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DOMINICAN REPUBLIC

STRENGTHENING RULE OF LAW AND RESPECT FOR HUMAN RIGHTS &
ENHANCED ANTI-CORRUPTION SYSTEMS

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FINAL PROJECT REPORT
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JUSTICE AND GOVERNANCE PROJECT–JUSTICE COMPONENT REPORT

INTRODUCTION

DPK Consulting (DPK) has been implementing the Justice and Governance Project (herein after "the Project") in the Dominican Republic since June 2003 under contract with the United States Agency for International Development (USAID). It began with two components: Justice and Transparency, with the latter concluding its activities as of June 30, 2006 and reporting outcomes in its final report dated August 9, 2006. The current report, therefore, only corresponds to the Justice component, whose objective and focus during the past 4 years has been to assist justice sector institutions improve their effectiveness and to increase access to justice for Dominican citizens. Component activities officially ended on September 30, 2007.

Project activities focused on providing technical assistance and institutional strengthening, having worked closely with local counterparts in addition to coordinating with the civil society and other actors, which allowed for the development and implementation of one hundred percent of programmed work plans. The most relevant, however, is the impact that has been achieved in the justice sector of the country, as detailed in this report.

USAID's Expected Outcomes for the Justice Component will be summarized below, which has been divided into 2 periods of execution for better understanding, given the change in the SO9 indicators by USAID and the extension of the contract period as per amendments 8, 9 and 12. These periods are as follows:

- a) May 15, 2003 to December 27, 2005, and
- b) December 28, 2005 to September 30, 2007

To more clearly report the accomplishments and impact of the Project during the initial period (May, 2003 to December, 2005), and given the changes in the strategy used by USAID as well as the management of the Project, this stage will be sub-divided into two phases corresponding to the administrative periods of the Chief's of Party Jorge Obando and Josefina Coutiño.

1. GOALS ACHIEVED BY THE PROJECT IN THE JUSTICE SECTOR DURING THE PERIOD OF MAY 13, 2003 TO DECEMBER 30, 2004, CORRESPONDING TO THE ADMINISTRATIVE PERIOD OF CHIEF OF PARTY JORGE OBANDO

- In light of the absence¹ of an assessment of the justice system that would serve as a baseline for the design of a work plan for the sector, a study was conducted on the status of reform in the constitutional and criminal justice systems with the purpose of revising the process for improving access to justice, particularly in the impoverished sectors of the Dominican society. This assessment served as input for the delineation of central work themes for the Project and national counterparts as well as for the revision of USAID's strategy for the following years.
- To assist the National Public Defender's Office and increase its capabilities facing the new norms: the Criminal Procedure Code (CPC), Public Defense Law, and the Law for the Implementation of Criminal Procedures Reform, and in the search for ways to guarantee access to justice for those in need, a plan was designed for the incorporation of appointed (*de officio*) lawyers into the national Office which culminated in the resolution for the process of their integration by the Plenary of the SCJ. One hundred and two appointed lawyers attended introductory workshops and were invited to voluntarily manifest their incorporation into the new rules of work. Once the process was concluded, a twenty-hour training on the role of the defender in light of the new criminal procedure regulations was provided to 98 public lawyers incorporated into the national public defender's service.
- To facilitate the implementation of the Criminal Procedure Code (CPC), a plan to resolve and purge cases under the old code was designed, developed and executed, and the Judicial Branch was assisted in the inventory of approximately 5,000 cases open under the previous Code of Criminal Procedures.
- In support of the initiatives of the different actors of the State regarding the creation of a specialized constitutional jurisdiction, a study was conducted to identify the legal, political, institutional and social viability of the proposal as well as possible legislative modifications needed if a Constitutional Court, responsible for hearing sanctuary cases and other questions of constitutionality, was established in the SCJ. The proposal was delivered to the President of the Supreme Court of Justice. A result of the proposal was the motivation of members of the First Civil and Commercial Court of the high court to develop a legislative proposal for the creation of a fourth court without modifying the magna carta. Another accomplishment of this activity promoted by the Justice and Governance Project was the stimulation of interest in the study of Constitutional Law in members of the Plenary of the Supreme Court, as demonstrated by posterior publications on the topic.
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¹ The last assessment of the Justice Sector was sponsored by the Modernization of Tribunals Project, by the consultant Tirsa Rivera Cira.

1.1 EXECUTIVE SUMMARY

1.2 INTERMEDIATE RESULT (IR) 9.3.1 INCREASED ADMINISTRATIVE CAPACITIES OF KEY JUSTICE SECTOR INSTITUTIONS

1.2.1 Outcome 1: More Personnel of Justice Sector Understand and Fulfill their Role under the New Penal Accusatory System.

Given the inescapable need to prepare personnel in the new criminal procedures model, educational materials were developed and support was provided for the admission of public defender, social worker and judicial investigator candidates into an open competitive selection process.

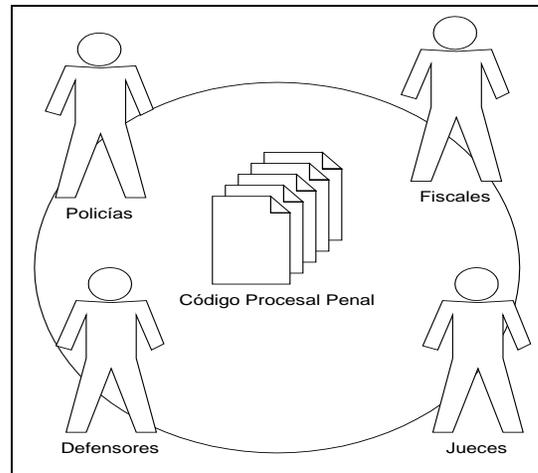
In order to implement the procedural regulations, a wide range of work was conducted to train and coach the appointed (*de officio*) lawyers, prosecutors, judges and public defenders through a CPC training plan. During the 2003-2004 period, 1,360 operators were trained and for the years 2004-2005, 351 participated in the training process. Training the trainer courses were designed for judges, prosecutors, public defenders and the police for their posterior reproduction on a national level. Course topics included Money Laundering, Legal Theory of the Crime, Grounds for Appeal, Litigation Techniques, Principals of Criminal Procedure Reform, Trial, Evidence, Initial Activities and Preliminary Inquiries, among others.

In the same way as the training program, the Justice and Governance Project considered that, prior to any implementation action, it was necessary to wrap up the processes that existed under the antiquated normative process in order to make way for the design, development and implementation of a new management model. For this, a project was begun for the purging of cases under the old process, conducted in compliance with the law and the resolutions approved by the institutions. An inventory of cases was conducted, ascending to a total of 5,000 cases that were submitted to the ordinary and extraordinary purging processes. A public summon was methodologically conducted to all citizens with pending cases in the criminal tribunals of the Republic, for the purpose of proceeding with their consequent closure. In said summon, general data of the case was gathered, a special publication was made of the pending cases, and the lists of cases inventoried were then published in nationally circulated newspapers. From that moment on the jurisdictions divided themselves into purging judges and judges of the new criminal procedure, which allowed for the jurisdictional concentration needed for the total extinction of the Dominican criminal procedure within a period of five years.

1.2.1.1 Innovation Circles of Criminal Procedure Management

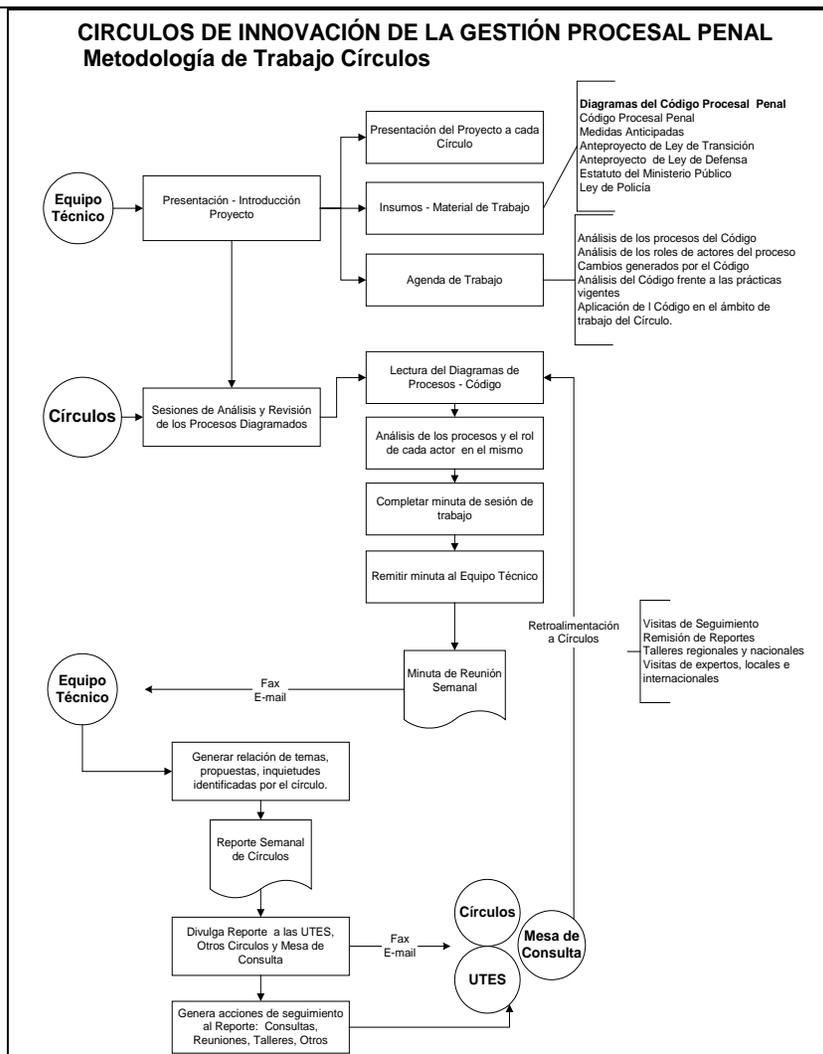
Innovation Circles of Criminal Procedure Management were introduced as part of the national strategy for the implementation of the Code with the purpose of supporting each operator of the criminal justice system in his natural work environment, to generate analysis groups on the operation of the penal process in each Department and Judicial District, to generate common spaces for the discussion of the different roles and interactions, to promote the active participation of operators in

the implementation process, and to support the training plans and institutional changes that the procedural regulations required.



