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# JUSTICE PROJECT QUARTERLY REPORT

**FOURTH REPORT: APRIL-JUNE 2009**

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# FOREWARD

This is the fourth report of the Justice Project as required under contract number DFD-I-07-05-00220-00/07 between USAID-DR and DAI. The original source of this report is a contract between the Government of the Dominican Republic and the Government of the United States of America.

This report covers the time period beginning on April 1, 2009 and ending on June 30, 2009, and includes the activities of the principal institutions within the Justice Sector.

# ACRONYMS

CARMJ	<b>Commissioner for the Support of Justice Reform and Modernization</b>
CARMJ-UA	<b>Analysis Unit</b>
CONAEJ	<b>Criminal Procedure Reform Implementation Committee</b>
CPP	<b>Criminal Procedure Code</b>
DAI	<b>Development Alternatives, Inc.</b>
DGCJ	<b>Judicial Career General Administration Office</b>
DGH	<b>Human Resources Management Office (of the Office of the Attorney General)</b>
ENJ	<b>National Judicial School</b>
ENMP	<b>National School for the Public Prosecutor</b>
INACIF	<b>National Institute of Forensic Science</b>
MCI	<b>Bureau of Interagency Coordination</b>
OJSAP	<b>Judicial Office for Permanent Advisory Service</b>
ONDP	<b>Office of the Public Defender</b>
PGR	<b>Office of the Attorney General (Public Prosecutor)</b>
PC	<b>Civic Participation</b>
PJ	<b>Judicial Branch</b>
Proyecto	<b>Justice Project</b>
SCJ	<b>Supreme Court of Justice</b>
SII	<b>Institutional Integrity System</b>
USAID-DR	<b>United States Agency for International Development</b>

# EXECUTIVE SUMMARY

The fourth quarterly report, covering the period of April-June 2009, discusses the continuity and progress achieved through the implementation of the activities developed by the USAID Justice Project (Project). These achievements were made possible through the participation and creativity of the counterparts in the Judicial Branch, the Office of the Attorney General, and the Office of the Public Defender. During this period, the coordination between agencies was enhanced through the work carried out by the Bureau of Interagency Coordination (*Mesas de Coordinación Interinstitucionales* - MCI) in the Judicial Districts of Santiago de los Caballeros, de la Vega and San Francisco de Macorís. Thirty meetings were conducted in which ten agreements and/or project profiles were designed and implemented. In addition, 189 people were trained in the topics<sup>1</sup> deemed as a priority by the members of the MCI.

On August 9, 2006, the Interagency Cooperation Agreement was signed between the Supreme Court of Justice, the Office of the Attorney General, the National Police, and the Office of the Public Defender, and it is intended to exist for the duration of the USAID Justice and Governance Project. In the agreement, it was decided that the successful operation of the MCIs is an important step in the implementation of the Management Models for the three institutions that constitute the Dominican Judicial Sector. This Agreement defines the coordination, exchange and linkage among the institutions in the Judicial Sector. The Agreement also sets similar policies with respect to the technical work of the Bureau of Interagency Coordination, as well as in the guidelines for the linking of the *Justicia XXI* and *Supremo Plus* case management systems. The implementation of the Agreement necessitated the hiring of the consultant Eduardo Spotorno, an expert in information technology.

The design of the Management Model of the Office of the Public Prosecutor in the Judicial District of Santiago de los Caballeros was approved by all of the technical partners of the Judicial Branch, making it possible to anticipate its implementation in the coming quarter.

Also, during this period, the set up of the Offices of the Public Defender in the judicial districts of Monseñor Nouel (Bonaó), Juan Sánchez Ramírez (Cotuí) and Espaillat (Moca) was achieved, which will allow 11 public defenders (three coordinators<sup>2</sup> and eight public defenders), as well as three administrative employees, to perform their daily work in the appropriate Judicial District, for which they have already been appointed and trained.

The technical assistance provided by the Project aided in the conceptualization of the operation of large or urban Offices of the Public Prosecutor, located in the Judicial District of Santiago, the National District and Santo Domingo Province. This design was an issue of great importance in order for the Management Model for the Office of the Public Prosecutor to move forward.

The Project also hired international consultant, Dr. Jorge Chavarría, who has extensive experience in the training of prosecutors in criminal policy, criminal law and criminal procedure

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<sup>1</sup> Institutional Integrity System (IIS) and Record Forms and Formats.

<sup>2</sup> The coordinator of each Office of the Public Defender also acts as the Public Defender.

law. He technically assisted with the institutional strengthening of the National School for the Public Prosecutor (*Escuela Nacional del Ministerio Público – ENMP*). He continued training the instructors in Management Models II. Furthermore, he trained 88 prosecutors, who were participating in the Special Training Program (*Programa de Formación Extraordinaria*) within the ENMP.

With regard to the institutional strengthening and training of human capital within the Justice Sector, the Project, in conjunction with the National Judicial School (*Escuela Nacional de la Judicatura – ENJ*), continued with the implementation of the activities detailed under the Work Plan. The first of three workshops was completed and directed at ten new aspiring Justices of the Peace (group II, promotion 9: two men and eight women). The methodology for the workshop was developed during the previous quarter by the consultant Esther Iron and consisted in specialized cross-functional training for adults.



*ENJ Workshop: Aspiring Justices of the Peace*

Similarly, as a support mechanism for internal oversight, Dr. Jorge Chavarría technically assisted and taught a course on Processing and Investigation Techniques of Disciplinary Cases. This course was directed at three members of the Service Control of the Office of the Public Defender, as well as nine members of the Judicial Inspectorate of the Judicial Branch.

In order to continue expanding and raising awareness about the Institutional Integrity System (*Sistema de Integridad Institucional - SII*) and the Judicial Administration Career Regulations (*Reglamento de la Carrera Administrativa Judicial*), 43 workshops<sup>3</sup> were conducted. In total, 1046 members participated in the workshops, and all participants signed a letter of commitment to the organizational culture, which is built on values and ethical principles.

The Civic Participation Project is part of a sub-grant and promotes the sustainability of the *Casas Comunitarias de Justicia de Cienfuegos y Herrera* Project. During this period, the implementation and financial quarterly reports, which detailed the progress of the recruitment of personnel serving in the Community Justice Houses, were received. Additionally, an agreement with the Commissioner of Support for Reform and Modernization of Justice (*Comisionado de Apoyo a la Reforma y Modernización de la Justicia - CARMJ*) was signed.

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<sup>3</sup> The administrative employees pertain to the jurisdictions of the National District, the Santo Domingo Province, Monte Plaza, Hato Mayor, Samaná, Valverde Mao, de La Vega, San Cristóbal, the María Trinidad Sánchez Province (Nagua), Peravia, San Pedro de Macorís, Higüey, Cotuí and El Seybo.



