	P	I	O	J	P	I	O	
1 L.A. County Sheriffs Department Laboratory Trace Evidence/Drug Chemistry Internships									2			
1 Human Dignity in Policing Course	PGO/ICITAP										23	
2 Financial Crimes Investigation Seminars									50			
2 Basic Forensic Serology Course											6	
2 Crime Scene Specialist Courses											24	
1 Forensic Internship: Toxicology (Puerto Rico)											2	
1 Southwest Association of Toxicologists Seminar (Arizona, USA)											2	
1 Forensic Internship: Trace Evidence (California, USA)											1	
1 Forensic Internship: Drug Chemistry (California, USA)											1	
1 Commission on Accreditation for Law Enforcement Agencies (CALEA) Conference	PGO/ICITAP								1			
2 Financial Crimes Investigation Seminars	AGO/ICITAP										36	
2 Executive Seminars						6					6	
1 Principles & Techniques of Learning						3					3	
1 Public Management Course											24	
1 Professional Responsibility and Integrity											25	
1 Techniques of Protection Seminar	Ministry of Justice/ICITAP										41	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date					
		M	F	J	P	I	O	J	P	I	O		
4 Instructor Development Seminars	GOC's Investigative Agencies/ICITAP												
1 Principles and Techniques of Learning Seminar						10						58	
3 Instructor Development Seminars												10	
1 Basic Serology Seminar												43	
6 Crime Scene Specialist Seminars												9	
2 Questioned Document Seminar												171	
1 Intermediate Questioned Documents												36	
2 Advanced Questioned Documents												12	
1 AFTE Seminar												24	
1 FBI International Post Blast Explosives Residue Seminar		National Police, Administrative Security Department (DAS)/ICITAP										8	
2 Executive Seminars						20					7		
2 Post-Blast Explosives						64					20		
1 Instructor Development Course	National Police/ICITAP											64	
2 Instructor Development Course						48					14		
1 Hostage Negotiation Course								2				48	
1 Principles and Techniques of Learning						29						2	
1 Human Dignity Seminar						30						29	
1 Techniques of Protection Seminar								59				30	
1 Criminal Investigation Process Seminar						25						59	
1 FBI National Academy Graduate Training Session	National Police, Administrative Security Department (DAS)/ICITAP											25	
												7	

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date				
		M	F	J	P	I	O	J	P	I	O	
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							136	237	105	44	
<b>Sub-total</b>					38	252	61	136	484	925	119	
<b>USAID/COLOMBIA</b>												
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 Workshop on judicial backlog	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Panamá)							6	5			
1 Workshop on Alternative Dispute Resolution Mechanisms	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Buenos Aires, Argentina)										7	
1 Delay Reduction Program	USAID/Colombia - NATIONAL CENTER FOR STATE COURTS (Visit to the US and to Buenos Aires and Montevideo)							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				
1 Course in the Prosecutorial System	USAID/Colombia-Superior Judicial Council, and the Law School of the University of Puerto Rico - Bogotá, Colombia							36				

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Type of Training	Agency Supporting the Training / Training Institutions	Number of Persons in the Reporting Period						Number of Persons Trained to Date			
		M	F	J	P	I	O	J	P	I	O
1 Course in the U.S. Prosecutorial System	USAID/Columbia-Superior Judicial Council, and the Law School of the University of Puerto Rico - San Juan, Puerto Rico							31			5
1 Workshop for trainers in the prosecutorial system	USAID/Columbia-Superior Judicial Council, and the Law School of the University of Puerto Rico - San Juan, Puerto Rico							15			
1 Monitoring and Evaluation Seminar	USAID/Columbia - MSI										26
Sub-total								97	20	1	42
<b>TOTAL JUSTICE SECTOR PERSONNEL TRAINED BY THE JSRP</b>				56	1024	426	544	632	2116	1420	1083