The above diagram shows the dynamics of the Innovation Circles of Criminal Procedures Management, comprised of members of each of the institutions and consisting of thirty circles corresponding to ten judicial departments on a national level. Each circle was comprised of a Justice of the Peace, a Judge of Instruction, a Court Judge, Junior Prosecutor, Prosecutor, Assistant Prosecutor, member of the National Police and a Judicial Defender (Public Defender). Operators analyzed the processes and roles that each subject should play in the process, and conducted analytical readings of the Criminal Procedure Code, the Public Ministry Law and the Institutional Law of the National Police.

In this activity, 250 operators participated with much enthusiasm. The activity, however, was not concluded due to lack of sustainability given the inexperience of the leaders of the National Commission for Execution of Criminal Procedure Reform (CONAEJ), in addition to problems stemming from weakness in the institutional coordination processes which did not allow for a systematic vision of the justice sector. Nevertheless, one project outcome is the current spaces for coordination in San Juan de la Maguana, product of the impact of the Innovation Circles of Criminal Procedure Management.



1.2.2 Outcome 2: Effective Management of the Penal Accusatory System Developed for the Justice Sector Institutions in Pilot

A product delivered to national counterparts was the study on the estimation of the costs of the implementation of the Criminal Procedure Code. This projection of costs oriented the institutions in the formulation of the budget required to confront the implementation of the new procedural norm.

1.2.3 Outcome 4: Implementation of Career Laws Strengthened in the Judicial System

With the purpose of strengthening legal reform, regulations were developed that made the implementation process possible and contributed to organizational and structural changes that the process demanded.

The following are the resolutions that were developed and approved under this outcome:

1. Public Ministry Disciplinary Regulation Project
2. Attorney General of the Republic's Resolution on Adaptation Measures for the Implementation of the CPC
3. Resolution for the incorporation of appointed (*de officio*) lawyers into the Public Defender's Judicial Office

1.2.4 IR 9.3.1 Product List for 2003 – 2004

1. First training module in the CPC for operators and materials produced.
2. Books donated to the National Judicial School library.
3. Initial training courses for Social Worker, Judicial Investigator and Public Defender candidates designed and implemented.
4. The book "Dogmatic, Criminal and Procedural Aspects of Money Laundering" published.
5. Assessment of the current situation of the Dominican justice system.
6. Books donated to the Criminal Court of the SCJ.
7. Assessment of the administrative positions of the Judicial Branch.
8. The 2003 Memoirs of the Judicial Branch printed.
9. Communications strategy for the Judicial Branch.
10. Public Ministry disciplinary regulation project.
11. Attorney General of the Republic's resolution on the means of adaptation for the implementation of the CPC.
12. Resolution on the incorporation of the *de officio* lawyers into the Public Defender's Judicial Office.
13. Initial training program for Social Worker candidates.

1.3 Intermediate Result (IR) 9.3.2 Increased Access of the Poor to Justice

Contributing to an increase in access of the poor to justice and in light of the budgetary limitations of the National Public Defender's Office, the Project supported the merit-based competition process for the selection of public defender, judicial investigator and social worker candidates during this period.

For this process, twenty one public defender candidates, five judicial investigator candidates and five social worker candidates were admitted to the National Judicial School.

In the same way, technical assistance was provided for the design of the initial training program for social worker candidates. Support was also provided through the refurbishing and remodeling of offices in the Judicial Departments of San Pedro de Macoris and San Cristobal, expanding service coverage nationwide in order to increase access for the poor of the Dominican Republic to the justice system.

1.3.1 IR 9.3.2 Product List for 2003-2004

2. Public defense model, administrative management system, and strategy for the incorporation of appointed (*de officio*) lawyers under the supervision of the National Public Defenders Office designed.
3. National Public Defender's Offices in San Pedro de Macorís and San Cristóbal remodeled.
4. Equipment donated to the Public Defender's Office of the Judicial District of La Vega.
5. Incorporation of members of the Public Defender's Office into the Public Defender, Investigator and Social Worker career track.

1.4 INTERMEDIATE RESULT (IR) 9.3.3 IMPROVED LEGAL ENABLING ENVIRONMENT

1.4.1 Outcome 1: Implementation of the Criminal Procedure Code and Related Reforms Monitored by CONAEJ and Civil Society

Being that the Public Ministry is one of the most important actors in the new criminal process, a Public Ministry Technical Implementation Unit was created for the purposes of assisting the institution in the technical and institutional processes. From this space, technical assistance was provided to the Public Ministry career track in the following themes:

- Determination to make the implementation of legal reforms a possibility.
- Technical assistance to the National Public Ministry School in the design of the basis of the merit based competition for prosecutor candidates.
- Being the liaison between the institution and the National Commission for Execution of Criminal Procedure Reform (CONAEJ), the focal point among the actors of the criminal justice system.

1.4.2 IR 9.3.3 Product List for 2003-2004

1. Model for the estimation of costs of the new CPC.
2. Plan for the liquidation of cases under the old CPC designed, developed and executed.
3. Assessment for the creation of a Constitutional Jurisdiction.
4. The book "The Justice System" published.

2. GOALS ACHIEVED BY THE PROJECT IN THE JUSTICE SECTOR DURING THE PERIOD OF JANUARY 1, 2005 TO SEPTEMBER 30, 2007, CORRESPONDING TO THE ADMINISTRATIVE PERIOD OF CHIEF OF PARTY JOSEFINA COUTIÑO

This segment of the report covers the period of January 1, 2005 to September 2007, the last year of obligation under the contract as well as the 2 optional years.

All the Project's achievements and impacts were made possible through joint work with the counterpart institutions in the Dominican Republic and the support of USAID.

The following describes the main Project achievements in the 33 months of the indicated period of execution:

- The Project addressed 13 topics developed and executed as individual projects and oriented toward the strengthening of the rule of law in the Dominican Republic and the guarantee of sustainability of Criminal Procedure reform began in the country in 2004.
- The development of following projects are highlighted: (1) Training programs for judges, defenders, prosecutors, and other public servants; (2) Institutional strengthening of the ENJ and the ENMP; (3) Design, development and establishment of the Criminal Court Management Model installed as a pilot plan in the Judicial Department of La Vega, and culminating with the expansion of the Model for Criminal Courts and Judicial Offices for Ongoing Client Service (OJSAP) in the Judicial Districts of Moca and Puerto Plata; (4) Institutional strengthening and management model for the Public Defenders Office; (5) Prosecutor's Office Management Model, with pilot programs having been installed in three regions, La Vega, Bani and La Romana, and having been expanded to twelve Prosecutor's Offices at a national level (Elías Piña, Puerto Plata, Salcedo, Moca, Nagua, San Pedro de Macorís, San Juan de la Maguana, San Francisco de Macorís, Samaná, Azua, Hato Mayor, El Seybo and Higüey); (6) Technical Assistance to the Commission for Support of the Reform and Modernization of Justice (CARMJ); (7) Development of the National Alternative Dispute Resolution (ADR) Plan; (8) Technical assistance for the design of the Constitutional Justice model; (9) Technical assistance to the National Commission for the Execution of Criminal Procedure Reform (CONAEJ); (10) Seminars and conferences for the Justice Sector; (11) Institutional strengthening for the creation of the Legal Representation of Victims' Rights Office; (12) Institutional strengthening and development of the justice sector's Institutional Integrity System; (13) Technical assistance to the Technical Execution Unit for Criminal Procedure Reform in the Public Ministry.
- The training program involved the participation of 2,345 justice system operators (judges and other public servants, prosecutors and administrative employees of the model prosecutor's offices, public defenders and appointed (*de oficio*) lawyers) and included training activities in pertinent topics oriented toward the improvement of skills and abilities of the main actors in the criminal process. Such topics include litigation techniques, case management, means of refutation/objection, money laundering, theory of crime, administrative processes and

procedures, among others that will be described later. Without a doubt, these courses contributed to the improvement of the operation and application of the CPC, guaranteeing quality service to the victim and a technical defense for the defendant that is both timely and efficient.