# RESULT AREA 1

## IMPROVED TECHNICAL AND MANAGERIAL CAPABILITIES OF SELECT INSTITUTIONS OF THE JUSTICE SECTOR

### ACTIVITY 1: INCREASE THE INSTITUTIONAL CAPABILITY THROUGH A SERIES OF FOCUSED ACTIVITIES

#### Management Model for Criminal Courts

The previous report stated that the Project would follow the implementation of the Management Model for criminal courts in Santiago. During the past three months, the furniture and equipment has been designed and purchased, in order to prepare 64 work stations that will house the Secretariat for the Judicial Department.

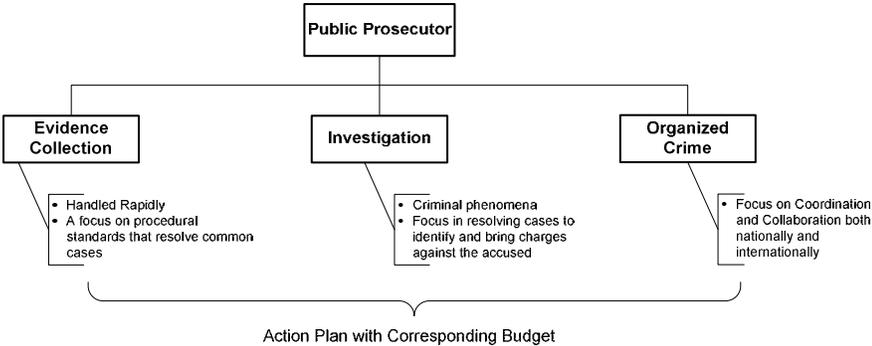
During the design and implementation process of the criminal courts in this Judicial District, the institution also conducted training activities for the administrative staff, which covered processes and procedures. The technological component is pending, as the case tracking system of *Supremo Plus* is still undergoing installation.

The Project is focused on and provides technical assistance in all matters relating to interagency cooperation through the Bureau of Interagency Coordination.

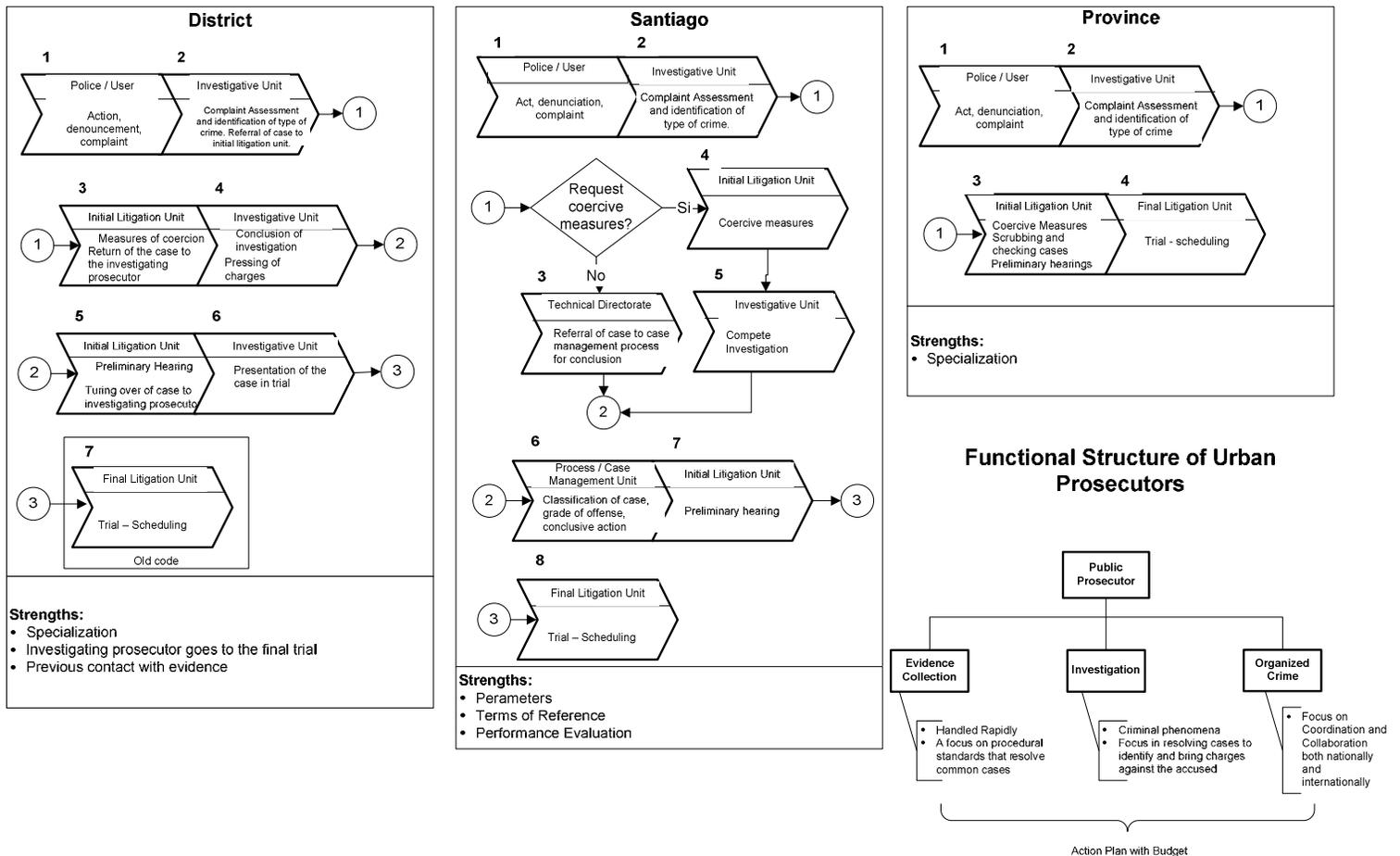
#### Management Model for the Office of the Public Prosecutors

The Project continues its work on the design and validation of the conceptual framework for the Office of the Public Prosecutor in large or urban areas. The first draft of the conceptual design was discussed and approved during the observatory trip to Costa Rica. The conceptual model designates the management structures, which are currently under review by the Management Unit, across operational areas that correspond to three situations: a) fast processes, b) specialized criminal incidents, or c) organized crime or complex cases. See chart.

### Functional Structure of Urban Prosecutors



# Functional Model of Urban Prosecutors



The Public Prosecutors of the urban Offices of the Public Prosecutor of the Dominican Republic (the National District, Santiago and the Santo Domingo Province) participated in the observational trip to Costa Rica. This trip allowed for an interchanging of experiences, and ultimately, the Public Prosecutors were able to assess their institutional capacities, as well as see the importance of having specialized units. This type of structure allows the prosecutor to concentrate his or her efforts, for example, on organized crime. This conceptual model can gradually be incorporated into the operational management as shown in the chart.

