

PD-APL 709

**AGENCY FOR INTERNATIONAL DEVELOPMENT**

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

**(OCTOBER 1994 - MARCH 1995)**

**COLOMBIA**

**MAY 1995**

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**USAID Representative's Narrative  
USAID / Colombia  
Semi-Annual Report  
October 1994 - March 1995**

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

USAID's present relationship with Colombia stems from the USG's Counternarcotics Initiative, otherwise known as NSD-14. That Initiative resulted in USAID's development of its S.O. in democracy and governance and the executing mechanism for that S.O., known as the Justice Sector Reform Project (JSRP/514-0002). The project seeks to capitalize upon the sweeping reforms in the judicial system which were adopted in Colombia's 1991 Constitution. Briefly, the reforms were intended to provide the basis for a more efficient and effective justice system founded on an accusatorial, as opposed to inquisitorial, system of law. The reforms also created three new entities: the Constitutional Court, the Superior Judicial Council (the administrative support body for the courts - CSJ) and the Fiscalia (the Prosecutor General's Office - PGO). The CSJ, the Fiscalia and other entities such as the Ministry of Justice (MOJ) and the Procuraduria (the Attorney General's Office) form the core counterpart group with which USAID works in implementing the JSRP.

Under the new government of President Ernesto Samper, the MOJ and the Fiscalia in particular have made marked progress in advancing project objectives. Using the results of work done earlier as pilot efforts, the GOC is seeking to sharpen the project's approach and put more money in activities that appear to be more productive in terms of achieving JSRP goals. The Minister has taken the lead in organizing the new GOC justice team and in formulating a focused set of goals oriented toward creating an efficient and accessible justice system for the country. The Fiscal (the Prosecuting Attorney General, and head of the Fiscalia) has taken charge of breaking the enormous caseload logjam, and using project resources, has begun making significant inroads into the problem. At the same time, the project has encountered problems in implementing activities with the CSJ, which stem primarily from a lack of administrative expertise within that entity. The Mission has just completed a comprehensive mid-term evaluation of the JSRP, which will help USAID and the GOC make corrections needed to improve project performance in the coming years.

In the area of population and reproductive health, the Mission continues to collaborate with PROFAMILIA, the Association for Voluntary Surgical Contraception (AVSC) and the Global Bureau in implementing the \$15.0 million, three-year transition program, which will result in the ultimate developmental goal - self sufficiency - for the two NGOs. This program continues to progress smoothly, requiring moderate amounts of management time to track performance of PROFAMILIA's work on achieving financial self-sufficiency and operational issues which arise in the field from time to time.

USAID has also made important advances in promoting the Agency goal of protecting the environment. As this SAR is written, the Council of the Americas, the administrative/directive entity charged with management of the \$42.0 million (in Colombian peso equivalent) fund developed under the debt reduction component of the Enterprise for the Americas Initiative (EAI), has been inaugurated and operational by-laws written by it are being reviewed by the Enterprise of the Americas Board in Washington, DC. The fund managed by the Council will be used to finance environmental protection and child survival activities designed and implemented by local NGOs. USAID has been instrumental in the formation of a truly representative group of people to direct the effort, and we expect to play an even more effective leadership role in this area in the future.

## **B. Activity Highlights**

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

#### Performance and Progress

All activities under the Mission's democracy and governance S.O. (To improve the effectiveness of Colombia's judicial system, with emphasis on the criminal branch, particularly regional and other selected prosecutorial units and criminal courts.) are managed under one program, the JSRP. Under this project the GOC, USAID and the Department of Justice's International Criminal Investigation Training and Assistance Program (ICITAP) have made significant advances since the last SAR in achieving a number of program outcomes supportive of the objective. Toward the end of the reporting period, the new director of the DOJ's Office for Professional Development and Training (OPDAT) arrived to begin the Prosecutors' Training Program.

The Mission recently completed a comprehensive mid-term evaluation of the JSRP which praised the program for having accomplished so much, given the relatively complex nature of the Colombian justice sector, together with attendant security and political issues. Within the program, performance ranged from very good to modest, depending upon the component or activity involved. The GOC was singled out for particular praise both for its interest and its involvement in this program. In sum, progress has been good - not excellent, but good - under the JSRP, and we have good reason to believe that the situation will improve further as we and the GOC act upon the recommendations of the evaluation.

#### Managing for Results

In our opinion, the Justice Sector Program has one of the better program and performance indicator systems in the democracy and governance sector, and it was rated as such during the mid-term evaluation mentioned above. It has allowed us to track performance against a variety of measures, and has permitted USAID and the GOC to make management decisions as to whether we should continue certain activities and/or initiate or terminate others. The Fiscalia decongestion subproject is a good example of this process. The successful and effective implementation of the subproject performance agreements in the Bogota jurisdiction has convinced the Fiscalia to invest its own resources to extend the activity nationwide.

At the same time, the Mission, in the persons of its Project Monitoring and Evaluation Advisor and the USAIDREP, has held innumerable conversations with GOC counterparts and, recently, a seminar on the critical value of managing for results/impact, and not just management for the sake of tracking inputs. The intent behind all of this is to raise the consciousness, if not change the management culture, of the key players in the program. Finally, the Mission intends to use the mid-term evaluation itself as another important source of performance and management information to formulate decision alternatives with respect to the future of the program. Many of the foregoing developments are recent in nature, so much remains to be done (and seen) before we can comment on the possible long - or even medium - term effects of our efforts.

### Sustainability

In the Colombian context and in that of the program, financial sustainability is not an issue. The Fundacion FES, the large NGO managing the project, is a very strong and solvent entity. All other entities participating in the project up to this point have been governmental, so here again sustainability, at least in the organizational, financial or economic senses, has not been an issue. Of much more importance here, however, are the political, cultural and participatory connotations of the term. In these contexts, the program and USAID have been working (cf, the seminar mentioned above) to build up a Colombian management culture oriented toward impact/managing for results which we hope will sustain the results of the program after USAID participation ends. In closing on this point, it should be noted once again, that the mid-term evaluation team lauded the very high degree of interest in and commitment to the program on the part of the GOC. This phenomenon bodes well for the future of the program and its sustainability.

At the same time, the lead counterpart representative for the GOC, the Minister of Justice has been very sensitive to the need to legitimize the justice system in the eyes of the people, and make it more responsive to their needs. Along those lines and in keeping with one of the stated objectives of the JSRP (that of increasing access of the people to the system), USAID contracted the services of the Council for Court Excellence to hold a series of focus group meetings in Colombia among individuals and NGOs to see what might be done to encourage citizen participation in working to improve their own justice system. The visit of the Council representative has stimulated considerable interest in the NGO and private sectors as to how individuals and groups might participate in the system. A final report has been received from the Council with their recommendations; the next step is up to the government.

In sum, the prospects for achievement of sustainability in the sector and through this program are quite good. Assuming continued good will and hard work on the part of all parties involved, the impact of the program should be sustained for years to come.

### Summary of Activities and Impact

During the period 1992-1994 the JSRP, through FES approved a total of 51 sub-projects for funding. Fifteen of these have supported activities in the Prosecutor General's Office; eleven have represented activities with the MOJ; eleven have involved working with the Attorney General's Office; eight are being carried out with the CSJ; three have assisted the Supreme Court of Justice and three are interinstitutional projects.