- The sustainability and the institutionalization of work methods were the criteria used for success in the training programs as well as in the implementation of the models, measured objectively through the training of ninety judges, twenty-one prosecutors and ten public defenders as trainers.
- Regarding the practical functioning of the CPC, the operational management systems for the criminal court and prosecutor's offices were defined and their implementation was facilitated through the management models designed for each institution. The transference of the methodology used in the development of the models to the institutions impacted in such a way that today each institution has institutionalized work teams or offices assigned to provide continuity to the model's expansion program to a national level. Both the President of the Supreme Court of Justice and the Attorney General have publicly recognized the importance of these advancements in conferences given.
- Thirty representatives of the justice, civil society, and the academic and professional sectors participated in the development of the National Alternative Dispute Resolution Plan, set in motion by the Justice and Governance Project. This plan came to completion with an open competitive selection process where four hundred mediator candidates participated, sixty nine mediators and five certified mediator trainers were selected and completed the class work and basic training, twelve university professors were sensitized to the topic, the family mediation model pilot was implemented and the basic training and coaching in mediation of 28 volunteers received basic training and coaching as neighborhood mediators who will serve in 13 Neighborhood Prosecutor's Offices of the National District. Additionally, the conditions were created and skills and abilities were developed in 17 prosecutors included in the Prosecutor's Office Management Model, for the application of alternative methods of conciliation and mediation, as established in the CPC.
- Many other projected and executed activities were founded on the relationships developed and success stories that were constructed in prior projects financed by USAID, such as the support of the strengthening and expansion of the National Public Defender's Office and the promotion and dissemination of the CPC through the Commissioner for Support of the Reform and Modernization of Justice (CARMJ) during the celebration of the CPC's first year in execution.
- Likewise, assistance was provided for the implementation of the National Legal Representation of Victims' Rights Service, ascribed to the Attorney General's Office, as an indispensable element for achieving a balance in Dominican criminal justice, and where ten Legal Representatives providing assistance and legal representation services to victims were selected and trained in the ENMP.

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- Finally, and in response to the modification of USAID's strategy regarding the increase of transparency in the justice sector, the Institutional Integrity System of the justice sector was formulated and designed, a project that had been jointly developed with the national counterparts. As of the date of this report, the institutional culture founded in values and principles expressed in the Codes of Ethical Behavior of each institution is defined and the implementation phase will continue for the next six months of extension of the current Project, as determined by USAID. It is of great importance to highlight that the Institutional Integrity System has been assimilated as one of the seven areas of the second wave of judicial reform established by the very President of the Supreme Court of Justice.

2.1 EXECUTIVE SUMMARY AND SUMMARY OF ACHIEVEMENTS OF THE PERIOD

2.2 DETAILS OF THE GOALS ACHIEVED IN THE JUSTICE SECTOR BY THE PROJECT DURING THE PERIOD DEFINED AND IN AGREEMENT WITH THE INTERMEDIATE RESULTS (IRS) OF USAID'S STRATEGY:

The main focus of assistance to the Justice Sector during this period was to accompany and facilitate activities oriented toward the implementation of the CPC, making use of implementation training in other Latin American countries in topics such as the redesigning of operational processes and procedures, strengthening administrative abilities of the operators, and technical manual development, for which national and international consultants with extensive experience in the subjects were contracted to provide technical assistance.

Given USAID's change in strategy applicable to the Project as of December 28, 2005, the 2006-2007 annual work plan was extended toward the implementation of the models in pilot programs, assisting with the nationwide expansion strategy, as well as focusing on the conceptual definition of new areas proposed by USAID, such as IR 9.3.2, oriented toward increased transparency in the Justice sector, which is being developed through the design of an integrity system in each institution of the sector.

Of vital importance to the development of all the projects developed was the recognition that the transition toward an oral and contradictory type system would take several years to fully implement, something demonstrated through the execution of work plans with the national counterparts during the period of execution of the Project.

In general terms, we consider that we have not only completed the work plan presented for execution during this period, but in some areas we feel the satisfaction of having exceeded our own expectations. Institutions with which activities were coordinated- the Judicial Branch, Attorney General's Office, National Public Defender's Office, CARMJ , ENJ, the ENMP, and the National Legal Representation of Victims' Rights Service - were technically strengthened as described below, following the order of USAID's strategy in effect during the execution of the Justice and Governance Project.

2.3 IR 9.3.1 IMPROVED CAPACITY OF KEY JUSTICE INSTITUTIONS (JUDICIAL BRANCH, PUBLIC MINISTRY, PUBLIC DEFENDERS OFFICE, CARMJ)

2.3.1 Outcome 1: More Justice Sector Personnel Understand and Fulfill their Role Under the New Criminal Accusatory System

2.3.1.1 The Training Program

Training revolved around the implementation of the CPC in the Judicial Branch as well as in the Public Ministry and Public Defender's Office. The Project assisted in the strengthening of the ENMP as an institution, as well as supporting the ENJ, through the provision of 12 courses² that fostered improved practical abilities and skills required for the new system and were accompanied by the application of educational techniques for adults and modern technologies such as virtual courses given by the ENJ.

In general terms, initial and continued educational training were given to: 36 candidates who began their professional studies as public defenders, five social investigator candidates, five judicial investigator candidates, 100 prosecutor candidates, and ten professional legal representative candidates already incorporated into the criminal justice system institutions. A total of 2,345 persons were trained in the ENJ and the EMP during this period.

2.3.1.2 National Judicial School (ENJ)

Regarding continuing education, support was provided for the provision of the following courses:

- Litigation Techniques to 32 Judges of Instruction and 100 Justices of the Peace, the latter who can now assume the role of substitute within the penal process when required. As a complement to the course with the ENJ, a video of the course was produced for future participants for a more dynamic understanding of the subject. This training program was evaluated by the participants as having been excellent. A User's Manual and video on litigation techniques and the handling of hearings were developed to complement the work accomplished.
- In order to improve comprehension about the subject of complex crimes, a virtual training course was developed on money laundering and was given to 40 participants.
- A virtual training course was also developed on means of rebuttal, where 105 public defenders and 85 appointed (*de officio*) lawyers participated in this ENJ method.
- To supplement educational material on the correct implementation of the CPC, support was provided for the development of 3 training units in the following topics: alternative

² Oral Communication Techniques, Litigation Techniques, Money Laundering, Grounds for Appeal, Crime Theory, Case Management, Managerial Skill Development, Conciliation and Mediation, Evidence, Alternative Processes, Intermediate Stage: Conclusive Acts and Preliminary Hearings, Sex Crimes.

proceedings, the trial, and intermediate stage: conclusive acts and preliminary hearings. These modules were given to 67 judges and public defenders. These units went hand in hand with training -the-trainer workshops which guaranteed sustainability for the ENJ in the continuing education of judges, public defenders and other public servants that are integrated into the Criminal Court Management Model project.

Another product developed at the request of the ENJ, was an interactive game on the roles of the various actors of the criminal justice system which had the objective of stimulating participants in their knowledge of the CPC through a comparison between the old and new systems. We consider that this product in particular was not adequately distributed and for this reason its impact was not what was expected.

As a mechanism for combating corruption, support was provided to the ENJ for the development of a virtual training course on “Dogmatic, Criminological and Procedural Aspects of Money Laundering”. This modern training modality lasted six months and involved the participation of 34 operators, among them judges and public defenders. For said virtual training program, support material was developed and printed exclusively for the implementation of the same, including the latest tendencies of criminal dogma on the crime of money laundering, organized criminality, case analysis and study, and comparative jurisprudence, among other related topics.

Regarding training to members of the National Public Defender's Office, together with the Career Affairs Office and the ENJ, the Project offered logistical support for the selection of 21 public defenders, five social workers and five judicial investigators, having achieved through intervention of the Project, the addition of 36 career public defenders, totaling 102 to date, distributed throughout almost the whole country.

In the same manner, support was provided for the selection and initial training of five social worker candidates and five judicial investigator candidates, for which the institution now has 12 career social workers and 16 career judicial investigators.

Continuing education for public defenders was affected through support for the design and development of specialized training courses, having achieved:

- Training of 102 public defenders, 85 appointed (*de oficio*) lawyers, and 37 public defenders as multipliers in: crime theory, litigation techniques and Means of Rebuttal, thus preparing the way for continuous improvement of the skills and abilities especially needed by the defenders in a trial.
- The virtual training course on means of rebuttal directed toward public defenders, which was taken by 102 defenders under international and national tutelage.

2.3.1.3 National Public Ministry Training School (ENMP)

The Project supported the implementation of the Public Ministry career track through the sponsoring of the first merit-based open competition for the selection of 100 junior prosecutor candidates, according to the Public Ministry Law. This activity implied the contracting of the company **People Approach**, which represented the guarantee of transparency of the process.



The 100 junior prosecutor candidates (34 male and 66 female) were presented to the legal community and civil society in a public act so that this historical process could involve the support and legitimacy of all.

Subsequently, a public graduation act was conducted where Elena Brineman, then USAID Director, participated, manifesting the need for such a process and inviting those present to continue with "the initiative to generate a minimum political consensus already started and which

will be very healthy for the country to culminate with the signing of an agreement of intention to respect the results of this process and those to come in the future, always surrounded by the same conditions of legality, transparency and equity." She added that "The Dominicans whose development and well being we are interested in supporting cannot take a step backward; to the contrary, they should be vigilant and maintain the constant demand for the strengthening of their democratic institutions, for the respect and stability of their public servants and for the adequate performance of their functionaries." The Attorney General, the Executive Branch Legal Consultant, President of the SCJ, Rector of the Autonomous University of Santo Domingo (UASD), among other personalities of the country, participated in said activity. The purpose of this activity was to present to the Dominican society the first 100 junior prosecutors that entered into the Public Ministry career track exactly as established by law.

In the same way, the ENMP was strengthened through workshops conducted that allowed for the creation of the School's conceptual model, its curricular design and initial strategic planning as well as that relating to the training methodology. In addition, support was provided for the design of the institutional image of said training center for prosecutors.

With international technical assistance and through the provision of ten workshops in which 50 members of the institution participated, the remaining regulations required by the Public Ministry Law were drafted. These documents were approved by the Public Ministry Training School's Board and sanctioned by the Attorney General of the Republic.