## Management Model for the Office of the Public Defender

During the past quarter, the assessment of furniture and equipment needs was completed for the Management Model for the Offices of the Public Defender in the judicial districts of Monseñor Nouel (Bonao), Juan Sánchez Ramírez (Cotuí) and Espaillat (Moca). Fulfilling these needs will allow 11 public defenders (three coordinators<sup>4</sup> and eight public defenders), as well as three administrative employees, to perform their daily work in the appropriate judicial district, for which they have already been appointed and trained. Currently, the staff is doing its work in the Judicial District of de La Vega, as the institution does not have the resources to provide enough space for the Public Defenders to assist their clients in their corresponding judicial districts.

Additionally, the strategic planning undertaken by the Project was completed. The resolutions were approved by the Council for the Office of the Public Defender (*Oficina Nacional de la Defensa Pública – ONDP*). Taking into account these changes, the draft of the Management

<sup>4</sup> The coordinator of each Office of the Public Defender also acts as the Public Defender.

Model Manual for the ONDP was updated and revised for its publication. Furthermore, the following items have also been revised, including: the changes and improvements in the institutional forms and procedures, as well as the development of the regulations and implementation of the resolutions approved by the Council of the ONDP.

#### **Management Model for Interagency Coordination**

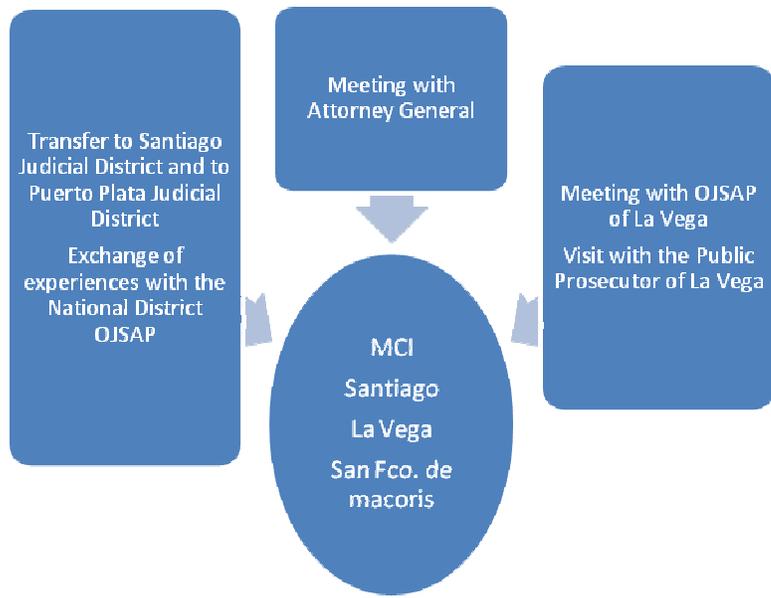
In 2006, the Inter-institutional Agreement of the justice sector was signed by the high-ranking officials. In this Agreement, it was decided that one of the most important challenges was to establish mechanisms that promote coordination between judges, public prosecutors, public defenders, police, and administrative employees of the criminal justice sector. If this could be accomplished, it would encourage a culture of service, teamwork, and communication. In order to facilitate this operational performance between the different management models of the institution, Bureaus of Interagency Coordination (MCI) have been established in the following three Judicial Districts: Santiago, San Francisco de Macorís and de La Vega.

The Project has helped these MCIs through its requirement of systematic work meetings. So far, a total of 30 meetings have been held, of which 14<sup>5</sup> were held during this quarter.

Judicial District	No. meetings this quarter	Total number meetings held by MCI
MCI Santiago	5	13
MCI de la Vega	4	9
MCI San Fco. Macorís	5	8
Total	14	30

In these workshops, which were designed for the exchange of knowledge, participants raised problems and suggested possible solutions. Each MCI incorporated these suggestions by defining and prioritizing project typologies. Yet, the main challenge continues to be the sustainability of the operation of the MCIs. To address this issue, the Project promotes the permanent documentation of all agreements reached in each MCI. In this way, communication lines, both horizontally—among all members of the Judicial Districts—and linearly—among the Judicial Districts—will be opened and facilitated.

<sup>5</sup> MCI Santiago: April 7, 23 and 27; May 22 and June 26, 2009. MCI La Vega: April 27 and 30; May 15 and June 15, 2009; y MCI San Francisco de Macorís: April 15; May 8 and 29 and June 12 and 23, 2009.



Another important challenge will be to coordinate the work of the three Judicial Districts and to ensure that the information is shared, at best.

in the MCIs in the coordination with middle-

and high-level officials to develop a technical and automatic

working communication



allow for projects to be implemented in a certain way. It is necessary to design and approve policies across the country. The internal reporting of the courts, the transfer of prisoners, a common information system, the transfer of custody, and the transfer to OJSAP, among others.

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### Implementation of the Santiago Judicial District

During this quarter, the Project Committee with the MCIs meetings were designed and developed.

workshops on the

The Santiago Judicial District has developed the following products:

products:

1. Project prototype on the preparation of the Santiago Judicial District
2. Preparation of the abandonment of technical defense (Defensa Técnica)
3. Preparation of the transfer of criminals

sector within the Ministry of the Defense

4. Project prototype on the security of the Santiago Palace of Justice (regulating entry into the Palace of Justice as a measure of protection and safety for all its users and system operators).

Similarly, the MCI held two workshops on the SIS<sup>6</sup>, in which 49 members<sup>7</sup> of the justice sector of the Santiago Judicial District participated.

#### **The Bureau of Interagency Coordination of the de La Vega Judicial District**

The MCI in this Judicial District worked with the Project to develop four meetings. Additionally, two workshops on the Sector Integrity System and one workshop on Record Forms and Formats were held.

Resulting from the four meetings, the MCI of the de La Vega Judicial District has developed the following products:

1. Project prototype on compliance periods
2. Project prototype on the regulation of the transfer of detainees
3. Project prototype on the upgrading of the Criminal Investigation System
4. Workshop proposal on Record Forms and Formats

The MCI held two SIS<sup>8</sup> workshops and a Record Forms and Formats workshop, in which 90 members<sup>9</sup> of the justice sector of the de La Vega Judicial District participated.

#### **The Bureau of Interagency Coordination of the San Francisco de Macorís Judicial District**

During this quarter, the MCI in this Judicial District held five meetings and two workshops on the Sector Integrity System.

Resulting from the meetings, the MCI of the San Francisco de Macorís Judicial District has developed the following products:

1. Project prototype on notifications and citations
2. Workshop proposal for the Judicial Office for Permanent Advisory Service

The MCI held two SIS<sup>10</sup> workshops, in which 50 members<sup>11</sup> of the justice sector of the Duarte Judicial District (San Francisco de Macorís) participated.

In addition, the functioning of the MCIs within each of the Judicial Districts has been very important, not only from a technical point of view, but also in terms of promoting a cultural change. The staff is now aware of the benefits of active listening and communication skills and how these help to improve service provision. This is a significant change with regard to the

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<sup>6</sup> The SIS workshops were held on April 16 and 17, 2009 in the Santiago Judicial District.