The ICITAP Program continued its training support of the Judicial Police forces, and, as noted above, the OPDAT training program for prosecutors has started up within the last two months. Further, USAID completed the purchase and delivery of 50 armored vehicles for at-risk judges and prosecutors, and commissioned a study for stimulating private citizen and NGO interest in strengthening and improving the justice sector.

Although the final results and impact of many of these sub-projects have yet to be realized, it is evident that a number of them have made significant contributions to achieving the JSRP S.O. When the project started in 1992, the justice sector in Colombia consisted of a number of institutions working more or less in isolation in their individual fields, devoid of a sector mentality, absorbed in each day's emergencies, and incapable of managing important activities such as institutional and sector planning, justice statistics, policy follow-up and project evaluation. Three years later, thanks in large part to the JSRP, the Colombian justice sector is maturing and beginning to operate in many of these areas as a coordinated sector.

### Impact Indicators

Following a brief consideration on the indicators used by the JSRP to track its performance on its strategic objective:

**Strategic Objective One: Improve the Effectiveness of Colombia's Criminal Justice System, with Emphasis on Regional and Other Selected Prosecutorial Units and Criminal Courts.**

**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.

**Indicator No. 3:** Public perception of the efficacy of the criminal justice system, as developed in public opinion polls

1) The first performance indicator presented above is a composite of performance data provided by the three stages of the criminal system: the preliminary investigation, the formal investigation, and the trial. It is calculated with official information provided by the Prosecutor General's Office (PGO) and the Superior Judicial Council (SJC) for both the units and courts under the five Regional Prosecutorial and Court Divisions, and for the prosecutorial units under the five Ordinary Divisions of the PGO, where the JSRP is investing resources. Information for the ordinary courts is not available yet. A new, sixth regional division recently came into existence. Information on this Regional will be reported as it becomes available.

According to the official information available: at the Regional Prosecutorial Divisions, in the preliminary investigation stage, the number of decisions out of total number of investigations increased from 18.7% on May 31, 1993 to 19.3% on May 31, 1994, and in the formal investigation stage from 9.7% on May 31, 1993 to 19.7% on May 31, 1994.

According to the official information available for the first two and half years of operation of the five selected ordinary PGO sections: Bogotá, Medellín, Cali, Barranquilla, and Ibagué, in which the JSRP has invested the major portion of its resources, there has been important progress in those sections, particularly at the preliminary stage of the investigation. At the formal investigation level, in spite of initial positive signs, the case backlog had increased slightly by the end of CY 1994. Recognizing this situation, the Prosecutor General has established with JSRP support a special task force made of specialized Prosecutors to decrease drastically the increasing backlog.

At the five Regional Courts, only baseline data has been calculated: from June 1, 1993 to May 31, 1994, 44.6% of findings were made out of the total of cases received by these courts.

2) Concerning the second performance indicator, the length of time for a case to be completed, baseline data has been calculated only for the five older Regional Prosecutorial Units and Courts: the average number of days for a case to be solved, following the three stages of the criminal process explained above, in the five Regional Divisions is 574 days. Baseline data for the Ordinary Prosecutorial Units and Courts is yet to be established.

3) Finally, for the third performance indicator, an opinion poll designed to gauge public perceptions of the efficiency of the judicial system began in March. This survey has three parts: preliminary, exploratory consultation with experts, a specific survey for direct users of the judicial system, and a general public opinion poll for the citizenry. So far, the first has been conducted: preliminary consultation with 15 experts, who due to their professional experiences and expertise have a better and closer understanding of the current situation of the judicial system.

In general, the experts' survey confirmed that in spite of continuous efforts and investments made by the GOC and donors to strengthen the judicial system's operation, the system is still slow, and outdated. Additionally, access to the system is still quite difficult due to a lack of information about the system by the public, and a lack of confidence in it. Finally, the interviewees insisted on increasing the team work between the different justice sector agencies, so that they can better counteract the powerful criminal organizations currently operating in the country. Final results will be presented by July 1995.

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

Toward the end of the reporting period, and subsequent to its regular meetings of the Executive Committee (made of the heads of participating agencies and headed by the Minister of Justice) stopped. The last meeting was held Feb 1. The Minister of Justice has been dedicating most of his time to get approved by Congress the new Justice Statutory Law, which will define clear scope of work for each one of the new judicial institutions created by 1991 Constitution. Although the law has been a major accomplishment of the GOC, the total dedication of the Minister has affected the implementation of the JSRP. The Mission is seeking to engage the GOC on this issue so as to develop a more active and involved management structure for the entire project.

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

As of March 31, 1995, the JSRP had invested approximately \$ 16,9 million in project funds to support the Colombian Justice Sector. However, these funds only complement the massive modernization program launched by the GOC institutions themselves with their own resources. During the reporting period, the JSRP pipeline has decreased 14.1% this year as more sub-projects continued to be implemented.

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

Since the JSRP 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.

(signed) Lars Klassen

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**Lars Klassen**  
**USAID/Colombia Representative**

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**A.I.D./COLOMBIA  
PROJECT MATRIX**

Country: Colombia  
 Data as of : 30/03/1995  
 Date Completed: 30/05/1994

<p align="center"><b>1</b> PROJECT No. AND NAME</p>	<p align="center"><b>2</b> DATE OF INITIAL OBLIGATION</p>	<p align="center"><b>3</b> PROJECT DESIGNATION (A,B,C)</p>	<p align="center"><b>4</b> STATUS OF CPs (Cite only if there are as-yet unmet CP's older than 18 months)</p>	<p align="center"><b>5</b> SIZE OF PIPELINE (Cite if pipeline exceeds 2 years estimated average annual obligations)</p>	<p align="center"><b>6</b> AGE OF PIPELINE (Cite if any obligation remains more than 60% unexpended 4 years after initial obligation)</p>	<p align="center"><b>7</b> ACCRUED EXPENDITURES (Cite if accrued expenditures are less than 60% of planned)</p>
<p align="center">514-5002 Colombia Justice Sector Reform Program</p>	<p align="center">08/09/91 Amended to 09/26/92</p>	<p align="center">B</p>	<p align="center">NA</p>	<p align="center">X</p>	<p align="center">NA</p>	<p align="center">NA</p>

A.I.D./COLOMBIA

PROJECT MATRIX (Cont.)

Country: Colombia  
 Date as of : 30/30/1995  
 Date Completed: 30/05/1995

<p>1 PROJECT No. AND NAME</p>	<p>8 UNCOMMITTED BALANCE (Cite if balance exceeds 60% of obligations 18 months after most recent obligation)</p>	<p>9 EOPS A. (Cite if mission believes there is little to no chance of achieving the most important EOPS before PACD)</p>	<p>10 EOPS B. (Cite if EOPS are being achieved at higher level or faster rate than planned)</p>	<p>11 AUDIT A. (Cite if a financial audit has not been done in the last 18 months)</p>	<p>12 AUDIT B.(Cite if there are unresolved IG recommendations older than 6 months)</p>	<p>13 EVALUATION A. (Cite if the activity has not been evaluated in the last three years)</p>	<p>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)</p>
<p>514-8002 Colombia Justice Sector Reform Program</p>	<p>NA</p>	<p>NA</p>	<p>NA</p>	<p>X</p>	<p>NA</p>	<p>NA</p>	<p>NA</p>

FINANCIAL SUMMARY OF USAID/COLOMBIA PORTFOLIO  
(OCTOBER 1, 1994 - MARCH 31, 1995)  
(\$000)