Together with the executive board of the School, four workshops incorporated into the Extraordinary Training Program (PEF) and Initial Training Program (PIF) were scheduled. In the first, 61 prosecutors participated, of which 20 entered in the Public Ministry career track in fulfillment of article 44 of Law 78-06.

Another product of impact was the training model developed on the Prosecutor's Office Management Model and case management, and provided through technical assistance from the Project to 120 prosecutors, 18 of which were trained as trainers, and which in some way impacts the institutional strengthening of the ENMP and guarantees the institutionalization of the model developed.

The involvement of the Project in the National Public Ministry Training School is reflected in the technical assistance provided to the Initial Training Program (PIF), Perfecting Program (PP) and the Extraordinary Training Program (PEF) as said programs were supported and the following topics were covered: Litigation Techniques, Theory of Crime, Conciliation Techniques, Case Management, Management Model, among others.



Finally, and as a complement to the Judicial and Prosecutor career tracks, in significant acts and before the Board of Directors of both Schools, the ENMP and ENJ, a compendium of libraries specializing in criminal law and procedural law was handed over, as was computer equipment to support the training of prosecutors and judges respectively.

The Project considers that the level of accomplishment of the programmed activities for this rubric was 100 percent due to the political will expressed by the institutional authorities with whom we worked. Such is the case with the President of the SCJ, Attorney General of the Republic, District Attorneys, the Directors of the Schools, and the Director of the National Public Defender's Office.

2.3.2 Outcome 2: Development and Implementation of Pilots for Effective Administrative Systems in the Justice Institutions and in Select Offices/Districts

The moment in which Project technical assistance began was opportune as it coincided with the initial stage of the implementation of the CPC, as well as the fact that technical actions were complemented through close coordination with the civil society organizations represented by the Institutionality and Justice Foundation (FINJUS) and Citizen Participation (*Participacion Ciudadana*).

The Project's main achievement under this outcome was the design of the Criminal Court management model, the Prosecutor's Office administrative management model, and the expansion of the Public Defender's Office management model.

The impact and influence of these models has been recognized even on an international level by the Justice Studies Center of the Americas (CEJA), in that the presentation of the Criminal Court Management Model was selected from among 50 Latin American competitors to be presented in Chile during the international seminar "Best Practices in New Criminal Procedure Systems of Latin America", and which validated its recognition as reiterated in publications, conferences and seminars given by the highest authorities of the institutions.

The following is a summary of the successful results of technical assistance provided by the Project in benefit of the justice sector institutions:

2.3.3 Judicial Branch

Technical assistance to the judiciary was provided through the different Offices of the institution as well as with the participation of the Judicial Branch's Commission for the Implementation of the CPC and the General Technical Office, which resulted in the design of the management model of the criminal court, a model currently functioning in the Judicial Districts of La Vega and Moca. In this model, the role of the court judge under the new procedural legislation is clearly reflected, and, even though it was initially planned to have been installed in Bani and La Romana, for convenience and institutional planning reasons, the model remains implemented in its full capacity only in the judicial district of La Vega, having subsequently expanded to the judicial district of Moca.

Also, support was provided to other institutional strengthening initiatives such as workshops on coaching and teamwork to 23 employees of the General Technical and Planning and Projects Offices

of the Judicial Branch, National Public Defender's Office, Human Resource Management and Planning and Projects Departments of the Attorney General's Office. These Offices have a prevailing role within the Judicial Branch, Public Defense and Public Ministry, given that the responsibility for implementing the management models falls upon them.

2.3.4 Management Model in the Judicial Branch

The design of the criminal court management model was developed in five phases (assessment, analysis, design, implementation, monitoring and expansion), with the participation and leadership of the Judicial Branch through its General Technical Office and the Planning and Projects Office. The lesson learned and success in the development of this project is the institutional commitment and teamwork of all the units of the Judicial Branch involved in the implementation of the criminal court management model (General Technical Office, Planning and Projects Office, Information Technology, Engineering, Judicial Career Advancement Office, ENJ).

The challenge in Model implementation was the search for solutions to the problems identified in the first phase of the assessment, with the purpose of resolving where possible, the slow and dysfunctional execution of the CPC, threatened by persistence in old practices, the application of procedures of the inquisitive system and of a notification office which, to date, according to evaluations of the Judicial Branch's Planning and Projects Office, has substantially improved its operation in the case of trial delays and notice failures, with a swift service of justice through the Judicial Office of Ongoing Client Service which designed, implemented and standardized the service nationwide.

As a methodology for model development, once conceptualized, dissemination workdays were held with judiciary members in the judicial departments of San Pedro de Macorís, San Cristóbal, Santiago, San Francisco de Macorís, La Vega, Montecristi, San Juan de la Maguana and the National District.

In the same way, four regulations indicated in the CPC were drafted regarding: (1) notification procedures, citations and judicial communications; (2) the functioning of the Judicial Office of Ongoing Client Service; (3) coercion measures and the holding of trials during the preparatory stage; and (4) for the administrative management of Court Secretaries in response to article 77 of the CPC. These regulations were developed jointly between the sub commissions designated by the Judicial Branch's Board and with technical assistance of the Project. Each regulation proposal was presented to the President of the Supreme Court of Justice and was approved in the Council Chamber by the Plenary of the SCJ.

For the development of the administrative processes and procedures, work days were held with the technical team of the Judicial Branch's Planning and Projects Office, covering the fundamental stages of the CPC, and which were validated by the judges and members of the Criminal Chamber of the SCJ assembled in various workshops for analysis and discussion.

On the other hand, workshops were held for the validation of the criminal court model design and included the participation of judges of the various stages of the process and jurisdictions, and which culminated in the drafting of a technical document in which the legal basis and jurisdictional and administrative processes and procedures were defined, applying the ISO 9001-2000 methodology in its development.

The following is a diagram of the Criminal Court management model:



As indicated in the diagram, in addition to the regulatory framework and the definition of administrative processes and procedures, it was necessary to define the job descriptions of personnel of the Secretariat, in order to make the CPC more efficient in its operation. This document has served as input for the Judicial Branch's Career Advancement Office and the National Judicial School for selection, training and instructional purposes.

The development of seven components integrating the model implied ongoing workshops with Institution work teams specialized in each subject matter. We should highlight that the Judicial Branch developed its own funds for the information storing platform "Supremo Plus" used by the Secretary of La Vega. There is confidence that this information instrument can connect to the "Justice XXI" case tracking system which is being used in the Prosecutor's offices, allowing for an integrated tracking of cases through the system.

One of the challenges confronting the implementation of the model was the integration of the Prosecutor's Office and Public Defender's Office models in the judicial department of La Vega. To date, we can confirm that criminal tribunals and public defense work in a duly coordinated manner as reflected in the use of a common trial agenda and a system of turn-taking, however, it should be noted that support should continue for the task of integrating the Prosecutor's Office model.

It is relevant to point out that despite the above, the signing of an inter-institutional agreement was attained between the Judicial Branch, Public Defender's Office, Attorney General's Office and the National Police. With this action, the definition of mutually agreed upon policies supporting the improvement of procedures within the criminal process such as those related to shared trial agendas, notification procedures and the transfer of detainees, among others.

This Agreement, signed by the highest authorities, paved the way for the creation of the Inter-institutional Coordinating Board for the implementation of the integrated management model in La Vega. This document, however, has not been sufficient enough for the actors to see themselves as part of the same sector. This topic is a pending challenge that the institutions should continue working on to resolve.

As expressed previously, the model included the development of the Judicial Offices of Ongoing Client Service, established by the CPC with the objective of attending to those cases, procedures and proceedings without delay at any hour of the day or night. This has been considered by the Institution as a high impact work product in the application of the CPC. This contribution began with an observational trip to Puerto Rico, where this type of service was observed first hand, and it culminated with the standardization of the Office's services nationwide through the provision of 9 regional workshops in which 77 judges and 203 administrative employees attended. The development of this project was carried out in conjunction with the Judicial Branch's Planning and Projects Office which suggested in their outcome report, suggested that in the future, the Institution develop a periodical monitoring and training process in order to guarantee the proper functioning of this service so important to the criminal process.

In the same manner and through international technical assistance, a system of indicators was designed as one of the components of the management model and a proposal for the development and insertion of the Judicial Monitor, monitoring tool for the proper functioning of the criminal courts, was delivered. Its development began based on information gathered and analyzed about the management model and participation in three workshops conducted under the direction of international technical assistance, Planning and Projects Office technical workers, different types of judges and judges of the pilot project in the Criminal Court of La Vega. In the end, the results of the research were presented to the President of the Supreme Court of Justice, given that the Public Policy Office of this institution is responsible for its execution.

In order to produce change in the management of human resources, an audit was conducted of the existing personnel in the La Vega Judicial District, and which implied the review and design of employee job descriptions for the new management model. This also implied a selection of candidates with a new profile. Subsequently, an introductory course in the criminal process and the criminal court management model was conducted in the ENJ.

Twelve workshops provided ongoing assistance in the implementation of the model, specializing in topics such as motivation for change techniques, client service, stress management, and teamwork. It was understood that the success of the projects resides in people, for which importance was given to the provision of these workshops, directed toward judges as well as administrative personnel from La Vega and Moca. These workshops focused on cultural change and the motivation of administrative personnel and judges about the importance of maintaining enthusiasm for client service, established as a priority of the model implemented.

Both pilot experiences, in the La Vega and Moca criminal courts, were inaugurated by the President of the SCJ in an act attended by high judicial and municipal authorities as well as USAID.