<sup>7</sup> Men=20 Women=29

<sup>8</sup> The SIS workshops were held on April 30 and May 1, 2009 in the de La Vega Judicial District.

<sup>9</sup> Men=57 Women=33

<sup>10</sup> The SIS workshops were held on May 12 and 13, 2009 in the Santiago Judicial District.

<sup>11</sup> Men=28 Women=22

previous situation, which was characterized by fragmentation and lack of communication among the various institutions.

The challenge of improving sector coordination is still pending in terms of being able to share the new practices and their impacts. To this effect, forms aimed at measuring impact in a systematic manner need to be developed. Initially, these forms are going to be designed within each judicial district, with the idea of developing more systematic solutions in the future.

### **Monitoring and Case Management System**

Mr. Eduardo Spotorno, a consultant, has been hired to carry out a diagnostic study of the technical requirements for the inter-connection of the following systems: the Case Management System of the PGR—i.e., *Justicia XXI*—and the Case Management System of the Judicial Branch—i.e., *Supremo Plus*. The consultant worked with the technical staff responsible for each of the two systems to develop a comprehensive report that identifies key institutional policies that need to be taken into consideration to ensure the interoperability of the two systems.

The consultant visited the de La Vega Judicial District to assess the operational conditions of both information systems in a context where the management models are fully functional.

In addition, informational meetings were held with the USAID representatives, during which the following observations and suggestions were made:

- a. Institutional Environment:
  1. The need to set in place a technical coordination committee (*Mesa de Coordinación Técnica – MCT*)
  2. Normative framework for the utilization of the Informational Technology (IT) tool.
- b. Technical Environment and Infrastructure:
  1. Design and implementation of an exchange and messaging protocol
  2. Assessment of the network infrastructure.
- c. Design proposal for the interoperability solution:
  1. Technical support for application users
  2. Application maintenance.
- d. Training of application users.

The main challenge of ensuring the full interoperability of the two case management systems is to obtain the commitment on the part of the two institutions to support the technical coordination within the sector and to promote horizontal and vertical communication among both technical staff and top authorities of the two institutions. Similarly, another important challenge is to expand the case management systems<sup>12</sup>, as well as to ensure the sustainability of the MCT, which is aimed at fostering an IT identity within the sector to generate common information that is useful for both institutions. (Product Number 11, Interoperability Report, Phase I, Eduardo Spotorno).

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<sup>12</sup> Currently, the two case management systems, *Supremo Plus* and *Justicia XXI*, are operational only in the de La Vega Judicial District.

## **ACTIVITY 2: INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING**

### **Capacity Building**

The Project has continued to advance in the implementation of the Work Plan. During this quarter, efforts were focused on the institutional strengthening of: a) the National Judicial School (*Escuela Nacional de la Judicatura - ENJ*); and b) the National School of the Public Prosecutor (*Escuela Nacional del Ministerio Público – ENMP*).

### **National Judicial School**

The Project, in conjunction with the ENJ Directorate, implemented almost 50 percent of the activities programmed for this year, primarily the design of interactive workshops aimed at delivering the ENJ training program in a dynamic, participatory and proactive manner. Nine top ENJ managers were trained in the use of this methodology and the first interactive workshop was held with the participation of ten Justices of the Peace applicants<sup>13</sup>. Two additional workshops, focusing on the Criminal Procedure and Integrity System, are programmed for the next quarter.

The outcomes include:

A Manual on How to Use Games to Enhance Learning (Consultant Report, which has been submitted to the ENJ).

### **National School of the Public Prosecutor**

The Project, in conjunction with the ENMP Directorate and its technical staff, implemented capacity building activities aimed at the institutional strengthening of the ENMP. An international consultant, Jorge Chavarría, and a national consultant, Rosa Solís, provided technical assistance on the following topics:

Jorge Chavarría:

- a. Recommendations regarding the workshops and field visits: It is important to identify the weaknesses in the current model in the Offices of the Public Prosecutor that were studied;
- b. Public Ministry: Proposal to modify the Public Ministry's Disciplinary Code;
- c. Minutes of the ENMP workshops;
- d. Minutes of the workshop on the organization of criminal investigation;
- e. Minutes of the workshop on the organization of an Organized Crime and Drugs Directorate, and corresponding proposal.

The consultant made two visits where he provided technical assistance to the ENMP. The outputs prepared by this consultant were submitted on the second visit.

### **Human Resources Management for the Office of the Attorney General**

The technical assistance of the national consultant, Rosa Solís, consisted of a full evaluation of all the personnel of the Human Resources Directorate of the Office of the Attorney General. The consultant also produced an Evaluation Manual that will allow the institution to improve its case selection and evaluation system that is currently in use. (Product Number 2, Rosa Solís).

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<sup>13</sup> 10 participants: 2 men and 8 women.

The products developed at this time include:

- i. Executive Report on Personnel Recruitment
- ii. Individual Evaluations
- iii. Table of General Results

**Judicial Career General Administration Office of the Judicial Branch**

The Project helped the institution with regard to the circulation of the Judicial Career Administrative Regulations (discussed in more detail below). Additionally, the Project hired the consultant Luis Eduardo Domínguez to teach a workshop that taught to specific tests and prepared issues and questions from the competitive examinations for justices of the peace candidates and administrative staff. In the first workshop, 14 justices and 11 administrative staff participated. In the second workshop, nine administrative staff from the Judicial Branch participated.

Furthermore, the consultant Rosa Solís helped the Judicial Career General Administrative Office prepare a proposal for the development plan of the administrative staff within the judicial sector.

# RESULT AREA 2

## ESTABLISHED AND STRENGTHENED MECHANISMS FOR THE INTERNAL AND EXTERNAL SUPERVISION OF THE JUSTICE SECTOR'S REFORMS AND OPERATIONS

During this period, there were advancements made in the strengthening of both the Office of the Judicial Inspectorate within the Judicial Branch and the Service Control within the Office of the Public Defender. Additionally, the disciplinary system of the Public Prosecutor was revised.

Similarly, the Institutional Integrity System was expanded (discussed in more detail below).

### ACTIVITY 1: DEVELOP THE CAPACITY FOR INTERNAL INSPECTION

The Project, in conjunction with the national counterparts, worked to revise and strengthen the inspection offices of each institution. It was agreed that the work would require the participation of all the members of the current offices and would culminate with a training workshop on the investigation of disciplinary cases.

The international consultant Jorge Chavarría was hired to develop this training, which included the following activities:

1. Meeting with the ONDP Director;
2. Meeting with the coordinator of the Service Control Office;
3. Meeting with the coordinators of the Office of the Public Defender;
4. Meeting with the Judicial Inspectorate Director;
5. Design of the workshop for the Public Prosecutor: Proposal for the modification of the disciplinary regime of the Public Prosecutor.