(1) PROJECT No	(2) PROGRAM/PROJECT TITLE	(3) CATEGORY	(4) DATE OF INITIAL OBLIG.	(5) LAST REVISED FACD	(6) % OF LOP ELAPSED	(7) % OBLIG. EXPEND.	(8) AUTH. LOP AMOUNT	(9) CURRENT FY OBLIG. EXPEND.	(10) CUMUL. AMOUNT OBLIG.	(11) MORTGAGE PIPELINE	(12) BEGINNING FY	(13) PLANNED SEMESTER EXPEND.	(14) ACCRUED SEMESTER EXPEND.	(15) AS OF % PLANNED	(16) CUMULATIVE ACCRUED EXPEND.	(17) ENDING PIPELINE	(18) PLANNED EXPEND. (NEXT SEM.)
<b>ACTIVE PROJECTS</b>																	
514-9002	Colombia Justice Sector Reform	B	09/25/92	09/30/97	59.46%	47.10%	36000	3149.7	35992	8	22191.6	2311.5	3149.7	136.3%	16950.7	19041.9	2311.5
Sub-total active projects						47.1%	36000	3149.7	35992	8	22191.6	2311.5	3149.7	136.3%	16950.7	19041.9	2311.5
<b>TERMINATED PROJECTS</b>																	
514-9005	Economic Revitalization Program No. 2	A	09/14/92	12/31/92 (Disb.) vs. 09/30/94	09/14/92	100.0%	36000	0	36000	0	0	0	0	0	36000	0	0
514-9001	Economic Revitalization Program No. 1	A	12/31/91	01/03/92 (Disb.)	100.0%	100.0%	41000	0	41000	0	0	0	0	0	0	0	0
514-0547.14	Andean Peace Scholarship Program	A	09/20/87	07/31/93	100.0%	100.0%	4888.7	0	4888.7	0	169.5	0	0	0	0	169.5	0
Sub-total terminated projects						44.0%	81888.7	0	81888.7	0	169.5	0	0	0	36000	169.5	0

Source: MACS Reports

**PROJECT STATUS REPORT**  
October 1 - March 30, 1995

**I. BACKGROUND DATA**

Project Title: **Colombia Justice Sector Reform (JSR)**  
 Project Number: **514-9902**  
 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: **Luis Alfonso Roa, Acting**  
 Status of CPs/Covenants: **CPs met by 01/28/92**  
 Date of Last Evaluation: **12/94-01/95**                      **Next Evaluation: 09/96**  
 Date of Last Audit: **N/A**                                      **Next Audit: 07-08/95**

**FINANCIAL DATA**

<b>Amount Authorized:</b>	<b>ESF Grant:</b>		<b>\$36,000,000 of which:</b>	
		-	<b>FES</b>	<b>\$ 18,580,000</b>
		-	<b>AID</b>	<b>\$ 10,470,000</b>
		-	<b>ICITAP</b>	<b>\$ 6,950,000 <sup>1</sup></b>
<b>Amount Obligated:</b>	<b>ESF Grant:</b>		<b>\$35,992,602 of which:</b>	
		-	<b>FES</b>	<b>\$ 18,572,602</b>
		-	<b>AID</b>	<b>\$ 10,470,000</b>
		-	<b>ICITAP</b>	<b>\$ 6,950,000</b>
<b>Amount Committed</b>				
<b>Period(10/01/94-03/31/95):</b>		-	<b>FES</b>	<b>\$ - 0 -</b>
		-	<b>AID</b>	<b>\$ 311,948</b>
		-	<b>ICITAP <sup>2</sup></b>	<b>\$ 850,000</b>

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

<sup>2</sup> ICITAP data supplied by ICITAP/Washington

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Cumulative(08/09/91-03/31/95):	-	FES	\$ 18,275,225
	-	AID	\$ 7,228,729
	-	ICITAP	\$ 6,950,000
Accrued Expenditures:			
Period(10/01/94-03/31/95):	-	FES	\$ 1,884,784
	-	AID	\$ 192,740
	-	ICITAP	\$ 1,072,223
Cumulative(08/09/91-03/31/95):	-	FES	\$ 7,147,822
	-	AID	\$ 3,496,867
	-	ICITAP	\$ 6,305,982
Pipeline:	-	FES	\$ 11,424,780
	-	AID	\$ 6,973,133
	-	ICITAP	\$ 644,018
Counterpart			
Contribution:	Planned:	\$ 10,000,000	
	Actual (06/30/94):	Verified: \$ 2,221,000 <sup>3</sup>	
% LOP Elapsed:	59.46%		
% of Total Auth. Oblig.:	99.97%		
% of Total Oblig. Exp.:	47.10%		
% of Total Auth. Exp.:	47.08%		

**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.

<sup>3</sup> FES and AID have agreed on making semi-annual reviews of the counterpart contribution. FES has initiated the process of reviewing the counterpart contribution which corresponds to two semi-annual periods: 07/01 - 12/31/94 and 01/01-06/30/95 and expects to have a verified counterpart contribution as of 06/30/95 by 07/31/95.

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 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 JSR 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, based on the last official information provided by 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. Unfortunately, no new official information is available for the Regional Units and Courts. The JSRP has just approved funding for a basic statistical information system for the PGO's Planning Office. It is expected that this system will provide the information required regularly.</p> <p>2) Exhibit No. 2 and Graphs No. 1 and No. 2 display baseline data sets (calculated before the establishment of the PGO in July 1, 1992), and subsequent measures for the first two and half years of operation of the five PGO's selected ordinary sections in which the JSRP has invested the major portion of its resources. Those sections are located in the following cities: Bogotá, Medellín, Cali, Barranquilla, e Ibagué. Both the Exhibit and the Graphs present performance indicators which are calculated adding the statistics of the five selected sections and taking the resulting number as a whole for those sections.</p> <p>This Exhibit shows important progress in those sections, particularly at the preliminary stage of the investigation. This observation could also be verified in the Graph No. 1. At the formal investigation level, in spite of initial positive signs, the case backlog has a tendency to increase by the end of CY 1994. Recognizing this situation, the Prosecutor General has established with JSRP support a special task force made of specialized Prosecutors to decrease drastically the increasing backlog.</p> <p>3) At the court level, only baseline data sets have been calculated. Therefore, at this point progress cannot be assessed accurately.</p>

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**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.