Tangible work products documenting the criminal court management model were delivered in the form of in three volumes: Volume I contains a summary of the management model components, Volume II is a procedures manual, and Volume III contains the administrative procedures of the criminal process. The publications were delivered to the Institution and will serve as study material for judges and judgeship candidates in the ENJ.

2.3.5 Institutional Strengthening of the National Public Defender's Office (ONDP)

The Project dedicated an important amount of technical resources this period to work with the ONDP. We assisted in providing workshops for annual strategic planning and development of operational plans, documents approved by the ONDP Board. This activity took place with ample institutional participation, having transferred to employees the methodology and techniques needed for future development of these activities.

In the same way, institutional growth was supported for the full implementation of the law that regulates the service, in force since 2004. To achieve this, technical assistance was provided whereupon institutional structures were designed through the development of the administrative and financial management model. At least 3 workshops were conducted and attended by a wide spectrum of institutional representatives (35 persons) for these purposes. Currently, the National Public Defense Service awaits the pending approval of the administrative model and to put it into operation, which is expected to take place during the first quarter of 2008.

Another important goal of institutional support met was assistance in the growth of the ONDP so that it could fulfill the demands of its services. Assisting in the development of the plan for the expansion of the service to a national level was a priority to the Justice and Governance Project, having supported:

- ONDP coverage by incorporating 21 additional Defenders in 2004-2005 and 15 Defenders in the year 2005-2006, which allowed for the expansion of the service to other judicial districts. Currently the ONDP has 105 career Public Defenders, 38 candidates in the internship stage and 21 candidates in the National Judicial School.
- In incorporation of five judicial investigators and five social workers into the ONDP.
- The remodeling and equipping of the Public Defender's Offices located in the Judicial Departments of San Pedro de Macoris and San Cristobal. Said offices were handed over to each Coordinator and to the Direction of Public Defender's Office. Equipment was also donated to the Office in the La Vega Judicial District, with the purpose of fortifying the same.
- Training to all functional Defenders in the subject of Oral Communication Techniques. This specialized training activity was provided through a continuing education program in the National Judicial School, the institution which, until that point, had not had training to Public Defenders in service in their curriculum, concentrating only on initial training of public defender candidates.

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- Training to candidates in the fourth Public Defender program culminated with the module "Oral Communication", which was integrated into the Initial Training Programs for Public Defender Candidates, which came to complement the initial training of those aspiring to become Public Defenders.
 - Currently the ONDP has 13 offices installed in the country, two of these which were supported by this Project and two by prior USAID financed projects.

Of great importance for the strengthening of the Public Defender's Office was support for the design and installation of the Service Control Office and the drafting of the regulation for the application of the disciplinary regimen to public defenders, appointed (*de oficio*) lawyers, and lawyers ascribed to the ONDP. This also led to the development of policies and procedures for the supervision and evaluation of public defender and ascribed lawyer's performance, a procedure that is applied by the institution annually through the Service Control Office.

As a complement to the process of training in arguing and analyzing cases in the Public Defender's Office, the Justice and Governance Project fortified the basic library of the ONDP in substantive criminal law and criminal procedure. Said books were provided for use of all members of the ONDP with the purposes of collaborating with their ongoing technical professional development.

The dissemination of the Dominican Public Defender's Model was supported by the Justice and Governance Project through an observational trip organized for members of the ONDP to the Public Defenders Congress held in Punta del Este, Uruguay, as well as the presentation of the system in Chile. These activities resulted in an interchange of experiences between the countries.

2.3.6 Public Ministry's National Service for Legal Representation of Victim's Rights Pilot Project

The change in Attorney General also provoked changes in the Project's work plan given that the Attorney General solicited assistance from USAID in the development of a project about the National Service for Legal Representation of Victim's Rights, and for which, in correspondence with the institutional governing body, technical assistance was offered for the creation of said national service of representation of victim's rights. This service has as its main purpose technical assistance to the victim as complainant and civil actor, oriented toward the guarantee of greater equality of the sides in the criminal process. The participation of the Justice and Governance Project implied technical assistance in the following aspects:

- Creation of the National Service for Legal Representation of Victim's Rights.
- Design of job descriptions and organizational chart.
- Resolution for the creation of the service.
- Merit-based competition for the selection of the Director of the Office.
- Merit-based competition for the selection of legal representatives: 59 participated and ten were selected.
- Design and implementation of the initial training program for the ten lawyers selected for the position.

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- Initial training program currently in process in the ENMP.
 - Design of the corporate image of the new office as seen below:



This new project implied that the Project had to reduce, without affect in either the budget or work plan, support to the merit-based competitions, substituting it with the previously described project. These changes were duly documented and approved by USAID.

2.3.7 Executive Branch

The Commission for Support of the Reform and Modernization of Justice (CARMJ), in coordination with the Attorney General's Office, was supported in the development of the criminal policy theme in the book "Criminal Policy Features within the Parameters of the National Democratic Security Plan for the Dominican Republic", developed through international technical assistance contracted by the Justice and Governance Project.

Technical and logistical support was also provided to the Commissioner for the commemoration of the first anniversary of the implemented new Criminal Procedure Code, celebrated nationwide (Santiago, Barahona and Santo Domingo Province) through round tables held with key actors of the system which evaluated the functioning of the criminal process. All the observations about the functioning of the new procedural legislation were utilized by the Commission and included in their work plans. More than 400 operators participated in the activities.

Regarding the technical assistance provided by the Justice and Governance Project in themes related to the formulation of criminal policy and the discussion of constitutional justice, we should recognize that, despite activities such as study travel and technical assistance provided for the conceptual formulation of these topics, tangible results have not been attained given that the country is still in the process of maturing and of internal political discussion.

2.3.8 Outcome 3: The Public Ministry Increases its Ability to Handle Criminal Investigations

Regarding the Public Ministry's ability to handle criminal investigations, the Justice and Governance Project's influence is reflected in the work done at a local level in the Model Prosecutor's Office Pilot Project where the management model was installed and where personalized training of 15 select groups of prosecutors was provided. These groups in turn trained others in litigation techniques, case management, evidence handling, chain-of-custody, and administrative skills. Technical assistance from national and international experts was relied upon for this, and the design and implementation of

better investigative practices needed for the new criminal procedure model, was attained, something expressly written in the Prosecutor's Office Management Model's manual and the Public Ministry's compendium of institutional regulations.

Project strategy was to distinguish between the investigation of routine cases and complex cases, besides highlighting the collaborative and interactive nature of the investigatory process where the prosecutors, investigators and judges must each play their role as subjects of the criminal process. It should be noted that the technical documents developed for the management model are currently being used by the ENMP within their Initial Training Programs (PIF), Perfecting Program (PP), and Extraordinary or Specialized Training Programs (PEF), which, without a doubt, reflects on the investigatory ability of prosecutors to assume their new role as sustainer of not only the criminal pretext but also the investigation. In addition, said programs were revised with international consultants and related subjects were incorporated into the management model.

The methodology used for management model development in the Public Ministry began with technical assistance from the Justice and Governance Project staff and through the contracting of national advisors who worked directly with the Criminal Procedure Reform Technical Implementation Unit on a national level. To date, this Unit remains institutionalized as a permanent function of the National Office of the Public Ministry, made up of trained personnel to provide continuity to the implementation of the Prosecutor's Office Management Model.

In the beginning stages of development of the Prosecutor's Office model, the presentation of the design to prosecutors of the selected areas was a priority, and it was noted that in the Bani Prosecutor's Office, leadership and commitment conditions existed which were corroborated during the development of the project. In the same way, the La Romana and La Vega Prosecutor's Offices were added.

Film shots of the pilot prosecutor's offices in operation were used and analyzed by participants as a starting point during this initial stage. This exercise impacted the participants by them seeing themselves in a mirror and understanding the need for change, and culminated in training to members of all the prosecutor's offices incorporated into the model, including prosecutors, junior prosecutors and support personnel.

It is worth noting that everything related to the remodeling design of the physical spaces of the model Prosecutor's Offices were the joint result of technical assistance of the Project and the Engineering Department of the Attorney General's Office. The physical remodeling of the Prosecutor's offices was also done with funds from the very Institution, something important as it recognizes the political will of the institution in the institutionalization of the model designed.