### 3. COMMODITIES

INSTITUTION	SUB-PROJECT	EQUIPMENT PROVIDED FROM 08/09/91 TO 09/30/94
A. Prosecutor General's Office (PGO)	Short Term Training Strategy	<ul style="list-style-type: none"> <li>- 3 Videos about the Office's fundamentals and the New Criminal Code</li> <li>- 33 T.V. sets and video cassettes recorder (VCR)</li> <li>- Transportation cost of videos and equipment to the 5 Regional and 27 Sectional Units</li> </ul>
	Administrative Strengthening of selected prosecutorial units	<ul style="list-style-type: none"> <li>- 4 personal computers provided to two (2) prosecutorial units</li> </ul>
	Refurbishment of selected prosecutorial unit	<ul style="list-style-type: none"> <li>- 15 prosecutorial units completely refurbished with modular furniture</li> </ul>
	Information System Networks for the five (5) Regional Prosecutorial Units	<ul style="list-style-type: none"> <li>- 58 personal computers connected in networks and 40 printers</li> </ul>
	Information Systems for the District Prosecutorial Units (FES)	<ul style="list-style-type: none"> <li>- 4 personal computers, as a first step to construct a local network</li> <li>- 7 microcomputers</li> <li>- Elements for the construction of a network</li> <li>- A CD-ROM</li> <li>- Several software packages</li> </ul>
	Development of Forensic Services (ICITAP)	<ul style="list-style-type: none"> <li>- 11 Transportable crime scene kits</li> </ul>
- Institute of Legal Medicine	Development of Forensic Services (ICITAP)	<ul style="list-style-type: none"> <li>- Serological Supplies</li> <li>- Laboratory Equipment and a reagent package to sustain ongoing serology functions</li> </ul>

<b>B. Attorney General's Office (AGO)</b>	Public Ministry Assistance (ICITAP)	- Office equipment which included free-standing photocopier machine, fax machine, executive telephones, calculators, typewriters, miscellaneous supplies, and 12 hand held radios
	Information Systems (FES)	<ul style="list-style-type: none"> <li>- Seven personal computers</li> <li>- A Novell Network Server and the corresponding software</li> <li>- INFORMIX operational system</li> <li>- 101 communication cards</li> <li>- Optic fiber modules</li> <li>- Cable concentrators and terminal servers</li> </ul>
	Strengthening of the Office of Special Investigations (FES)	<ul style="list-style-type: none"> <li>- 15 computers</li> <li>- 7 printers</li> <li>- Logical and electrical cabling</li> </ul>
	Municipal Attorneys (FES)	<ul style="list-style-type: none"> <li>- Two computers</li> <li>- One printer</li> </ul>
<b>C. Supreme Court of Justice</b>	Communications Office	<ul style="list-style-type: none"> <li>- 1 T.V. Set</li> <li>- 1 Video Cassette Recorder (VCR)</li> <li>- 1 Hand held tape recorder</li> <li>- 1 Fax machine</li> <li>- 1 Transcription machine</li> <li>- 1 Earphones, 1 microphone, and 1 stand</li> </ul>
<b>D. Investigative Agencies (DIAS)</b>	Development of Forensic Services-DIAS (ICITAP)	<ul style="list-style-type: none"> <li>- 22 Transportable crime-scene kits</li> <li>- 10 Casting kits</li> <li>- 76 Transportable crime scene kits</li> <li>- 63 Transportable crime-scene kits</li> </ul>

#### 4. PILOT AND PHASED SUB-PROJECTS

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

###### Sub-project: REDUCTION OF THE BACKLOG OF CASES IN THE PROSECUTORIAL UNITS

This sub-project will introduce to 10 prosecutorial units selected: the 5 regional units in Cali, Medellín, Barranquilla, Cúcuta and Bogotá and the units in 5 district divisions in Bogotá, Cali, Medellín, Barranquilla and Ibagué mechanisms for the regular measurement of the number of investigations processed and of those pending, to demonstrate to the personnel the effects of the introduction of changes aimed at facilitating their work on their performance. The measurement processes will be incorporated as an instrument for the self-control of the unit's performance but also as a means of introducing a sense of accountability to the institution as a whole and to the Colombian society in general. The project will engage 10 advisors to work with each of these units and metropolitan divisions to realize a diagnosis of the case backlog problem and to recommend ways of reducing this phenomena.