An assessment of the two internal inspection entities was conducted. The results were used to develop a workshop on Investigation Techniques and Case Processing for the three members of the Service Control Office and the eight members of the Judicial Inspectorate.

### ACTIVITY 2: DESIGN AND IMPLEMENT A PUBLIC INFORMATION OFFICE

As a follow-up of the activities implemented during the previous quarter, a contract is underway to hire a consultant, Gustavo Montalvo, who will conduct a diagnostic study of the Judicial Branch, including the review and the development of a proposal to align the Public Information Office of the Judicial Branch with the Public Information Law (*Ley General de Libre Acceso a la Información Pública*). The activity is expected to be completed during the next quarter.

### ACTIVITY 3: EXPANSION OF THE INSTITUTIONAL INTEGRITY SYSTEMS

#### **Institutional Integrity System in the Judicial Branch:**

May 18, 2009 marked the beginning of the activities aimed at disseminating the Institutional Integrity System and the regulations of the Judicial Administrative Career among the 5,725 administrative staff of the Judicial Branch. It is estimated that approximately 1,046 judicial staff

members received training as part of the 43 workshops that were implemented in the following Judicial Districts: National District, Santo Domingo Province, Monte Plata, Salcedo, Hato Mayor, Samaná, Valverde Mao, de La Vega, San Cristóbal, Provincia María Trinidad Sánchez (Nagua), Peravia, San Pedro de Macorís, Higuey, Cotuí and El Seibo.

These workshops received support under the Project, including the technical assistance provided by consultant Rosa Solís, as well as the logistical support in conjunction with the Judicial Career Directorate (*Dirección de Asuntos de la Carrera Judicial*).

It is important to underscore that during these workshops, each staff member of the Judicial Branch signs a letter of commitment to support the institutional culture defined in the regulations of the Judicial Administrative Career and the Institutional Integrity System.

(Products 12 and 13: booklet, workshop programming, letters of commitment.)

### Sector Integrity System

Due to the expansion of the conceptual model for the Integrity System, the model was integrated into the Work Plan of the MCIs in each of the participating judicial districts. The company *Ser Más* was hired to hold the SIS workshops, and the each district’s MCI sent participants.

Judicial District	Number of Participants in the SIS workshops	
	MEN	WOMEN
MCI Santiago	20	29
MCI La Vega	57	33
MCI San Fco. Macorís	28	22
Total	105	84

The objective of the SIS workshops is to raise awareness among the participants of the importance of the principles and values embedded in the code of ethics. In this sense, the workshops are very unique. While many of the participants expect the workshops to include highly theoretical lectures on philosophical principles, in actuality they are very practical. They are designed to maximize interactions on a personal basis, going beyond the actual work posts held by the participants. The game-based methodologies used in the workshops allow participants to discuss, in an honest and open way, issues such as the meaning of honesty, integrity, responsibility, institutional commitment, and vocation of service. While all the participants are, of course, aware of these issues, the intention is that they incorporate them into their life. As part of the workshops, participants agreed upon a set of ground rules (*Nuestros acuerdos*) and took part in a number of activities, such as “breaking the ice,” “break-ups,” “say it in any way you can,” “what are you offering me?” and “putting yourself in somebody else’s shoes”. These activities are aimed at connecting with participants at a personal level, so that in turn, they can relate as individuals to the justice system of the Dominican Republic.

The six workshops, which were held in the Judicial Districts of Santiago, La Vega and San Francisco de Macorís, shared several aspects, including:

1. The actors within the system do not have a profound understanding of the different roles within the judicial sector.
2. The actors do not have the sense of belonging to the same institution, but, rather, they feel rivalry. (This is particularly the case between the Office of the Public Prosecutor and the Office of the Public Defender).
3. There is an important need to expand the level of understanding and internalization of the institutional principles.
4. The “user” generally seems to be “invisible” to the actors within the system.
5. It is important to involve the high-level management of the various institutions, so that they can “experience” the reality of the institutions within the sector.

# RESULT AREA 3

## INSTITUTIONS AND PROCEDURES THAT SUPPORT THE INDEPENDENCE AND IMPARTIALITY OF THE JUSTICE SECTOR

### ACTIVITY 1: OFFICE OF THE PUBLIC DEFENDER

During this quarter, the Project work related to the strengthening of the ONDP was geared toward the expansion of the service of the Public Defenders in the Judicial Districts of Moca, Bonaó, Cotuí. In order to achieve the expansion, the Project held meetings with the Director of the ONDP to discuss the requirements needed to set up the Office of the Public Defender in these communities, as well as to define the extent of the support the Project would provide at this stage. Additionally, visits were made in each Judicial District to assess the needs and evaluate the physical conditions of the proposed spaces for the new offices. The architect Marcelle Landrón was hired to help outfit the spaces.

### Publication of the Manual for the Management System of the Management of the National Defense Service

The approval of the Manual for the Management of the ONDP was made possible with the participation of the Director, the Assistant Director and three coordinators. In this manual, the guidelines and directives for all public defenders and administrative staff with regard to the operation of the ONDP are established.

Product Number 10: Manual for the Management of the ONDP in digital form

# S

A consultant, Joel Arboleda, was hired to define impact indicators. The consultant worked with the Project's technical team to define the factors that were taken into account to measure the Project goals and objectives. The designation of the person responsible for collecting the information for data collection.

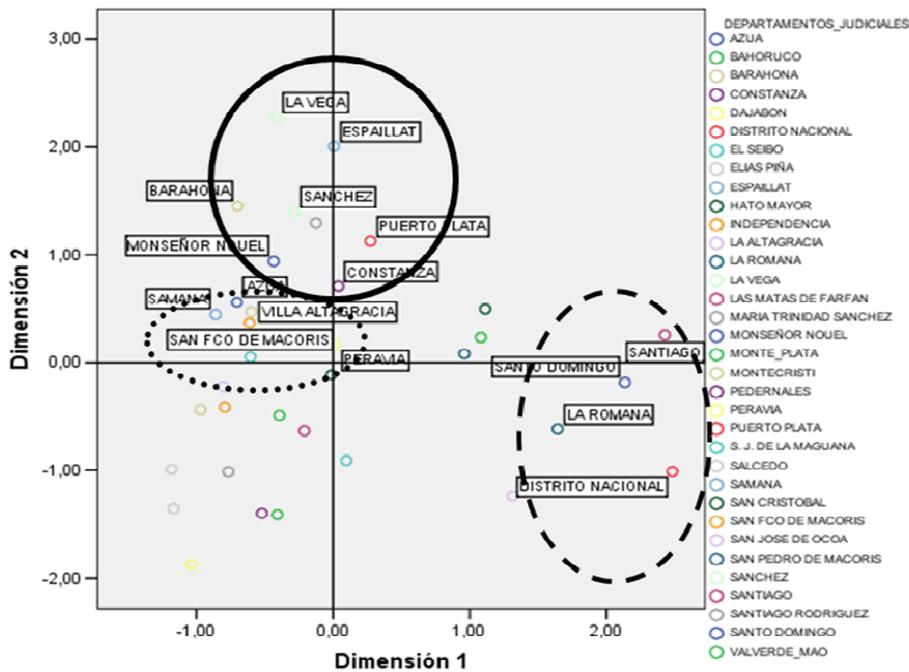
was conducted in the new USAID initiatives and the indicators. Some indicators to measure various indicators, frequency of the

ne new USAID initiatives and the indicators. Some indicators to measure various indicators, frequency of the

was set up with a treatment group (*grupo meta*) and a control group (*grupo control*). The figure below shows the judicial districts participating in the Project, as well as the technical assistance groups that will help isolate the impact of the US

is being conducted in the following judicial districts: Province, the National District, the

control group participating in the judicial districts that will be selected (treatment and control groups).