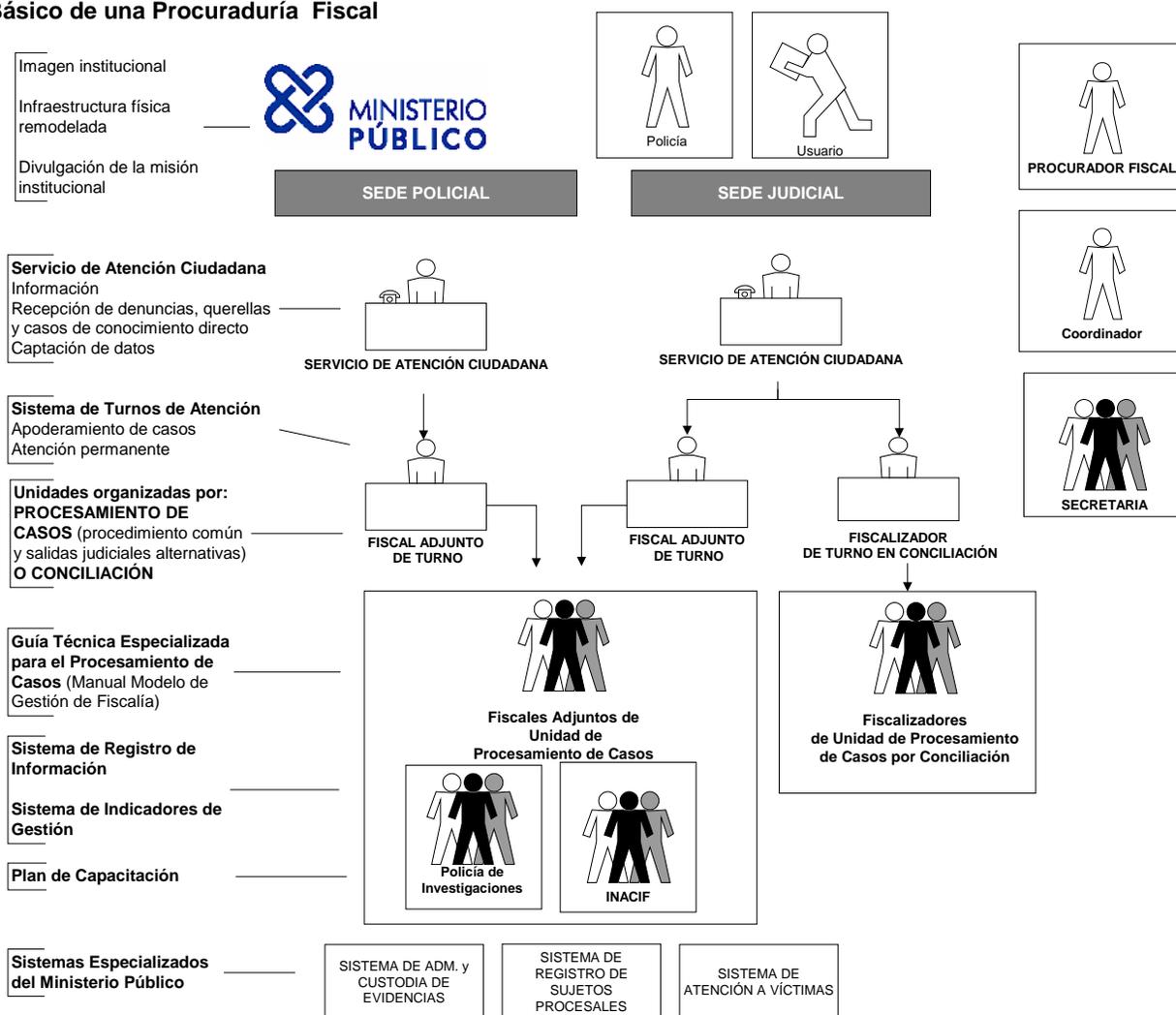
In the same way, and in search for a better methodology for making the changes proposed in the Model, 5 workshops were conducted on: motivation to change, managing stress, client service, and teamwork. Ongoing and personalized assistance was also provided by Project technical staff as following up to Model implementation in 15 prosecutor's offices, exceeding the amount proposed in our Contract.

Parallel to Model development, technical assistance was provide to the Attorney General's Office in strategic planning, having conducted a "National Meeting of the Public Ministry" with the purpose of

sharing the experiences of the model offices in Bani, La Vega and La Romana. Through this meeting, advancements made in the implementation of the Model was shared, and the perception of those in attendance was of great enthusiasm and of anxious awaiting for it to be their turn for the model to be implemented in their Offices.

The following is a graphical presentation of the Prosecutor's Office Management Model, as designed and implemented:

Diseño Básico de una Procuraduría Fiscal



The Public Ministry's institutional image is observed in the above chart and is also a work product contributed by the Justice and Governance Project, which has, as its purpose, the strengthening the prosecutor's and other members of the institution's sense of belonging.

The Public Ministry's mission statement was also developed and is currently posted at the entrance of each prosecutor's office in which the model operates as it was part of the remodeling work done.

Through the implementation of the Prosecutor's Office Management Model and expansion plan, administrative and managerial skills were conveyed to staff of the remodeled prosecutor's offices. From the top officials to assistants to administrative and operational personnel, this has contributed to an increase in administrative skills, technical and procedural know-how, and quality of service to the user demanding justice and access to it.

One of the challenges still facing the implementation of the model is the incorporation of members of the National Police and the Public Ministry as a team that interacts in a coordinated and harmonious manner without each perceiving that the other is taking away its space within its range of operation. As previously stated, it is the same regarding coordination with other actors of the justice system, judges and defenders.

Likewise, the design of the chain-of-custody control and evidence storage systems was implemented which guarantees the adequate storage and custody of evidence through an improvement in the organization of the same. Training workshops were conducted to Prosecutors and Administrative Personnel on evidence chain-of-custody, and a transformation has occurred in the culture of evidence custody where evidence once stored in the hallways of prosecutor's offices are now stored in spaces (currently being installed) that are duly organized and secure.

The developed management model also undertook the creation of ongoing monitoring indicators which were integrated into the Justice XXI case tracking system, financed by USAID for the Institution. The Justice and Governance Project assisted in this activity through the contracting of an international expert who evaluated the performance and implementation of the Justice XXI case tracking system.

It is important to mention that, regarding the Justice XXI case tracking system, international technical assistance was provided by the Justice and Governance Project for the clarification of agreements and commitments among the national counterparts and USAID, as described in our quarterly reports.

Despite difficulties in measuring the impact of the model given that it can only be measured by taking into consideration the Prosecutor's skills in investigation handling techniques, and know the results through the performance evaluations of each Prosecutor, which the Institution is still in the process of implementing, an indicator system was transferred to the institution which was developed within the Prosecutors Office Management Model to be used by the National Office of the Public Ministry in its future role, but already tested through workshops for the evaluation and analysis of management indicators.

During these workdays, statistical data from the selected Pilot Prosecutor's Offices were analyzed and the following aspects were evaluated:

1. Level of model implementation in terms of staff organization and the assignment of duties.
2. Implementation of operational units specified in the Model.
3. Remodeling and equipping of the physical area. Changes in the availability of work areas, flow and movement of people.

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4. Implementation of management model processes and systems, case management and the processing of cases through conciliation.
 5. Management indicators: individuals and institutions.

In agreement with protocol for this type of audit, results were previously sent to the Prosecutor (facilitator) of the evaluated Prosecutor's Office and to the authorities directly supervising this unit, that's to say, the Attorney General of the Republic. Subsequently, a meeting was held for the analysis and discussion of the outcomes with each prosecutor audited, with the Director of the Public Ministry already having participated in the exercise and who, according to the new structure of the Office, assumes this role in a continual way.

Technical assistance from the Justice and Governance Project can be objectively verified through the technical documentation and teaching methodology of the ENMP as these are currently used by the institution and integrated into it's curriculum. Also delivered as tangible work products were technical support documents presented in 4 printed volumes, as well as digital copies available on the Institution's website: Volume I: Compendium of the Public Ministry's institutional regulations; Volume II: Prosecutor's Office Management Model; Volume III: money laundering manual, an investigative model; Volume IV: "Legal Tools Against Organized Criminality".

Finally, we can point out that the objectives proposed by the Project regarding the design, development and implementation of the administrative systems for the Prosecutor's Offices in three pilot judicial offices (Baní, La Vega and La Romana), as well as in 4 more districts, was accomplished, having developed good practices that are being applied nationwide in 15 Prosecutor's Offices: La Vega, Peravia, la Romana, Elías Piña, San Juan de la Maguana, Azua, Puerto Plata, Moca, Salcedo, Samaná, San Francisco de Macorís, San Pedro de Macorís, Hato Mayor, El Seibo, and Nagua.

In order to improve the skills of the Public Ministry in handling criminal investigations, the Justice and Governance Project provided technical assistance to the National Forensic Sciences Institute (INACIF) in various instances: a) specialized training in forensic sexology to 19 legal doctors and, b) Internship in Costa Rica for the strengthening of ballistic investigatory techniques.

2.3.9 IR 9.3.1 Product List for 2005

1. Second Training Module in CPC for operators designed and implemented in the ENJ.
2. Interactive game on the CPC for the ENJ produced.
3. Alternative Processes Unit in the ENJ designed.
4. Virtual training course on Money Laundering developed and implemented for the ENJ.
5. ENMP institutional image designed.
6. Training Plan for Prosecutors of the ENMP.
7. Public Ministry career track statute for the ENMP.
8. ENMP internal regulations.
9. Assistance with the merit-based competition for the selection of junior prosecutors for the ENMP.
10. Book on litigation techniques for the ENMP published.
11. Strategic planning of the Public Ministry.

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12. Manual of Policies, Norms and Procedures for administrative personnel of the Judicial Branch.
 13. Criminal Court Management Model conceptual design developed in three volumes.
 14. Analysis and follow-up on the implementation of the Justice XXI information management system.
 15. Books donated to the ONDP library.
 16. Study of ONDP employee salaries and benefits.
 17. ONDP 2005 strategic plan.
 18. Selection and training of 15 public defenders entering into the career track.
 19. Selection and training of 5 social workers and 5 judicial investigators.