With this information to orientate the discussion, the JSRP, the National Director of Prosecutorial units in the Prosecutor General's Office and each of the ten unit or division directors will draw up performance goals for their individual unit or division. These goals will be incorporated into **Performance Agreements** which will also involve commitments from the Program and the Prosecutor General's Office to provide the units and divisions with particular support that it is believed will enable them to perform more effectively. In the case of the JSRP the sub-project contemplates that as required the units or divisions may receive help with the computer systems in their offices, with the remodelling of their installations and all the units involved in the sub-project will receive training to impulse cultural changes that favor a new appreciation of their institution, their role and their commitment to ever improving performance standards. **This signifies that the performance agreements are to be prerequisites for the execution of the computer systems and the remodelling of prosecutorial units sub-projects with the Prosecutor General's Office.** Periodic external, as well as internal evaluations, will ensure that project and performance agreements progress are carefully monitored and corrective steps taken wherever necessary.

During the reporting period the following progress has been made :

**Bogotá Regional Units** - To initiate the project with this regional unit, its advisor coordinated a workshop from July 30<sup>th</sup> to August 1<sup>st</sup>, in Paipa, with 65 participants, including prosecuting attorneys, criminal investigators, and administrative staff. The workshop examined the backlog of cases the Unit is handling and sought to determine strategies and particular measures that would accelerate the procedures and the decision-making phase to improve the efficiency of the Unit. The advisor's work lead to a first draft of a performance agreement which is being studied by the JSRP staff.

**Bogotá Section Units** - In July the respective advisor started working and undertook an in-depth diagnosis of the situation of the preliminary and permanent prosecuting attorney's units in the capital city. This was the basis for the first draft of a performance agreement which has not yet been finalized.

**Ibagué Section Units** - Since July the advisor has executed a diagnosis of all the prosecutorial units in Ibagué and surrounding towns. There is a first draft of the performance agreement.

**Cali Section Unit** - The advisor began his contract in August and has realized a diagnosis of the situation and there is a first draft of a performance agreement

Medellín Regional Unit - The Unit staff conducted their own diagnosis and the corresponding Performance Agreement was signed on the 16<sup>th</sup> of August.

The other advisors for Medellín and Barranquilla District Units and for the Regional Units in Cali and Cúcuta have not yet been engaged.

The Director of this sub-project worked together with the National Directorate of Prosecutorial Units to establish a new statistics system. The format for the periodic statistics that the organization collects includes modifications in the basic information gathered and the indicators to be generated.

## **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 Public Defenders 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 sub-project engaged 10 law professors as academic coordinators, duly selected by the universities which choose to participate: 3 in Bogotá, 2 in Medellín, 2 in Cali, 1 in Pasto, 1 in Bucaramanga and 1 in Barranquilla.- Under the guidance of such coordinators, the units with their groups of attorneys assume the defense of cases of persons qualifying for this service. With the coordinators' counsel and a joint study undertaken by the groups' 10 lawyers, each case is reviewed periodically with a view to improving the quality of the defense actions being taken.