Judicial data is being collected with the

purpose is to ensure that the selection process is

Objective technical process meets the

<sup>14</sup> Preliminary data based on the last National Census.

<b>Treatment Group</b> <b>Judicial Districts in which the MCI operates</b>	<b>Control Group</b> <b>Judicial Districts in which the MCI does not operate</b>
Santiago	Santo Domingo Province, the National District, La Romana
La Vega	Espaillat, Juan Sánchez Ramírez (Cotui), Barahona, Puerto Plata, Monseñor Nouel (Bonaó), Constanza
San Francisco de Macorís	Azua, Villa Altagracia, Peravia (Moca) and Samaná

## INDICATORS SUMMARY TABLE – JANUARY TO JUNE, 2009

	Baseline 2008	Target 2009	Target 2010	Target 2011
<b>AR 1. 1- Enhanced technical and management capacity of selected institutions for the management of critical cases</b>				
• <b>Indicator 1:</b> Number of offices in the Judicial Sector with the new management model in operation.*	31	13	17	9
• <b>Indicator 2:</b> Targets reflecting progress made in the implementation of the management and coordination model in the CPP.		3	5	6
• <b>Indicator 3:</b> Number of Judicial Districts that have been incorporated to the new integrated management and coordination model.				
➤ <b>Status:</b> As of June 2009, there is one (1) Judicial District (i.e., de La Vega) that has been incorporated to the integrated management and coordination model—i.e., this district has the five (5) components of this indicator.	1	6	7	9
• <b>Indicator 4:</b> Number of inter-institutional tables created in the Judicial Districts.				
➤ <b>Status:</b> As of June 2009, there are three (3) inter-institutional tables created and operational (i.e., La Vega, Santiago y San Francisco de Macoris).	2	5	7	9
• <b>Indicator 5:</b> Duration of the criminal process, measured by the number of days elapsed between the dates in which an individual is charged and first sentenced.	197	180	160	120
➤ <b>Status:</b> As of June 2009, the data gathering process is being prepared.				
• <b>Indicator 6:</b> Number of individuals from low-income groups and marginalized communities that have received legal assistance through USAID.**				
➤ <b>Status:</b> As of June 2009, 7,109 people have been services through the ONDP, including 5,878 men and 260 women. As of May 2009, 3,854 people have received services through the Community Justice Houses, including 1,643 men and 2,211 women. As of June 2009, 204 people have received services through the Office of Legal Representation for Victims, including 72 men and 132 women.	19565	20166	21266	22316
<b>AR 1. 2 - Mechanisms in place for the strengthening of internal and external supervision of the reforms and operations within the Judicial Branch</b>				
• <b>Indicator 8:</b> Number of complaints filed and processed according to the newly adopted procedures.	TBD	TBD	TBD	TBD
• <b>Indicator 9:</b> Targets reflecting progress made in the implementation of Institutional Integrity System in the Judicial Sector.				
➤ <b>Status:</b> Targets 1 and 2 (Ethical Code designed and approved, respectively) has been completed in the ONDP and the PGR. In the case of the Judicial Branch, the design has been completed but the approval is still pending. Target 4 (Merit System designed and approved, respectively) is under implementation. Target 5 (Disciplinary System revised according to the procedures of each institution) shows substantial progress.	2	4	6	7
<b>AR 1. 3 – Strengthening of institutions and procedures that support the independence and impartiality of the Judicial Branch</b>				
• <b>Indicator 10:</b> Number of staff of judicial institutions whose performance was evaluated using institutional procedures.*	1674	2174	2674	3174
• <b>Indicator 11:</b> Number of prosecutors, judges and public defenders that are admitted into the career.*	1116	110	90	90
<b>AR 1. 4 – Strengthening and capacity building within the Judicial Branch to coordinate and manage the reform efforts</b>				
• <b>Indicator 12:</b> Inter-institutional Coordination Committee operational.		2	5	6
<b>Sub-grant:</b>				
• <b>Indicator 13:</b> Number agreements subscribed at the national and local levels to ensure the maintenance and expansion of Community Justice Houses.**	6	2	2	
• <b>Indicator 14:</b> Targets that reflect progress toward the expansion of Community Justice Houses. **		2	2	
• <b>Indicator 15:</b> Percentage of the costs of the Community Justice Houses that are paid by other institutions.**	50%	80%	100%	

\* **Note:** Indicators 1, 6, 10, 11, 13, 14, and 15 need to reflect the official responses of responsible institutions. (Information request from USAID to each of the institutions is still pending).

\*\* **Note:** Data obtained via a phone interview with each of the institutions.

# GRANT INCLUDED UNDER THE CONTRACT

During this quarter, significant progress was made towards designating the staff to be responsible for providing institutional strengthening and sustainability to the community justice houses. The Commissioner for the Support of Justice Reform and Modernization (*Comisionado de Apoyo a la Reforma y Modernización de la Justicia* - CARMJ) has designated a permanent link between that institution and the Office for Citizen Participation to coordinate all the actions focusing on the community justice houses. In addition, three teams were established to provide support in the area of institutional development and sustainability: Community Justice House of Cienfuegos, Support Group for the Sustainability of the Community Justice House Project, and the Community Justice House of de La Vega—the last one supported by an inter-institutional agreement.

## **Santiago**

To support the activities in the community justice houses, the CARMJ authorized a six month contract of the person responsible the Reception and Information Desk of the Santiago branch. In addition, the land title was obtained for the lot designated for the construction of the new facilities of the Community Justice House of Cienfuegos in the Monte Rico area. The Solicitor of Santiago has agreed to the construction of the new facilities, which, in turn, depends on the award of the land title. Furthermore, public and private institutions have joined efforts for the opening of a second community justice house in Santiago, in the area of La Yaguita and Bella Vista. A meeting was organized with the Office of the Public Defender to facilitate the joint programming of activities.