EXHIBIT No. 2  
CRIMINAL JUSTICE SYSTEM  
Prosecutor General's Office

Baseline and Annual Measures of Performance Indicators for the Five Selected Ordinary Sections of Prosecutorial Units  
July 1991 to December 1994

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 investigations %
Time Period								
07/91-6/92 (BL)	51.8%	37.4%	19.4%	48.2%	26.3%	36.1%	9.4%	73.8%
07/92-6/93	58.4%	39.3%	23.0%	41.6%	54.9%	48.0%	26.3%	45.1%
1/93-12/93	60.7%	29.0%	17.6%	39.3%	50.6%	45.7%	23.1%	49.4%
1/94-12/94	58.6%	34.0%	19.9%	41.4%	30.3%	24.8%	7.5%	69.7%

Source: PGO's Planning Office  
BL: Baseline  
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GRAPH No. 1

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5B

7/91-6/92	51.8%	48.2%
7/92-6/93	58.4%	41.6%
1/93-12/93	60.7%	39.3%
1/94-12/94	58.6%	41.4%

GRAPH No. 2

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7/91-6/92	26.3%	73.8%
7/92-6/93	54.9%	45.1%
1/93-12/93	50.6%	49.4%
1/94-12/94	30.3%	69.7%

5C

(Exhibit No. 2 is P:\docs\ar\octmar95\report\jser\exhibit\exhibit2.wk3  
Graph No.1 is P:\docs\ar\octmar95\report\jser\graphs\graph1.wk3  
Graph No.2 is P:\docs\ar\octmar95\report\jser\graphs\graph2.wk3)

#### IMPORTANT NOTES FOR EXHIBITS AND GRAPHS

(\*) 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 and graphs:

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

INDICATORS	PROGRESS TO DATE
<p>2. Length of time for a criminal case to be completed from the opening of the preliminary investigation to the court finding or to the finding confirmation, if appeals are made.</p>	<p>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 the last 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 JSRP has recently approved a sub-project to establish a more comprehensive MIS in the PGO's Planning Office. One of the expected outcomes of this effort will be annual measurement of this indicator. By the next reporting period, the first sub-sequence measure of this indicator would be presented</p> <p>Nevertheless, it is important to keep in mind that initial progress assessments made by FES 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 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

<p>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</p>				
<p>Unit: Average days</p>		<p>Year</p>	<p>Planned</p>	<p>Actual</p>
<p>Source: Prosecutor General's Office and the Superior Judicial Council</p>	<p>Baseline</p>	<p>06/01/93 - 05/31/94</p>	<p>---</p>	<p>574,2 days (Regional Prosecutorial Units and Courts)</p>
<p>Comments: As reported in the last SAR, a JSRP sub-project was able to calculate the baseline data for this indicator just for the Prosecutorial Units and Courts. For the Ordinary Units and Courts, with the support of the JSRP, the PGO implemented during 1994 the first module (called TOPAZIO) of a very comprehensive case management system in the prosecutorial units of the Bogotá, Medellín, Cali, and Barranquilla jurisdictions. Unfortunately, some technical problems when accessing the information made the PGO restart the process to access all the cases' information again. This effort will complement two additional undertakings that the PGO is carrying on with the JSRP support: the comprehensive case management information system to interconnect the five most important ordinary prosecutorial sections, and the statistical management information system of the PGO's Planning Office, to measure regularly this and other indicators. All these sub-projects will also permit continuous measurement in the Regional PGO's and Courts. It is worth noting that the targets should be established according to the length of time set by the current Criminal Procedure Code (CPC). As seen for the case of the Regional Units and Courts, the current length of time is below the length established in the CPC. Note: *** : To be established</p>		<p>1994</p>		<p>***</p>
		<p>1995</p>		<p>***</p>
		<p>1996</p>		<p>***</p>
		<p>Target [According to the current CPC]</p>	<p>1997</p>	<p>725 days (Regional Units and Courts) 665 days (Ordinary Units and Courts)</p>

<p>3. Popular perception of effectiveness of and accessibility to the criminal justice system, especially in those areas covered by the Regional Prosecutorial Units and Courts, and in those regions where the selected prosecutorial units and criminal courts operate</p>	<p>As reported in the last SAR, a public opinion poll made by <i>Clase Empresarial</i>, a highly respected business magazine, by May 94 showed that the Justice Sector had a very low approval rating (34%). This low approval rate was confirmed later on by a political party/institutions survey conducted by the Interamerican Institute of Human Rights (IIDH) in the Andean Region in September-November 1994. According to such survey, the level of confidence of the Colombians on their judicial branch is just 4.7 in a 1-10 scale (10 = maximum level)</p> <p>During the reporting period, USAID/Bogotá and FES have been conducting a more precise and detailed public perception survey to establish. This survey is three fold: preliminary, exploratory consultation with experts, specific survey for direct users of the judicial system, and general public opinion poll for the citizenry. So far, the first has been conducted: preliminary consultation with 15 experts, who due to their professional experiences and expertise have a better and closer understanding of the current situation of the judicial system. Naturally, the opinion of these experts does not reflect whatsoever the general perception of the Colombian public.</p> <p>In general, these experts confirm that in spite of continuous efforts and investments made by the GOC and international development agencies to strengthen the judicial system's operation, this is still slow, and outdated. Additionally, access to the system keeps being difficult and confusing due to general distrust and lack of information by the public. Finally, the interviewees insisted on increasing the team work between the different justice sector agencies, so that, they can better counteract the powerful criminal organizations currently operating in the country.</p>
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**B. PROGRAM OUTCOME INDICATORS AND MAJOR RESULTS OF ACTIVE SUB-PROJECTS**

<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.)
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.  Abbreviations: Reg.: Regional; Ord.: ordinary.		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)	

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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)
Comments: As presented in the last SAR, the JSRP was able to calculate baseline for this indicator in the Regional Units. Data for the Ordinary Units are still pending due to the reasons explained above in Exhibit No. 3. Again, the target should be established according to the CPC. As seen the regional Units are currently well below the limit established by the CPC. Also, it is worth noting that the two times presented as targets in this chart occur when there is a known suspect. Otherwise, the preliminary investigation goes on until a suspect could be identified. Note: *** : To be established		1994		***
		1995		***
		1996		***
	Target	1997	120 days (Reg.) 60 days (Ord.)	

#### MAJOR RESULTS OF SUB-PROJECTS WHICH LEAD TO THIS OUTCOME

1) 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.

The most important highlights of the ICITAP program are summarized below.

- ☐ Both judicial police officers and prosecutors have received high quality and practical instruction from ICITAP, including increased emphasis on training of trainers to help institutionalize a higher level of performance. From the beginning of the project, ICITAP has trained over 1700 individuals from the four principal investigating institutions: 285 from DAS; 675 from the National Police; 584 from the Fiscalía; and 158 from Legal Medicine. In addition, ICITAP has trained 120 from the Procuraduria and 130 from the Ministry of Justice. (Note: These figures include training completed through February 28, 1995.)
- ☐ At Legal Medicine, ICITAP has contributed substantially to a real success story. The combination of ICITAP's skill in delivering quality services and Legal Medicine's superior organization has produced outstanding results. Especially important is the extent to which Legal Medicine has institutionalized what has been learned through this training. One outstanding example, based on an ICITAP sponsored internship in the U.S., is the establishment of the chain of custody for evidence, a critical technique for preserving the integrity of the evidence.
- ☐ At the Prosecutor General's Office, ICITAP assistance has made a significant difference at its Investigative School. The school has completely institutionalized ICITAP's teacher training material and methodology. The course, which is mandatory for all new professors, has been used to standardize teaching and to maintain continuity and quality control. Also, many of ICITAP's technical courses are now offered by the school. Thanks in large part to ICITAP, this has become a first rate school for providing its students with both basic investigative techniques and the range of skills required to perform the various tasks related to carrying out proper criminal investigations.
- ☐ At DAS, ICITAP has trained 285 investigators and experts. The students have been taught both theory and practice, frequently using equipment donated by ICITAP. Such equipment has been well distributed between DAS offices in Bogota and outlying cities. Further, wherever the equipment is sent, it is entrusted to trainees who have learned how to use it.
- ☐ At the National Police, ICITAP has been so successful in its human rights training, through a course entitled "Human Dignity", that the National Police Academy is duplicating it for all students. Results of the course, which actually makes the trainee feel the sensations associated with loss of dignity, have been impressive. The Academy, in its attempt to change both the behavior and the image of the police, has realized the effectiveness of this course as a means toward that end.
- ☐ National Police Officers trained by ICITAP confirm that the program has changed how they think about the law, people, and themselves, and strongly support expansion of the training for their fellow officers. The National Police Force has 18 schools throughout the country, and ICITAP trainees are now having a positive impact in all of these institutions.