The 4th and 5th of August, 1994, a workshop was organized by the Public Defenders National Office, in Bogotá, with support from the project to bring together the academic coordinators, the Regional Public Defenders and members of the aforesaid National Office. The object of the workshop was to analyze the development of the public defenders pilot units, their relations with the Regional Officers and especially the scope and depth of the work being carried out. The conclusions reached will orient some changes in the public defenders strategies in general. At the end of September, 1994, 1450 cases were being attended by 110 public defenders in the 10 pilot units, distributed as follows :

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<u>City</u>	<u>No. of academic coordinators</u>	<u>Public Defenders</u>	<u>Cases</u>
<u>Bogotá</u>	<u>3</u>	<u>39</u>	<u>686</u>
<u>Medellín</u>	<u>2</u>	<u>19</u>	<u>123</u>
<u>Cali</u>	<u>2</u>	<u>25</u>	<u>241</u>
<u>Barranquilla</u>	<u>1</u>	<u>12</u>	<u>161</u>
<u>Bucaramanga</u>	<u>1</u>	<u>9</u>	<u>34</u>
<u>Pasto</u>	<u>1</u>	<u>6</u>	<u>66</u>

**C. Other Selected Accomplishments and Overall Status**

**I. Action Highlights**

a. **Design and Implementation of Work Plan 1994-95:** As expected, during the reporting period there were significant changes in the Government and in the main justice sector institutions: the Ministry of Justice (MOJ), the Prosecutor General's Office (PGO), and the Attorney General's Office (AGO). Educational meetings were held with each one of these new officers and the first Executive Committee meeting under the new administration was organized on September 16. This meeting defined the new priority areas for the JSRP: efficiency, access, and accountability of the judicial sector, and established very clear working principles on which the JSRP 1995 work plan is being defined.

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**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, the USAID/Colombia M&E Unit was able to calculate baseline data sets for the performance indicators which presented the biggest difficulties to collect valid data on. Of particular importance were calculation of length of time for a case to be solved and the approval and beginning of the poll to determine public opinion on the justice sector.

**c. Computer Information Systems for the District Prosecutorial Units**

The main objective of this project is to build a national information system for the 328 district prosecuting attorneys' units throughout the country. This system which will be designed on the basis of the legal procedure stages in criminal cases, is intended to facilitate information required to classify and accelerate the legal and administrative decision-making process. Its main accomplishments are:

- 1) The Topazio Program (software) was undertaken in the District Prosecutorial Units in Cali, Medellín, Barranquilla, Bucaramanga and Ibaguè. This involved incorporating into the information system developed by the Prosecutorial Units' office in Bogotá, the details of the cases in the units in these other five cities.
- 2) A national meeting was held in Bogotá, on the 29<sup>th</sup> of March with 30 district and national directors to inform them about the project and obtain their collaboration.
- 3) Permanent efforts have been made to inform the personnel in the Prosecuting Attorney General's Office about the project and in this way incorporate them into a cultural change throughout the institution rather than simply providing them with software and hardware for a new information system. To this end workshops were held in Medellín on the 14<sup>th</sup> and 15<sup>th</sup> of April, with 30 participants, and in Barranquilla on the 6<sup>th</sup> and 7<sup>th</sup> of May, with 60 people attending. On both occasions investigators, systems engineers and district directors of the Prosecuting Attorney General's office were present.
- 4) The diagnosis of the present formats and information and communication procedures has been made to determine the type of software that is required to manage the investigations that the Prosecuting Attorney General's Office carries out.
- 5) An action plan, including the respective institutional training plan for modifying the institutional environment and individual attitudes towards information management and computer technology was prepared during the trimester July-September, 1994. Additionally, during July the Cultural Change Commission published the first issue of an information bulletin, called "The First Clue", detailing the progress of the project and a poster illustrating the project as an effort to tie together loose ends. This Commission also organized and participated in the events held during the trimester. In particular, on the 4<sup>th</sup> of August the Cultural Commission lead a workshop, in Rionegro, to inform and draw closer to the project, members of the Criminal Investigation Unit, the district Director and other prosecutors of the Prosecutor General's Office in Medellín.