## **La Vega**

The Community Justice House of de La Vega held a series of meetings as a part of the process of expanding the community justice houses, including one with the neighborhood associations and another one with the Governor, the Senator, and the Representatives of this Province. Community meetings were also held in several neighborhoods of de La Vega, with the participation of 70 community leaders. As part of the activities aimed at identifying sources of funding to ensure the financial sustainability of the community justice houses, the Project Coordinator, José Ceballos, and the Magistrate, Vianela García, met with the Executive Directorate of the Mining Funds Administration of the de La Vega Province. This institution agreed to provide financial support to various project activities, such as education, purchase of equipment and upgrading of the building to house the community justice house.

# ADMINISTRATION AND FINANCES

## ADMINISTRATION

### CONSULTANTS

During this quarter, 13 consultants were hired to provide technical assistance for the activities defined under the Project Work Plan.

### FINANCIAL ACTIVITIES

The financial activities implemented during the period April – June 2009 supported the Project activities programmed for this quarter. The reimbursements for expenditures corresponding to the sub-grant have been implemented without any inconvenience. Likewise, the day-to-day financial administration of the Project has been smooth. A detailed list of financial activities and corresponding amounts budgeted for the period is shown below, including those amounts invoiced through June 30, 2009.

#### **Budget**

The total budget for DAI for this period was \$1,700,000.

#### **Budgetary Expenses**

For the period between April and June 2009, the total amount invoiced was US\$327,592.00, with a monthly average of US\$109,197.33.

The expenses corresponding to days worked amounted to US\$182,253.07. Other direct costs amounted to US\$122,647.01 and the disbursements corresponding to the sub-grant totaled \$20,510.65.

Appendix 4 shows a table detailing the budgetary expenses as of June 30, 2009. These represented 23.94% of the overall Project budget, with 76.06% still left.

#### **Financial Support and Reporting**

##### Programming

The Project's financial administration proceeded according to schedule; invoices were submitted to USAID on time and were accepted without any suspension of disbursement.

# APPENDICES

## Appendix 1. Schedule and Attendance of Meetings in the Judicial Districts

Date	Attendees at Meetings and Workshops in the Judicial Districts
April 1, 2009	Meeting with the Director of Evaluation Management of the Judicial Branch: Luz Mata
April 2, 2009	Workshop on the Completion of Formats and Forms sponsored by the MCI of the de la Vega Judicial District: the Deputy Coordinator of the Office of the Public Defender, the Public Prosecutor of the de La Vega Judicial District, two Deputy Prosecutors of the Court of Appeals, a National Police representative, a National Military representative and 30 support personnel in the Office of the Public Prosecutor.
April 6, 2009	Simulation workshop for the Disclosure of the SIS and the RCAJ. General Director of Judicial Careers, Director of Judicial Career Affairs , and 22 facilitators.
April 6, 2009	Meeting with the IT Director at PGR and the IT Director of the PJ.
April 6, 2009	Meeting with the Director of Judicial Career Affairs
April 7, 2009	<b>Santiago Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the Santiago Judicial Department, Coordinator for the Office of the Public Defender, Technical Director and Deputy Attorney of the Office of the Public Prosecutor of Santiago.
April 11, 2009	<b>de La Vega Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the de La Vega Judicial Department, Coordinator for the Office of the Public Defender, Public Prosecutor of the de La Vega Judicial District, General Attorney of the Court of Appeals, two Deputy Prosecutors of the Court of Appeals, a National Police representative and a National Military representative.
April 14 , 2009	<b>Validation Workshop for the Development of the Impact Monitoring System:</b> General Director of Judicial Careers, Director of Judicial Career Affairs , ENJ Director, Public Defender, Director of the PJ Planning and Project Department, ENMP representative, Head of Management of PGR, PC representatives, and FIINJUS representatives.
April 15, 2009	Meeting with the Director of Judicial Career Affairs and the Head of PJ Human Resources.
April 15, 2009	<b>San Francisco de Macorís Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals, Collegiate Court Presiding Judge, Director of the Office of the Public Defender, Judicial District Public Prosecutor, Deputy Prosecutor Attorney, Prosecutor of the Court of Appeals and Deputy Prosecutor of the Court of Appeals.
April 16, 2009	<b>SIS Workshop in the Santiago Judicial District.</b> 17 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions,

	police and military.
April 17, 2009	<b>SIS Workshop in the Santiago Judicial District.</b> 32 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.
April 20, 2009	<b>Meeting with the Public Prosecutor of the National District.</b>
April 21, 2009	<b>Santiago Judicial District Meeting:</b> Technical Director of the Office of the Public Prosecutor of the Santiago Judicial District.
April 23, 2009	<b>Meeting with the Public Prosecutor of the Santo Domingo Province.</b>
April 24, 2009	<b>De La Vega Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the de La Vega Judicial Department, Coordinator for the Office of the Public Defender, Public Prosecutor of the de La Vega Judicial District, General Attorney of the Court of Appeals, two Deputy Prosecutors of the Court of Appeals, a National Police representative and a National Military representative.
April 27, 2009	<b>Santiago Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the Santiago Judicial Department, Coordinator for the Office of the Public Defender, Technical Director Public Prosecutor of the Santiago Judicial District.
April 29, 2009	<b>ENJ Meeting:</b> ENJ Assistant Director
April 30, 2009	<b>SIS Workshop in the de La Vega Judicial District.</b> 27 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.
May 1, 2009	<b>SIS Workshop in the de La Vega Judicial District.</b> 33 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.
May 2, 2009	<b>Meeting with the Director of Judicial Career Affairs and the Head of PJ Human Resources</b>
May 7, 2009	<b>Meeting on the Management Indicators:</b> ENJ Director, Head of Technical Management at PGR
May 7, 2009	<b>Meeting on the Management Indicators:</b> ONDP Director and Public Defender
May 8, 2009	<b>San Francisco de Macorís Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals, Collegiate Court Presiding Judge, Director of the Office of the Public Defender, Judicial District Public Prosecutor, Deputy Prosecutor Attorney, Prosecutor of the Court of Appeals and Deputy Prosecutor of the Court of Appeals.
May 9, 2009	<b>Meeting with the General Director of Judicial Careers of the PJ</b>
May 9, 2009	<b>Meeting with the National Attorney General</b>
May 11, 2009	<b>SIS Workshop in the San Francisco de Macorís Judicial District.</b> 25 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.