In summary, the ICITAP Program has provided intensive training, technical assistance and equipment to the Prosecutor General's Office and other investigative agencies. As a result, increased numbers of preliminary investigations are reaching the formal stage, and the time required for progressing from one stage to the next has been reduced.

TABLE No. 1 below summarizes accomplishments of the ICITAP Program during the reporting period.

TABLE No. 1

## ICITAP - COLOMBIA TRAINING AND TECHNICAL ASSISTANCE ACTIVITIES FOR 10/94-03/95

COURSE NAME	START DATE	END DATE	INSTRUCTOR	DURATION	NO. PARTIC.	STUDENT WEEKS	DAS	CNP	PGO	AGO	MED MOJ	LEG
OCTOBER '94												
T.A. THREAT ASSESSMENT	04-Oct-94	09-Nov-94	ED POLLARD		6	0						
CRIME SCENE SPECIALIST, CSSP-10	24-Oct-94	04-Nov-94	GRODSKY, AVILA AT CESPO		2	22	44	6	4	6		6
TOXICOLOGY SCHOLARSHIPS	31-Oct-94	10-Nov-94	Tanuja, FI/ T. Carrero, G. Ospina, M. Sierra fro		2	3	6					3
NOVEMBER '94												
SCIENTIFIC DEATH INVESTIGATION, SDI-1	15-Nov-94	18-Nov-94	RONALD SUAREZ, LYLA PEREZ		1	49	49	5	5	9		30
INSTRUCTOR DEVELOPMENT COURSE, IN	21-Nov-94	02-Dec-94	MARTHA NORBERG, RAUL MACIAS FOR CES		2	12	24		12			
CRIME SCENE SPECIALIST, CSSP-11	28-Nov-94	09-Dec-94	AVILA, GRODSKY AT DAS ACADEMY		2	24	48	12		12		
CURRICULUM DEVELOPMENT - 1	28-Nov-94	09-Dec-94	MARIA ROSARIO BURGOS, ELSY LOPEZ COL		2	18	36		18			
T.A. FIREARMS	28-Nov-94	09-Dec-94	ED MARTINEZ, BOG HARVEY for DAS & NILM		2		0					
DECEMBER '94												
T.A. CURRICULUM REVISION FOR DAS	05-Dec-94	09-Dec-94	MARTHA NORBERG, GLADYS VICKERY		1		0					
JANUARY '95												
INSTRUCTOR DEVELOPMENT COURSE INS	23-Jan-95	27-Jan-95	RAUL MACIAS & MARTHA NORBERG		1	16	16	5	5	6		
INS-15 AND CSSP ORIENTATION	30-Jan-95	03-Feb-95	MACIAS, NORBERG, MARTINEZ		1	14	14	5	3	6		
FEBRUARY '95												
CRIME SCENE SPECIALIST COURSE, CSSP	06-Feb-95	17-Feb-95	COLOMBIAN INSTR. FROM INS-15 & CSSP O		2	19	38	8	6	5		
INSTRUCTOR DEVELOPMENT COURSE, IN	06-Feb-95	17-Feb-95	RAUL MACIAS, LOURDES MENDEZ		2	12	24		11	1		
T.A. THREAT INVESTIGATION/RISK ASSESS	06-Feb-95	10-Mar-95	DAN MILLER, ED POLLARD for FONDO				0					
AMERICAN ACADEMY FORENSIC SCIENCE	12-Feb-95	18-Feb-95	SEATTLE, WASHINGTON		1	4	4	1	1	1		1
T.A. JUDICIAL POLICE MANUAL DEVELOPME	13-Feb-95	17-Feb-95	MINOR CALVO for FISCALIA (1)		1		0					
T.A. CRIMINAL RECORD ASSESSMENT	27-Feb-95	03-Mar-95	SAMUEL PHILLIPS for PROCURADURIA		1							
T.A. FINANCIAL CRIMES	27-Feb-95	18-Mar-95	MARTHA NORBERG FOR FISCALIA		3							
MARCH '95												
THREAT INVEST. / RISK ASSESS. COURSE	01-Mar-95	10-Mar-95	DAN MILLER, ED POLLARD		2	24	48	7	7	5	3	2
T.A. JUDICIAL POLICE MANUAL DEVELOP	26-Mar-95	01-Apr-95	MINOR CALVO FOR FISCALIA (2)		1		0					
TOTALS REPORTING PERIOD					35	217	351	49	72	51	3	2 40
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**2) Improved Effectiveness of the Prosecutorial Function (OPDAT). This includes activities to develop manuals of uniform investigative procedures to be used by investigators.**

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.

Under the Participating Agency Service Agreement (PASA), the US Department of Justice is working in partnership with the Agency for International Development (AID) to improve and strengthen the Colombian criminal justice system by training its functionaries. In the 1991 Constitution, Colombia modified its Criminal Procedure Code by reforming its inefficient inquisition code judicial system to a system that provides a more rapid and responsive acusatorial form of procedure. PASA and the corresponding training project provide the needed expertise to implement the legal reform.

The first phase of the project began in February 1995 and entails intensive one year training primarily to 60 Colombian prosecutors. These prosecutors will then work full-time for one year as multipliers in the training process. The second phase of training will reach, in a similar fashion, the remaining local or municipal prosecutors.

<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: <b>Former:</b> 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; <b>Proposed:</b> Length of time from the initiation of a formal criminal case investigation to a final case decision (dismissal or indictment) in the Regional and other selected prosecutorial units.					
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 presented in the last SAR, the JSRP was able to calculate baseline fo this indicator in the Regional Units. Data for the Ordinary Units are still pending due to the reasons explained above in Exhibit No. 3. Again, the target should be established according to the CPC. As seen the regional Units are currently well below the limit established by the CPC. Also, it is worth noting that the target established in the chart is for cases which involve one or two suspects. If there three or more suspects, the time established by the CPC is 30 months. Finally, a reform is proposed to this indicator : currently, it is quite difficult to track the time spent in deciding appeals. Such time depends entirely on the nature of each case. Therefore, it is suggested to only measure the time spent by the Prosecutors in making a case. Note: *** : To be established			1994		***
			1995		***
			1996		***
			Target (According to the CPC)	1997	540 days (Both Regional and Ordinary)

**MAJOR RESULTS OF SUB-PROJECTS WHICH LEAD TO THIS OUTCOME** (Table 2 below summarizes accomplishments of sub-projects which lead to this outcome)