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**d. Office of International Affairs (Ministry of Justice) - Phase II**

This sub-project provides resources to strengthen international cooperation for the justice sector in Colombia through the continuation of contracts of three advisors who will use the experience gained in the first phase to act as tutors for those who are being incorporated into the Ministerial Directorate staff and assisting in the activities that the Directorate is developing. The advisors were employed in activities concerned with Bilateral Judicial Cooperation, Bilateral Technical Cooperation for special projects, Colombia's presence in Multilateral Forums and the preparation of the Justice Sector International Cooperation Bulletin. Other expenses covered by this second phase include the publication of two issues of a bulletin providing information regarding the international cooperation being received by the justice sector.

The contracts of the three advisors engaged by the Program finished on the 30<sup>th</sup> of July, 1994, but two of them continue working in the Directorate, engaged by the Ministry itself. During July they attended visits of judicial dignitaries from the Republic of China and members of the European Commission for the United Nations International Drug Control Program. They also assisted in the preparation of the Vice-minister's participation in the July 11-13<sup>th</sup> meeting of the United Nations Commission for Crime Prevention and Criminal Justice, in New York, and his trip to Italy to negotiate judicial cooperation agreements. Furthermore, the advisors cooperated with other personnel in the Ministry to draft a legislative bill related with money-laundering. The first issue of the bulletin dealing with international cooperation for the justice sector in Colombia was sent to the printers in September and the receipt of the publication and a final payment to the printer are pending at the end of the report period.

**e. Fostering of Alternative Dispute Mechanisms (Ministry of Justice):**

(a) At the end of September the Conciliation Evaluation Model for the Conciliation Directorate of the Ministry of Justice was still being finalized

(b) Legal and techniques modules were ready in 1993. The modules have been tested at workshops organized by the Ministry of Justice during the first semester of 1994. After careful review of each one of them, they will be published. It was agreed that the legal module material would be combined with other documents that the Conciliation Directorate has been preparing, to produce a training text which incorporates relevant legislation and jurisprudence.

(c) The Network of Conciliation Centers

The 11 centers established in Cali and Medellín have continued to operate and are beginning to report statistics providing details of the cases dealt with. The center approved for Valledupar was established with the municipality in August, 1994, and the furniture and other office items which the PMAJ had acquired are now in place. The Center in Barranquilla is still delayed.



**(d) Satellite Conciliation Centers in Bogotá**

The satellite conciliation center established in Puente Aranda has continued operating with the support and sponsorship of the Mayor of Bogotá. No further Program resources have been used.

The experience gained through this pilot conciliation center has been used to promote the establishment of a second center in Bolivar City, a very large and deprived peripheral population settlement within the district of Bogotá. The new center will be part of a group of justice institutions, jointly operating to deliver legal services to the community under the name of "Justice House". As its predecessor in Puente Aranda, the new center will operate in close association with a Municipal Family Court, Police Inspection and a community legal center.

With the change of Minister of Justice this project has been under revision and a decision as to the direction of the same will be taken with the new administration shortly.

**f. Agents of the Attorney General's Office (Procuraduría General)- Phase II**

This project seeks to ensure the continuity of the work undertaken in the first phase of the project by pursuing:

- a) The follow-up of the "summons in guaranty" cases which have been initiated and encouraging other public institutions to bring the cases against their employees when there is evidence that suggests responsibility.
- b) Insofar as the "repetition actions" (cases in which the State has been found liable for compensation payments due to the actions or omissions of a particular public servant and the State in turn tries to recover the compensation payment from that same person) go, it is necessary to bring cases in order to develop this new legal action. The consultants contracted by this project, to work with the Attorney General's Office, will endeavor to clarify the issues and procedures for this type of cases.
- c) To strengthen the participation of the agents or attorneys of the Attorney General's office in cases before the State Council and the contentious, administrative courts. The Attorney General's Office has the obligation, according to the Constitution, to intervene in cases brought to the administrative courts when this is seen to be necessary to defend the legal order in the country, the public patrimony or fundamental rights and guarantees. The attorneys or agents of the Attorney General's office carry out this responsibility by way of their intervention throughout the proceedings of the contentious administrative proceedings along with their legal concepts in the sentencing stage. This role has in the past not been as clear and firmly exercised as is the case of the institution's participation in other types of legal proceedings. The project will contract two full-time advisors and two part-time advisors.