2.3.10 IR 9.3.1 Product List 2006-2007

1. Virtual modality of the CPC course developed and implemented in the ENJ.
2. Training to judicial employees in Management Model designed and implemented in ENJ
3. Manual for the Theory of Crime course developed for the ENJ.
4. Litigation Techniques module and training designed in the ENJ.
5. Litigation Clinics video and training materials developed for the ENJ.
6. Training the trainer course in Criminal Procedure designed and held in the ENJ.
7. Courses on "Grounds for Appeal" and the "Judicial Theory of Crime" to public defenders designed and the virtual training course on "Grounds for Appeal" implemented.
8. Memoirs of the exiting Director of the ENMP published.
9. Books donated to the ENMP library.
10. Information management system for the ENMP library developed and installed.
11. Books on organized crime and money laundering published for the ENMP.
12. ENMP educational plan and methodology updated.
13. Courses for the Initial Training Program (PIF) and Extraordinary Training Program for Prosecutors (PEF) designed and implemented to 100 Prosecutor candidates and 125 practicing Prosecutors.
14. Auditing system for the Public Ministry Management Model.
15. System of indicators for the management and performance of the Public Ministry.
16. ENMP regulations, Public Ministry Career Advancement Statute, Public Ministry training plan developed.
17. Public Defender performance evaluation system designed.
18. ONDP strategic plans for 2006 and 2007 prepared.
19. Regulations for improvements in the ONDP service drafted.
20. Attorney General's Office institutional image designed.
21. Prosecutor's Office management model regulations developed and published.
22. Analysis of the CPC's first year in operation.
23. Capacities of the National Forensic Sciences Institute strengthened: 21 forensic doctors trained in sexual crimes and new director selected through open competition selection process.
24. Regulations for the full implementation of the CPC drafted.
25. Analysis and follow-up of the implementation of the Justice XXI information management system.

-
26. Criminal court management model indicators developed.
 27. Procedures manual and administrative procedures manual on the Criminal Court Management Model developed and published.
 28. Audit conducted of administrative personnel in judicial offices of La Vega.
 29. Judicial Offices of Ongoing Client Service and Ordinary (common) Secretary Office in the La Vega Criminal Jurisdiction remodeled and equipped.
 30. Judicial Offices of Ongoing Client Service and Ordinary (common) Secretary Office in the Moca Criminal Jurisdiction and the Puerto Plata Ongoing Client Service Office remodeled and equipped.
 31. Video created on the development of the Criminal Court Management Model.
 32. Criminal court administration observatory created.

Training to forty judiciary public servants and 32 administrative employees of the model Prosecutor's Offices in stress management, teamwork, and customer service implemented.

2.4 INTERMEDIATE RESULT (IR) 9.3.2 INCREASED TRANSPARENCY IN KEY JUSTICE SECTOR INSTITUTIONS

2.4.1 Outcome 1: Policies, Procedures, and Management Systems Strengthened for Routine Inspection in Key Institutions

The development of the Institutional Integrity System in key justice sector institutions began in November 2006 in response to USAID's requirement to incorporate the theme of transparency in justice in the work of the Project. This coincides with the national proposal regarding the need to foment a second wave of reform in the Dominican justice system oriented toward the fortifying of all operators.

Toward these ends, the Project has proposed an Institutional Integrity project profile focused on each of the institutions of the sector- Public Defender's Office, Attorney General's Office and the Judicial Branch. - supported by the development of three main themes:

1. Ethics as an institutional necessity
2. Transparent administrative management
3. Design of a system of consequences, its relationship to all merit-based processes and to the disciplinary system.

In the first phase of the project, an assessment was conducted of the current situation in the institutions of the system, to identify the level of technical assistance needed and measure the efforts needed to propitiate the change in paradigm oriented toward the principals and ethical values of each institution. This diagnostic phase culminated in a study tour to California where this concept had been applied in the justice sector over the course of the past 100 years. Two representatives of each justice sector institution participated in said trip.

As a work methodology, five working commissions were formed made up of staff of the institutions and through which the Institutional Integrity System (SII) was designed. In the same way, technical assistance from the consultant James Michel was provided for the purpose of consolidating the conceptual vision of the project. Mr. Michel visited key sectors such as the civil society, members of the Judicial Branch, Public Ministry, and Public Defense, with the objective of sensitizing them to the

need for the Dominican Republic to have an integrated judicial system which equates to the fostering of a more favorable climate for investment and a positive international image of the country. Throughout the different activities, statistical and economical data were presented about the position of the country in the reports of the International Development Bank or the World Bank, for example, where the Caribbean country is presented in a disadvantageous position compared to other nations regarding transparency and the fight against corruption, indispensable indicators for qualifying for funds from the Millennium Objectives Program.

Achievements to date are observed in the conceptual development of the SII components in the three institutions of the justice sector:

- Code of Ethical Behavior
- Human Resources Management System
- System of Consequences
- Disciplinary System
- Financial and Administrative System
- Dissemination Program

And the impact can be listed in the following way:

- Institutional integrity conceptual development.
- Proposal that the SII be included as a main focus of the second wave of Judicial Branch's reform.
- Formulation of the Institutional Integrity System as public policy.
- Review, documentation and updating of the disciplinary systems of the Judicial Branch, Public Ministry and Public Defender's Office.
- Research on the technical documentation of the Judicial Branch's administrative and financial systems and processes and of audits.
- Organization of the Attorney General's Office Human Resource Management Office:
 - Structural design and job descriptions
 - Employee manual
- Boundaries of the National Office of the Public Ministry and the National Public Ministry Training School's work areas defined when duplicity in functions was presented.
- Definition and structuring of the National Office of the Public Ministry, the entity responsible for the management of the Public Ministry career track.
- Dissemination strategy proposed:
 - Judicial Branch: Conference
 - National Public Defender's Office: Sociograms
 - Attorney General's Office: Sensitization workdays in the National Public Ministry Training School.

2.4.2 IR 9.3.2 Product List

1. Institutional Integrity System conceptually developed and its implementation planned in the Attorney General's Office, Judicial Branch and National Public Defender's Office

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2. Public Ministry Ethical Behavior Code proposal
 3. Judicial Branch Ethical Behavior Code proposal
 4. National Public Defender's Office Ethical Behavior Code proposal modified
 5. Proposal for improvement to the disciplinary system of the Public Ministry
 6. Proposal for improvement to the disciplinary system of the judges and other public servants

2.5 INTERMEDIATE RESULT (IR) 9.3.3 INCREASED ACCESS TO JUSTICE

2.5.1 Outcome 1: Nacional Model for Alternative Dispute Resolution Developed and Pilot Implemented

In response to the focus provided by USAID as to what constitutes the improvement of access to justice, the Justice and Governance Project proposed work in 3 levels within the ADR area. The first consisted in technical assistance to the Judicial Branch, Attorney General's Office and civil society to define the National Alternative Dispute Resolution (ADR) Plan, which was drafted with ample participation of the various sectors, having generated a work plan that, to date, has been 100% completed.

The second level was oriented toward the training of 69 professional mediators, for which the Justice and Governance Project assisted in leaving a professional team installed in the country, capable of developing a mediation system in agreement with the national expansion plans, as was the case with the Judicial Branch's Family Mediation Center and the House of Justice in Santiago implemented by *Participación Ciudadana*, which took advantage of the trained staff to install mediation services in the House of Justice in Cienfuegos as well. In the same manner, we supported judges sending cases to the Family Mediation Center, through training sessions in the National Judicial School, as well as 17 prosecutors responsible for the Conciliation Units of eight Prosecutor's Offices of the country and 32 professors of four of the most important universities of the country, with the purpose of inserting the ADR topic into their respective curricula. Never the less, this support should be considered as nothing more than the commencement of efforts that should take place in each institution.

The third level was the training of 17 mediation professionals as trainers, five of which have assumed their role to the point that they have already trained the 28 mediators who work in the 13 Neighborhood Prosecutor's Offices of the National District. To date, therefore, the country now has the professional capacity installed which will allow for a domino effect to take place in mediator training expansion.

Parallel to formal training, a series of encounters and workshops were held with staff of FINJUS and *Participación Ciudadana* and directed by the *Fundación Libra* of Argentina, backing the design of the Justice House, installed by *Participación Ciudadana*. Also, technical assistance was provided to the Commission for the Drafting of the Family Code, for the introduction of family mediation into its articles. This project was coordinated by the Commission for Support of the Modernization and Reform of Justice (CARMJ).

This outcome surpasses the Project's expectations, since after many attempts to create alternative methods of conflict resolution in the country, we can now say that the method is adopted by the

justice sector to the point that a resolution of the Plenary of the SCJ exists which establishes as public policy the application of ADR methods by all courts, and also, it is another topic proposed by the very President of the Judicial Branch among the second wave of judicial reform.

Never the less, a wide breach remains in the development and comprehension of the subject in the three sectors identified in the National Plan, such as in the case of expansion of mediation services in the civil arena and conciliation in the workplace as well as the introduction of the subject in the universities in a formal way.

2.5.2 Outcome 5: Constitutional Justice Model Developer Providing Protection of Constitutional Rights and Offering Guidance to Citizens in Violations of Their Constitutional Rights.

Although activities of this nature were planned, the Justice and Governance Project did not find the appropriate moment to develop them given that the strategy of the very Plenary of the Supreme Court was to postpone discussion and analysis of the subject at this time.

2.6 INTERMEDIATE RESULT (IR) 9.3.4 IMPROVED LEGAL ENABLING ENVIRONMENT

2.6.1 Outcome 1: CONAEJ and Civil Society Monitors the Implementation of the Criminal Procedure Code (CPC) and Related Reforms

The National Commission for Execution of Criminal Procedure Reform (CONAEJ) supported the first phase of the Innovation Circles, embraced by the justice sector during the first years of the Project and where 250 operators enthusiastically participated. Nevertheless, planned activities were never executed due to changes in the CONAEJ strategy as well as adjustments in the Project.

2.6.2 IR 9.3.3 Product List for 2005

1. National Criminal Policy Plan and publication of the book.
2. Regulations for the full implementation of the CPC drafted.
3. "Essays and Monographs on Criminal Procedure Law" published.