May 12, 2009	<b>SIS Workshop in the San Francisco de Macorís Judicial District.</b> 25 operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.
May 15, 2009	<b>De La Vega Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the de La Vega Judicial Department, Coordinator for the Office of the Public Defender, Public Prosecutor of the de La Vega Judicial District, General Attorney of the Court of Appeals, two Deputy Prosecutors of the Court of Appeals, a National Police representative and a National Military representative.
May 16, 2009	<b>Meeting with the Director of the ONDP, the Public Defender and administrative staff</b>
May 19, 2009	<b>Meeting with the Director of the Judicial Inspectorate and the Deputy Director of the Judicial Inspectorate</b>
May 20, 21, 22 and 23, 2009	<b>Workshop on Investigation and Processing Techniques of Disciplinary Cases: Director of the Service Control Office, Para-legal, Public Defender, Director and Deputy Director of the Judicial Inspectorate and Judicial Inspectors</b>
May 22, 2009	<b>Santiago Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the Santiago Judicial Department, Coordinator for the Office of the Public Defender, Technical Director Public Prosecutor of the Santiago Judicial District.
May 25, 2009	<b>RCAJ Workshop</b>
May 26, 2009	<b>RCAJ Workshop</b>
May 26, 2009	<b>Meeting with the SCJ President</b>
May 28, 2009	<b>RCAJ Workshop</b>
May 29, 2009	<b>RCAJ Workshop</b>
May 29, 2009	<b>San Francisco de Macorís Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals, Collegiate Court Presiding Judge, Director of the Office of the Public Defender, Judicial District Public Prosecutor, Deputy Prosecutor Attorney, Prosecutor of the Court of Appeals and Deputy Prosecutor of the Court of Appeals.
June 1, 2009	<b>Meeting with the Costa Rica Observational Trip Participants:</b> National District Prosecutor, Santo Domingo Province Prosecutor, Deputy Attorney of the Santo Domingo Province, Technical Director of the National District Office of the Public Prosecutor, Director of the Management Unit of PGR, Technical Director and Deputy Attorney of the Office of the Public Prosecutor of Santiago.
June 2, 3, 4, and 5, 2009	<b>Observational Trip to Costa Rica:</b> National District Prosecutor, Santo Domingo Province Prosecutor, Deputy Attorney of the Santo Domingo Province, Technical Director of the National District Office of the Public Prosecutor, Director of the Management Unit of PGR, Technical Director and Deputy Attorney of the Office of the Public Prosecutor of Santiago.
June 8, 2009	<b>Meeting with the General Director of Judicial Careers and the Director of Judicial Career Affairs</b>
June 9, 2009	<b>Meeting with the SCJ President</b>
June 9, 2009	<b>Meeting with the ONDP Director</b>
June 9, 2009	<b>RCAJ Workshop</b>
June 10, 2009	<b>Meeting with the Director of Information Management of the PJ and the PGR</b>
June 12, 2009	<b>San Francisco de Macorís Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals, Collegiate Court Presiding Judge, Director of the Office of the Public Defender, Judicial District Public Prosecutor, Deputy Prosecutor Attorney,

	Prosecutor of the Court of Appeals and Deputy Prosecutor of the Court of Appeals.
June 15, 2009	<b>De La Vega Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the de La Vega Judicial Department, Coordinator for the Office of the Public Defender, Public Prosecutor of the de La Vega Judicial District, General Attorney of the Court of Appeals, two Deputy Prosecutors of the Court of Appeals, a National Police representative and a National Military representative.
June 16, 2009	<b>Meeting with the Director General of Judicial Careers</b>
June 17, 2009	<b>RCAJ Workshop</b>
June 18, 2009	<b>RCAJ Workshop</b>
June 19, 2009	<b>RCAJ Workshop</b>
June 22, 2009	<b>RCAJ Workshop</b>
June 22, 2009	<b>Meeting with the Director of PGR Human Resources</b>
June 23, 2009	<b>San Francisco de Macorís Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals, Collegiate Court Presiding Judge, Director of the Office of the Public Defender, Judicial District Public Prosecutor, Deputy Prosecutor Attorney, Prosecutor of the Court of Appeals and Deputy Prosecutor of the Court of Appeals.
June 24, 2009	<b>RCAJ Workshop</b>
June 24, 2009	<b>Meeting with the ONDP Director</b>
June 24, 2009	<b>RCAJ Workshop</b>
June 24, 2009	<b>Meeting with the General Technical Director</b>
Julio 24, 2009	<b>Workshop on the Methods for the Evaluation of Tests</b>
Julio 25, 2009	<b>RCAJ Workshop</b>
Julio 26, 2009	<b>Santiago Judicial District Meeting:</b> President of the Criminal Chamber of the Court of Appeals of the Santiago Judicial Department, Coordinator for the Office of the Public Defender, Technical Director Public Prosecutor of the Santiago Judicial District.
Julio 29, 2009	<b>RCAJ Workshop</b>
Julio 29 and 30, 2009	<b>ENJ Workshop</b>
Julio 30, 2009	<b>Meeting with the National Attorney General and the Director of Information Technology at PGR</b>

**Workshop on the Understanding of the Management of the Office of the Public Prosecutor and the Office of the Public Defender in the de La Vega Judicial District.** Forty-eight operators attended this workshop, including judges, prosecutors, public defenders, administrative staff of the three institutions, police and military.

## Appendix 2: Product List

<b>Product List</b>	
<b>Product Number 1</b>	<b>Humberto Insfran. Final Report and Appendices, produced by Humberto Insfran, Procedures and Protocol Instruction Manual</b>
<b>Product Number 2</b>	<b>Rosa Solís. PGR: General Timeline, Recruitment and Selection of Overseers, Outline for the basis of Examinations for the Overseer position, Application Form, Guide for Curriculum Vitae, Reporting of activities in the PGR.</b>
<b>Product Number 3</b>	<b><i>Ser Más</i> Final Report and Consolidated numerical results, SIS Workshop Manual, SIS Presentation.</b>
<b>Product Number 4</b>	<b>Esther Hierro. Final Report: A Manual on How to Use Games to Enhance Learning</b>
<b>Product Number 5</b>	<b>Final Report. Jorge Chavarría</b>
<b>Product Number 6</b>	<b>Jorge Chavarría. The Office of the Public Prosecutor Observational Trip. Costa Rica.</b>
<b>Product Number 7</b>	<b>The Office of the Public Prosecutor Observational Trip: Presentations: FACCO, Project Flagrancies, Crimes against life, Fast-processing Unit, Stages of Flagrancy Process, OATRI-COOPINTER.</b>
<b>Product Number 8</b>	<b>Félix Fumero Pugliese. Abridged and Unabridged Final Reports.</b>
<b>Product Number 9</b>	<b>Luís E. Domínguez. Documents: Development of Specific Tests with Multiple Choice Items, Tips and Items to develop questionnaires, Generic Item Form, Specification Table. Presentations: Development of Specific Tests with Multiple Choice Items, PSM Questions and Items</b>
<b>Product Number 10</b>	<b>ONDP Management Manual</b>
<b>Product Number 11</b>	<b>Eduardo Spotorno. Interoperability Stage 1</b>
<b>Product Number 12</b>	<b>Layout of the booklet for the Dissemination of the PJ Code of Ethics Workshop and the Judicial Administration Career Regulations Workshop, PJ Code of Ethics Presentation and Judicial Administration Career Presentation.</b>
<b>Product Number 13</b>	<b>Letters of Commitment signed by the Directors of the Institution and programming of the PJ Code of Ethics Workshop and the Judicial Administration Career Regulations Workshop</b>