TABLE 2

## SUBPROJECTS TO IMPROVE THE EFFECTIVENESS OF THE PROSECUTORIAL FUNCTION

CODE	NAME	OBJECTIVE	AMOUNT APPROVED (US\$)	AMOUNT EXPENDED (US\$)	RESULTS FOR 10/94-3/95
211	Information System Network for Regional Prosecuting Attorneys' Units (Project Concluded)	To implement a case follow-up system to ensure proper administrative follow-up in criminal proceedings.	\$315,859.24	\$315,859.24	1. Hardware and software installation to create local networks in each of the five regional units.
212	Prosecuting Attorneys' Units - II Phase	To remodel and refurbish Prosecuting Attorneys' Units.	\$395,296.47	\$82,008.69	1. Completion of structural work in Medellin.
222	Prosecuting Attorneys' Units (Project Concluded)	To remodel and refurbish 25 units.	\$1,863,567.22	\$894,891.98	1. Twenty-two units remodelled and refurbished.
223	Pilot Project for Prosecuting Attorney Units' Organization and Systems (Project Concluded)	To implement the recommendations from the Prosecuting Attorney Units' Institutional Strengthening Project.	\$78,932.81	\$50,561.53	1. Design of new administrative procedures and new statistical indicators. 2. Completion of final report which has been utilized by various sister projects.
224	Computer Information Systems for the District Prosecuting Attorneys' Units	To build a national information system for the 328 district prosecuting attorneys' units throughout the country.	\$5,403,369.86	\$400,210.82	1. Implementation of the Topazio program. 2. Four-hundred-thousand items pertaining to cases in Bogota entered in the data base. 3. Approval of implementation plan that modifies the original project by improving the systems component. 4. Workshops and creation of a Cultural Commission to encourage a culture change in attitudes towards computer technology. 5. Publication of three issues of a project information bulletin.
225	Backlog Reduction of Cases in the Prosecuting Attorneys' Units	To successfully eliminate the congestion of cases in the Prosecuting Attorneys' Units.	\$117,760.53	\$117,760.53	1. Implementation of statistical indicators that measure the backlog of pending cases. 2. Establishment of the Performance Development Committee. 3. Preparation of a methodology to be adopted by the national units to reduce the criminal case backlog.
261	Strategic Planning Workshops	To create team spirit and clarify a view of the future, the mission, values, and management capabilities of the new institution.	\$88,492.79	\$88,492.79	1. Organization of various workshops in order to fulfill the objective.
263	Support for the Design of the PGO's Office Planning System	To design and implement a planning system which favors the fulfillment of annual plans in all three areas of the organization.	\$18,764.07	N/A	1. No new developments.
342	Conciliation Training for Prosecuting Attorneys to Apply in Criminal Investigations	To train prosecuting attorneys to utilize conciliation mechanisms that will help reduce the backlog of cases and allow prosecuting attorneys to dedicate their time to more serious criminal matters.	\$267,700.77	\$118,385.35	1. Two videos and written materials published to be used for training seminars. 2. Twenty-one seminars conducted with over 700 participants.

<b>PROGRAM OUTCOME No. 1.3: Improved effectiveness of the operation and administration of the court system</b>				
<b>Indicator No. 1: Percentage of court findings resulting from total number of cases being addressed in the courts in a year period.</b>				
<b>Unit: Percentage</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Superior Judicial Council</b>	<b>Baseline</b>	<b>06/01/93-05/31/94</b>	<b>---</b>	<b>69.74% (Reg.) *** (Ord.)</b>
<b>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.</b> <b>Note: ***: To be established</b> <b>Abbreviations: Reg.: regional; Ord.: ordinary</b>		<b>1994</b>		<b>***</b>
		<b>1995</b>		<b>***</b>
		<b>1996</b>		<b>***</b>
	<b>Target</b>	<b>Sep 1997</b>	<b>90% (for Regional)</b>	
<b>Indicator No. 2: Former: 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. Proposed: Length of time from the presentation of the indictment to the court finding</b>				
<b>Unit: Average days</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Superior Judicial Council Prosecutor General's Office</b>	<b>Baseline</b>	<b>1993</b>	<b>---</b>	<b>174,2 days</b>
<b>Comment: As presented in the last SAR, the JSRP was able to calculate baseline fo this indicator in the Regional Courts. Data for the Ordinary Courts are still pending due to the reasons explained above in Exhibit No. 3. Again, the target should be established according to the CPC. Finally, a reform is proposed to this indicator : currently, it is quite difficult to track the time spent in deciding appeals. Such time depends entirely on the nature of each case. Therefore, it is suggested to only measure the time spent by the judge in deciding the case.</b> <b>Note: ***: To be established</b>		<b>1994</b>		<b>***</b>
		<b>1995</b>		<b>***</b>
		<b>1996</b>		<b>***</b>
	<b>Target (According to CPC)</b>	<b>1997</b>	<b>63 days (Regional) 65 days (Ordinary)</b>	<b>***</b>

**MAJOR RESULTS OF SUB-PROJECTS WHICH LEAD TO THIS OUTCOME**

(Table 3 below summarizes accomplishments of sub-projects which lead to this outcome)

TABLE 3

SUBPROJECTS TO IMPROVE THE EFFECTIVENESS OF THE OPERATION AND ADMINISTRATION OF THE COURT SYSTEM

CODE	NAME	OBJECTIVE	AMOUNT APPROVED (US\$)	AMOUNT EXPENDED (US\$)	RESULTS FOR 10/94-3/95
312	Updating the Publications of the High Court's Jurisprudence	To keep up to date the reproduction and distribution of the decisions made by the highest judicial authorities and to assist in their inclusion in legal-documentary informations systems.	\$512,884.66	\$496,486.46	1. Incorporation and publication of thousands of legal decisions made by the highest judicial authorities.
313	Library Training and Information Center for the Judicial Branch	To foster the technical and professional training of Colombian judges, and establish an information and research center for the legal system.	\$43,157.36	n/a	1. Currently awaiting responses of requests for proposals to design the information center.
314	Seminar About Case Backlog in the Judicial Branch	To train members of the Supreme Judicial Council on the causes, difficulties and the factors that affect the delay in processing criminal cases.	\$17,419.31	\$9,740.60	1. Seminar conducted with 55 participants.
315	Study of the Judicial Files' Utility and Necessity to Create a New Management System	To study the utility of the Judicial Files and to determine whether a necessity exists to create a new Management Information System.	\$8,006.00	n/a	1. No progress has been made in this project.
321	Case Management Information System for the Regional Courts	To improve access to information and efficiency of the Regional Courts.	\$25,018.76	n/a	1. Preliminary stages of hiring two systems experts to design the information system.

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<b>PROGRAM OUTCOME No. 1.4: Improved access, fairness, and public perception of the judicial system</b>				
<b>Indicator No. 1: Number of conflicts resolved annually by the mediation mechanisms operating in conciliation centers, and municipal civil and criminal courts</b>				
<b>Unit: Total number of conflicts resolved through conciliation mechanisms in the conciliation centers supported by the Ministry of Justice</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Conciliation Office of the Ministry of Justice</b>	<b>Baseline</b>	<b>09/92 - 09/93</b>	<b>---</b>	<b>1485</b>
<b>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. The Ministry of Justice decided to review and adjust that data, and to continue the process of updating it. During the reporting period, the new Minister ordered a complete inventory of all the conciliation centers operating in the country. This inventory resulted in 109 centers open in the country. However, of those 109, only 46 are currently operating. The Ministry wants to increase that number up to 70 and close the other ones. Those 70 will be direct beneficiaries of the JSRP sub-project which is now providing support to the conciliation mechanism through the Ministry of Justice. Additionally, the Minister ordered to all the identified centers to provide specific data on their performance. At the time of this report, the Conciliation Division of the Ministry is processing the data to publish it officially. Note: ***: To be established</b>		1994		***
		1995		***
		1996		***
	<b>Target</b>	1997		***
<b>Indicator No. 2: 1) Total number of cases assigned to Public Defenders 2) Percentage of cases addressed out of the total cases assigned to Public Defenders</b>				
<b>Unit: 1) Number; 2) Percentage</b>		<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source: Public Defender's Office (PDO)</b>	<b>Baseline</b>	<b>Dic 1993</b>	<b>---</b>	<b>1) 6,619 cases 2) 65.4%</b>
<b>Comments: The Public Defenders's Office published and presented to Congress during the reporting period its Second Annual Report since its establishment in December 1992. This Report, which covers CY 1994, provides the first sub-sequent measure of PDO performance. As seen in the table, although the absolute number of cases assigned decreased, the percentage of cases addressed increased to an important level.</b>		Dic 1994		1) 5,359 2) 72.9%
		1995		
		1996		
		1997		