46.

During the reporting period, the project under the supervision of the Attorney General No.1 Delegate before the State Council, has carried out the following activities:

- The first issue of the jurisprudence bulletin was prepared and distributed to the agents of the Attorney General throughout the country, with a view to assisting them in their legal appreciation of the different areas of administrative law.
- A workshop was held with representatives from the Conciliation Committee of the Defence Ministry to analyze 130 cases which have been presented within the contentious administrative jurisdiction, and in which conciliation agreements are being negotiated.
- By way of legal concepts presented within cases being considered by the State Council, the Attorney General No.1. Delegate before this tribunal, continues to try to develop the jurisprudence pertaining to the cases of "summons in guaranty" in particular cases in which the public servant implicated does not wish to conciliate with the State.
- The project advisors also have assisted in drawing up documents which seek to encourage those public entities with considerable indemnization sentences against them to proceed with repetition actions against their personnel who have been shown to have been at fault.
- Finally the project team carried out a survey of all of the Attorney General agents charged with representing the institution in legal proceedings, by visiting all the respective offices throughout the country. The survey sought to determine the work being undertaken and the number of cases pending in order to redistribute the responsibilities of these professional staff members. The results will be available in October 1994

#### **g. Human Rights and Municipal Attorneys or " Personeros Municipales "**

The results of the Census of Personeros undertaken in a previous sub-project with the JSRP indicate that one of the most frequent activities of the "personeros" throughout Colombia relates to human rights protection issues. Given this situation, the main objective of this sub-project is to provide opportune advice, guidance and training for the "personero" in order to strengthen his work in human rights protection at the municipal level where this public representative is closer than most to the scene of the contravention of these rights. A secondary objective is help the "personero" to create for himself better working conditions and thus consolidate the "personeros" office in the municipality. Throughout the project the "personero" will give priority to fortifying an awareness and the realization of human rights which affect the civilian life in the municipality, educational rights, environmental issues, children's rights, a correct public administration at all levels, etc. but he will also attend conflictive situations that arise in the countryside as requested by the Attorney General Office.

In order to verify the methodology proposed in the project the activities, namely workshops to diagnose the conditions in which public servants commit offenses against civilians human rights, the selection of a "personero" in an area where the Attorney General Office believes their regional representatives can assist in the development of the project activities, the assistance of an full-time advisor with the "personero" selected to support and form him to carry out his activities both

in the area of human rights as in other criminal or disciplinary investigations, additional training workshops dealing with these same topics to include "personeros" from neighboring towns in this process, public and interinstitutional relations to promote the activities that the "personero" will realize and the publication of information bulletins for different sectors of the local community and the Armed Forces to seek a broad awareness of the role of the "personero", human rights issues and the mechanisms available to protect them, will be applied in one municipality and ten surrounding towns before being extended to four other areas and their neighbors.

The pilot area chosen in May, 1994, is Titiribí where the human rights issues related with child miners in the Southeast of Antioquia is the main focus of the project. The personero in Titiribí will be supported by the personeros' office in Medellín and the Attorney General's Delegates for matters related with children and the family, environmental issues and agrarian topics. As part of the team in the Attorney General's Office in Bogotá, a psychologist was engaged in mid-June to guide the social investigation process which will accompany the project and to develop the training component of the same. In this regard the first event, undertaken to obtain up-to-date information about the day to day social reality of the zone, was held on the 15<sup>th</sup> of July in Titiribí with the "personeros" of six towns, namely Titiribí, Amaga, Angelópolis, Fredonia, Venecia and Santa Barbara. As a result of this meeting the main problems identified were:

A social tradition of child miners working as slaves in degrading conditions Low average schooling levels for the children and high school desertion rates

- Untechnified, unsafe and unhealthy working conditions in illegal mines
- Lack of community integration among the miners
- Violence in miners' families and very high birth rates
- Drug use among child miners

Since then this member of the project team has cooperated to prepare the guidelines for this pilot project, visited the region extensively to present the same to civic organizations, the local authorities, mining authorities linked with Southeast Antioquia and the Interinstitutional Committee for Child Workers which meets in Medellín. To present the pilot project to the miners themselves two meetings were arranged, the first on the 27<sup>th</sup> of August with 250 participants in Angelópolis and the second on the 28<sup>th</sup> of August with 150 people present in Venecia.

The personeros began their Human Rights Workshops with the miners on the 3<sup>rd</sup> and 4<sup>th</sup> of September in Titiribí and Venecia.

The full-time advisor to provide orientation and support for the "personero" of Titiribí and those of the four neighboring towns was engaged on the 15<sup>th</sup> of August for a ten month term and having made the initial contacts with the "personeros" he helped and monitored their workshops with the miners.

At the end of this report period the illustrative, educational booklets about the correct and effective management and provision of Public Services, water, electricity, telephone etc. for the services consumers to use was being printed as was another booklet in this series entitled "Democracy and Citizen Participation".

The text of the International Humanitarian Laws publication and a booklet about the role of the "personero" in human rights issues to inform members of the civil and military forces in the area, of legal provisions and procedures related with human rights topics, were still being discussed with the Ministry of Defence.

The five member team that is working with the National Plan to Strengthen "Personeros", includes three professionals engaged by the Program and two professionals who work in the Attorney General's Office. Apart from attending the pilot project, this group continues to carry out general lobbying and interinstitutional activities in relation with the situation of the "personeros", to work towards the definition and creation of the Attorney General's Delegate for "Personeros" within the institutional structure and to attend the regional meetings held with "personeros" throughout the country

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

INSTITUTION/ SUB-PROJECT	PURPOSE	ESTIMATED COMPLETION DATE	APPROVAL DATE
<b>A. Prosecutor General's Office (Fiscalía General de la Nación)</b>			
1) Planning System	Strengthen the current planning system of the institution	12/02/93 (TBA)	06/02/93
<b>B. Overall Justice System</b>			
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

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-Bogotá Social Division, and the ISR General Coordinator from FES.

### 3. Progress on Previous Problems/Actions

During the reporting period, a fourth amendment to the Binational Agreement which supports the JSRP was discussed and signed between the GOC and USG representatives. This amendment adjusted the Project Description to five, very specific components which communicate quite well what the JSRP is aimed to achieve. The amendment also obligated the remaining funds to complete the total amount authorized for the JSRP: \$ 36 million.

### D. Problems and Delays

As expected, during 1994, changes at top positions in the Ministry of Justice and some other key justice sector institutions once 1994 elections took place. This caused some delays in project implementation as new members of the Executive Committee were educated in the sub-project process.

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

Four major sets of activities are planned for the next reporting period:

- 1) Design, discussion and approval of the 1995 JSRP-FES Work Plan, which will lay out very specific work areas and principles to reduce drastically the number of activities supported by the JSRP and to consolidate and measure more consistently the JSRP impact.
- 2) Completion of the first formal JSRP Evaluation by a three-member team which, in a 40-day field work, will carefully examine the Project's strategy and its accomplishments to make specific recommendations to strengthen implementation and impact.
- 3) Strengthening of Judicial Protection by the effective delivery and distribution of the 50 armored vehicles for protection of judges, prosecutors, and top judicial personnel. The cars have been purchased and brought to the country during the reporting period. 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 is being done in-country.
- 4) OPDAT Long-term Training of Prosecutors, which 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, will effectively begin.

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