Indicator No. 3: Percentage of favorable sentences for the defendants assisted by public defenders of total sentences for defendants assisted by public defenders				
Unit: Percentage		Year	Planned	Actual
Source: Public Defender's Office	Baseline	1993	---	59.7%
Comments: According to the PDO report, in 1993, 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%. In 1994, of 3,905 cases attended and settled, 941 ended up in convictions. Then, 2964 decisions were favorable, or 75.9%. This could certainly be an indication of an improvement in the quality of the defense. Note: ***: To be established.		1994		***
		1995		***
		1996		***
	Target	1997	75%	***
	Indicator No. 4: 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.			
Unit: Percentage		Year	Planned	Actual
Source: Attorney General's Office (AGO)	Baseline	Dic 1992	---	13,9%
Comments: Relevant information to update this indicator has been constantly requested to the AGO , but i has not provided it yet. Note: ***: To be established.		Dic 1993		11%
		1994		***
		1995		***
		1996		***
	Target	1997	5%	
Indicator No. 5: Percentage of disciplinary actions by the Attorney General's Office against justice sector personnel involved in bribery and illicit enrichment out of total disciplinary actions by the AGO against justice sector personnel				
Unit: Percentage		Year	Planned	Actual
Source: Attorney General's Office (AGO)	Baseline	1992	---	73,7%
Comments: Relevant information to update this indicator has been constantly requested to the AGO , but i has not provided it yet. Note: ***: To be established.		1993		62%
		1994		***
		1995		***
		1996		***
	Target	1997	10%	***

Indicator No. 6: Popular perception of effectiveness of and accessibility to the criminal justice system					
Unit:	Percentage		Year	Planned	Actual
Source:	Prosecutor General's Office Attorney General's Office	Baseline	1994	---	Low opinion
Comments: During the reporting period , USAID/Bogotá and FES have been conducting a more precise and detailed public perception survey to establish. This survey is three fold: preliminary, exploratory consultation with experts, specific survey for direct users of the judicial system, and general public opinion poll for the citizenry. So far, the first has been conducted: preliminary consultation with 15 experts, who due to their professional experiences and expertise have a better and closer understanding of the current situation of the judicial system. Naturally, the opinion of these experts does not reflect whatsoever the general perception of the Colombian public.  In general, these experts confirm that in spite of continuous efforts and investments made by the GOC and international development agencies to strengthen the judicial system's operation, this is still slow, and outdated. Additionally, access to the system keeps being difficult and confusing due to general distrust and lack of information by the public. Finally, the interviewees insisted on increasing the team work between the different justice sector agencies, so that, they can better counteract the powerful criminal organizations currently operating in the country. Note: ***: To be established.		1995		***	
		1996		***	
	Target	1997		***	

**MAJOR RESULTS OF SUB-PROJECTS WHICH LEAD TO THIS OUTCOME**

(Table 4 below summarizes accomplishments of sub-projects which lead to this outcome)

TABLE 4

## SUBPROJECTS TO IMPROVE ACCESS, FAIRNESS AND PUBLIC PERCEPTION OF THE JUDICIAL SYSTEM

CODE	NAME	OBJECTIVE	AMOUNT APPROVED (US\$)	AMOUNT EXPENDED (US\$)	RESULTS FOR 10/94-3/95
271	Agents of the Attorney General's Office - I	To reduce corruption and to develop mechanisms for applying pecuniary penalties in cases of negligent or corrupt civil servants.	\$340,778.43	\$76,815.10	1. Review of the Contentious-Administrative Bench of the Council of State. 2. Investigation and filing "summons of guaranty" proceedings against 360 public officials.
273	Computer Systems Development in the Attorney General's Office	To improve the functioning and efficiency of the Attorney General's Office.	\$896,882.29	\$353,741.21	1. Aquisition and installation of hardware completed, prototype for the Statistics System developed, case follow-up system functioning, and training for the people has commenced.
274	Municipal Representatives	To design a set of guidelines for Municipal Representatives.	\$123,728.80	\$98,094.04	1. Regional workshops conducted and publication of informational book.
275	Strengthening the Special Investigations Office	To achieve better standards in the investigations for illicit enrichment and human rights violations.	\$81,310.98	\$75,576.25	1. Training and installation of computer network for Special Investigations Office.
277	Agents of the Attorney General's Office - II (Project Concluded)	Seeks to ensure the continuity of the work undertaken in the first stage of the project.	\$85,689.26	\$72,014.52	1. First issue of jurisprudence bulletin published. 2. Over 1200 public servants had been called to respond in "summons of guaranty" cases. 3. Application of conciliation proceedings in administrative cases.
278	Personal Training for the Attorney General's Office	To increase the capabilities and efficiency of the Attorney General's Office.	\$12,759.56	\$12,759.56	1. Current assessment of the Five Year Training Plan proposal.
279	Human Rights and Municipal Representatives	To provide advice, guidance and training for Municipal Representatives in order to strengthen human rights protection at the municipal level.	\$77,933.45	\$50,190.61	1. Assessment of child miners working as slaves in Titiribi. 2. Human rights workshops and seminars conducted. 3. Publication of two informative books on human rights.
341	Enhancing the Use of Conciliation Proceedings	The development of conciliation measures that promote community cooperation and reduce the backlog of cases.	\$429,260.63	\$209,231.92	1. Completion of the Conciliation Evaluation Model documents. 2. Creation of eleven Conciliation Centers.
402	Public Defenders' Pilot Units	To widen the coverage of the Public Defenders Office and improve the public defenders' capability to represent their defendants.	\$89,442.08	\$54,517.56	1. An increase of 54.5% in case coverage. 2. Public defenders incorporated into pilot units increased from 11. to 121.
403	Information System for the People's Defenders Office	The creation and installation of an information system that allows for greater control over actions and pursuit of incoming cases.	n/a	n/a	1. The project is currently suspended.
-	Houses of Justice	To bring a variety of justice services to local communities which otherwise would not know of or have access to the justicial system and administrative, legal conflict resolution measures.	\$1,022,629.47	\$267,169.01	1. The construction of Justice Houses in Cali and Bogota.

<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	Dic 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
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). The 1994 information has been officially requested to the National Police. Official answer is expected soon.  Note: ***: To be established.			1995		***
			1996		***
		Target	1997		***

**MAJOR RESULTS OF SUB-PROJECTS WHICH LEAD TO THIS OUTCOME** (Table 5 summarizes accomplishments of sub-projects which lead to this outcome)

TABLE 5

## SUBPROJECTS TO IMPROVE CAPABILITY OF THE OVERALL JUSTICE SYSTEM IN SECTOR PLANNING, JUDICIAL INFORMATION SYSTEMS, JUDICIAL RESEARCH, JUDICIAL SECURITY AND OTHER SELECTED AREAS

CODE	NAME	OBJECTIVE	AMOUNT APPROVED (US\$)	AMOUNT EXPENDED (US\$)	RESULTS FOR 10/94-3/95
111	Legislative Agenda	To adapt the institutions to the 1991 Constitution and to encourage other legal provisions in support of the justice administrative system.	\$79,684.76	\$77,077.67	1. Reform of the Criminal Procedure Code. 2. Ratification of Vienna Convention on the Traffic of Narcotics and Psychopathic Substances.
121	Inter-Institutional Planning Strengthening in the Justice Sector	To improve the coordination and mutual understanding of operations between the Planning Offices of the Ministry of Justice, the Supreme Judicial Council, the Prosecuting Attorney General, and the Attorney General's Office.	\$23,517.63	\$11,349.55	1. Weekly committee meetings which initiated regular communication between justice sector planning offices. 2. The "Justice For the People" sector development plan for 1994-1998 was approved.
122	Definitions of Activities to be Carried Out to Draw Up the Judicial Services Map	Determination of Colombia's territorial division for legal purposes and location and redistribution of courthouses through creation of a Judicial Service Map.	\$5,754.31	n/a	1. No progress has been made in this project.
1312	Justice Ministry's Management Information System	To design and implement a judicial information system for the MOJ that improves the efficiency and effectiveness of the judicial administration.	\$114,533.21	\$54,631.00	1. The design of a Data Bank and Statistics System. 2. Acquisition and installation of computer software which completes the first phase of the project.
1316	Support for the Initiation of the Operation of JURISCOL	Installation of a legal documentary base which improves the efficiency of consulting information on legislation and jurisprudence.	\$103,761.57	\$47,619.46	1. Thirty years of legal documentation currently being collected.
1317	Design and Construction of a Judicial Statistics System for the Judiciary	To comply with Article 256 of the National Constitution which assigns the Supreme Judicial Council the responsibility for supervising and monitoring the Judiciary's performance.	\$133,905.42	\$36,243.42	1. The design and installation of a judicial statistics information system. 2. A study conducted to assess the performance of the Judiciary.
1322	Seminar for Creating a Socio-Legal Investigation System	To seek a closer exchange and interrelation between institutions, scholars and others working in the socio-legal field.	\$854.07	\$854.07	1. Fifty participants attended the National Socio-Legal Research Seminar. 2. Publication of the National Socio-Legal Research Plan.
1331	Monitoring and Evaluation - Public Perception of Efficiency and Fairness of the Criminal Justice Branch	To depict the final impact of the Program through monitoring and evaluation of public perception.	\$112,584.43	\$56,197.07	1. Elaboration of the questionnaire which is currently being designed.
141	International Affairs Office	To support the development of the International Affairs Directorate, a new unit to allow the MOJ to be restructured and assume a more vigorous role in various international issues.	\$83,545.09	\$68,665.93	1. Hiring of six Directorate consultants who have provided support to the MOJ in preparing information for establishing bilateral cooperation agreements.
142	International Affairs Directorate 1994	The provision of resources to strengthen this facility to promote international cooperation for the justice sector in Colombia.	\$142,369.75	\$19,633.26	1. Fifteen people hired in the divisions that make up the International Affairs Directorate. 2. Publication and distribution of the first issue of bulletin "International Cooperation and Justice" dealing with international cooperation for the justice sector.

232	Security Measures for PGO and Vice-PGO Offices (Project Concluded)	To insure the safety of the PGO and Vice-PGO so that they can effectively carry out their duties.	\$70,856.89	\$70,856.89	1. Installation of security equipment in the offices of the PGO and Vice-PGO.
233	Design of a Proposal for Computer Management of Information of the Judicial Branch and Attorney General's Office	The creation of a management information system for greater efficiency and accessibility of information.	\$1,751.31	\$1,751.31	1. Completion of the design.

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## **PROVISION OF ARMORED VEHICLES**

Additional to the sub-projects presented in the last table, a very important JSRP undertaking during the reporting period has been the procurement and armoring of fifty Jeep Cherokees during 1994 for the protection of Judicial Branch personnel including magistrates, prosecutors, and ministerial-level personnel. The fifty vehicles were divided between thirty, fully armored vehicles for the principals, and twenty, partially armored escort vehicles. Adequate stocks of spare parts were provided also, to enable the GOC to maintain and repair these vehicles, so as to keep them available at all times for those individuals for whom such protection has been deemed necessary.

In January 1995, the vehicles and spare parts were delivered to the "Security Fund for the Judicial Branch and the Public Ministry", which is the GOC entity in charge of control, assignment, and monitoring use of the vehicles. USAID and the Security Fund have been working very closely in drafting the necessary documentation and procedures to ensure appropriate controls and monitoring of vehicle use, insurance of spare parts, maintenance of current inventory, among other important activities.

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

#### **1. Action Highlights**

**a. Design and Implementation of Work Plan 1994-95:** During the reporting period, the 1995 Action Plan was approved. The Plan establishes to concentrate the JSRP resources in three major areas: efficiency, access, and accountability of the judicial sector, and established very clear working principles for each one of the GOC institutions to present their sub-projects

**b. Monitoring and Evaluation (M&E) Plan and System :** The M&E Plan for the Project continued implementation. The survey to establish public perception on the justice sector started and its first results are reported above. Still, there are some technical problems to collect the data from the GOC institutions. In order to address those problems, particularly in the PGO, a sub-project to establish a comprehensive statistical information system in the PGO's Planning Office has been just approved.

Additionally, the first mid-term evaluation of the Project was successfully carried on. Very critical and important recommendations were made by the Evaluation team. These recommendations have begun to be discussed with the Government of Colombia and the FES. A system to track compliance to those recommendations is implemented currently by the USAID M&E Officer.

#### **2. Status of CPs/Covenants**

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

#### **3. Progress on Previous Problems/Actions**

Project Management in AID has continued insisting on decreasing the number of sub-projects currently funded by the JSRP and focusing the remaining ones much more, so that a more concrete impact could be achieved and tracked. The 1995 Action Plan does reflect such concentration of sub-projects on the three specific areas announced above: efficiency, access, and accountability,, and the approval of new sub-projects has been done carefully considering such areas.

**D. Problems and Delays**

Toward the end of the reporting period, and subsequent to it regular meetings of the Executive Committee (made of the heads of participating agencies and headed by the Minister of Justice) stopped. The last meeting was held Feb 1. The Minister of Justice has been dedicating most of his time to get approved by Congress the new Justice Statutory Law, which will define clear scope of work for each one of the new judicial institutions created by 1991 Constitution. Although the law has been a major accomplishment of the GOC, the total dedication of the Minister has affected the implementation of the JSRP. The Mission is seeking to engage the GOC on this issue so as to develop a more active and involved management structure for the entire project.

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

During the next reporting period, project management will discuss and review carefully with the GOC and the project implementing agencies each one of the recommendations made by the Project Evaluation. This discussion should lead to a complete review and adjustment of the current administrative structure of Project, and to an important reduction of the number of activities currently funded, so that more concrete results and impact could be achieved and tracked.

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