2.6.3 IR 9.3.3 Product List for del 2006 – 2007

1. Conceptual framework and national plan designed for a national Alternative Dispute Resolution system.
2. The Family Mediation Center in Santo Domingo remodeled and equipped.
3. Logo design for the Family Mediation Center.
4. Database for the Family Mediation Center created.
5. Video documenting the development of ADR in the country produced.
6. Magazine on Access to Justice published.
7. Twenty eight mediators selected and trained for neighborhood prosecutor's offices.



National Legal Representation of Victim's Rights Service developed and Implemented starting in Santo Domingo.

ATTACHMENTS:

Training Implemented by the Project:

Training					
Persons Trained	2003-2004	2004-2005	2005-2006	2006-2007	2003-2007
Operators	1360	351	731	1263	3705
Civil Society	1539	16383	230	28	18180
Total	2899	16734	961	1291	21885

Consultants

Listado de Consultores			
CONSULTOR	USN,CNN,TCN	Fechas de Contratación	
		De	A
Rusconi, Maximiliano	TCN	2/15/05	4/15/05
Jorge, Guillermo	TCN	2/15/05	4/15/05
Gonzalez, Crisanta	USN	3/3/05	3/4/05
Santos, Marcela	TCN	3/9/05	3/18/05
Hieromy Castro	CCN	2/20/05	5/31/05
de la Cruz, Richard	CCN	1/2/05	4/30/05
Urbina, Miguel	TCN	4/17/05	4/27/05
Marin, Imma	TCN	3/28/05	5/30/05
elorio, Betsy	CCN	3/16/05	4/30/05
Glass, Jose	CCN	4/10/05	5/30/05
Medrano, Claudio	CCN	4/10/05	5/30/05
Beliz, Gustavo	TCN	5/8/05	5/20/05
Marensi, Ines	TCN	5/14/05	6/15/05
Blanco, Rafael	TCN	5/14/05	6/15/05
Perez, Yolanda	TCN	5/15/05	5/26/05
Navarro, Sonia	TCN	5/15/05	5/26/05



Listado de Consultores			
CONSULTOR	USN,CNN,TCN	Fechas de Contratación	
		De	A
Santos, Marcela	TCN	6/5/05	6/18/05
Resumil, Olga	USN	6/10/05	6/18/05
Brea, Ramonina	CCN	6/8/05	12/31/05
Oviedo, Jose	CCN	6/8/05	12/31/05
Chavarria, Jorge	TCN	7/17/05	7/23/05
Rusconi, Maximiliano	TCN	6/26/05	7/6/05
Jorge, Guillermo	TCN	7/6/05	7/18/05
Santos, Marcela	TCN	6/30/05	7/18/05
Baragli, Nestor	TCN	6/30/05	7/18/05
Beliz, Gustavo	TCN	7/2/05	7/17/05
Garrido, Manuel	TCN	7/13/05	7/24/05
Rusconi, Maximiliano	TCN	7/13/05	7/24/05
Conejo, Milena	TCN	7/24/05	8/12/05
Castro, Hieromy	CCN	7/11/05	8/30/05
Beliz, Gustavo	TCN	7/20/05	8/15/05
Castro, Hieromy	CCN	8/1/05	11/30/05
Rusconi, Maximiliano	TCN	7/31/05	11/30/05
Rodriguez, Olivo	CCN	8/1/05	11/30/05
Bautista, Norma	CCN	8/1/05	11/30/05
Alvarez, Gladys	TCN	8/5/05	8/14/05
D'Alessio, Damion	TCN	8/5/05	8/14/05
Rusconi, Maximiliano	TCN	7/27/05	8/14/05
Jorge, Guillermo	TCN	8/4/05	8/14/05
Resumil, Olga	USN	8/21/05	9/15/05
Medrano, Claudio	CCN	8/18/05	10/5/05
Solis, Rosa	CCN	8/18/05	9/30/05
Chavarria, Jorge	TCN	9/7/05	2/28/06
Beliz, Gustavo	TCN	10/1/05	10/9/05
Jorge, Guillermo	TCN	9/1/05	11/30/05
Jorge, Guillermo	TCN	9/12/05	9/28/05
Meini, Ivan	TCN	9/12/05	9/28/05
Castro, Hieromy	CCN	9/13/05	12/30/05
Santos, Marcela	TCN	9/26/05	10/07/05
Salt, Marcos	TCN	10/5/05	10/17/05
Mendaña, Ricardo	TCN	10/5/05	10/17/05
Beliz, Gustavo	TCN	10/1/05	10/9/05
Duran, Pedro	CCN	9/1/05	9/30/05
Solis, Rosa	CCN	10/3/05	11/30/05
Rusconi, Maximiliano	TCN	10/15/05	10/26/05
Rusconi, Maximiliano	TCN	11/1/05	11/25/05



Listado de Consultores			
CONSULTOR	USN,CNN,TCN	Fechas de Contratación	
		De	A
Rojas, Hugo	TCN	11/13/05	11/19/05
Jorge, Guillermo	TCN	11/1/05	11/15/05
Resumil, Olga	USN	11/8/05	12/15/05
Blanco, Eduardo	TCN	11/1/05	11/15/05
Blanco, Rafael	TCN	11/13/05	11/26/05
Decap, Mauricio	TCN	11/20/05	11/26/05
Meini, Ivan	TCN	11/16/05	12/15/05
Vasquez, Ana	CCN	11/1/05	5/30/06
Santos, Marcela	TCN	11/8/05	11/16/05
Duran, Pedro	CCN	10/1/05	12/31/05
Jorge, Guillermo	TCN	11/20/05	12/6/05
Vallverdú, Silvia	TCN	11/16/05	12/20/05
Cereceda, Miguel	TCN	11/26/05	12/10/05
Sanseau, Paula	TCN	11/24/05	12/6/05
Montalvo, Gustavo	CCN	11/7/05	5/31/06
Garcia, Xenia	CCN	11/7/05	4/30/05
Olivier, Maritza	CCN	11/7/05	12/31/06
Diaz, Juan	CCN	11/7/05	1/15/06
Amiama, Mirna	CCN	11/22/05	1/30/06
Fernandez, Rosa	CCN	11/22/05	1/30/06
□oged□uez□, Alvaro	TCN	12/7/05	12/11/05
Nuñez, Ramon	CCN	11/1/05	5/31/06
Taveras, Veruska	CCN	12/1/05	1/15/06
Solis, Rosa	CCN	12/5/05	12/12/05
□oged□uez, Olivo	CCN	11/20/05	5/3/06
Zaragoza, Javier	CCN	12/12/05	12/30
Scandale, Julia	TCN	1/14/06	1/28/06
Nuñez, Isabel	TCN	1/14/06	1/28/06
Greco, Silvana	TCN	1/29/06	2/9/06
Vecchi, Silvia Eva	TCN	1/29/06	2/9/06
Peña, Kelyn	CCN	1/3/06	3/10/06
Cereceda, Miguel	TCN	1/15/06	1/1/21/06
Santos, Marcela	TCN	1/14/06	1/26/06
Biscay, Pedro	TCN	1/14/06	1/29/06
□oged, Mario	TCN	1/3/06	3/31/06
Medrano, Claudio	CCN	1/3/06	3/31/06
Solis, Rosa	CCN	1/3/06	3/31/06
Luna, Oscar	TCN	1/15/06	3/31/06
Arraya, Lucy	CCN	1/16/06	2/16/06
Gonzalez, Crisanta	USN	1/20/06	6/30/06



Listado de Consultores			
CONSULTOR	USN,CNN,TCN	Fechas de Contratación	
		De	A
		Santos, Marcela	TCN
Cereceda, Miguel	TCN	1/15/06	1/30/06
Biscay, Pedro	TCN	1/14/06	1/29/06
Luna, Oscar	TCN	1/10/06	3/31/06
Solis, Rosa	CCN	1/3/06	3/31/06
Veras, Sara	CCN	1/31/06	3/31/06
Rusconi, Maximiliano	TCN	2/11/06	2/27/06
Conejo, Milena	TCN	2/18/06	3/30/06
Núñez, Isabel	TCN	3/12/06	3/25/06
Scandale, Julia	TCN	3/12/06	3/25/06
Greco, Silvana	TCN	3/26/06	4/8/06
Vecchi, Silvia	TCN	3/26/06	4/10/06
Blanco, Rafael	TCN	3/12/06	3/25/06
Rojas, Hugo	TCN	3/12/06	3/18/06
Moreno, Leonardo	TCN	3/19/06	3/25/06
Chavarría, Jorge	TCN	3/1/06	8/31/06
Díaz, Francina	CCN	3/1/06	4/1/06
Cruz, Fernando	TCN	3/1/06	3/15/06
Dassen, Nicolas	TCN	3/19/06	3/25/06
Jorge, Guillermo	TCN	3/15/06	3/29/06
Biscay, Pedro	TCN	3/13/06	3/24/06
Alvarez, Gladys	TCN	4/22/06	5/1/06
Arraya, Lucy	CCN	3/13/06	4/5/06
D'Alessio, Damian	TCN	4/22/06	5/1/06
Blanco, Rafael	TCN	4/30/06	5/13/06
Sanfeliu, Marcelo	TCN	4/30/06	5/7/06
Díaz, Juan	CCN	2/1/06	3/31/06
Arraya, Lucy	CCN	4/18/06	4/28/06
Díaz, Francina	CCN	5/1/06	7/1/06
Valencia, Angel	TCN	5/7/06	5/14/06
Mariot, Mario	CCN	5/2/06	5/26/06
Medrano, Claudio A.	CCN	4/28/06	5/26/06
Garib, Rosalba	CCN	5/2/06	5/28/06
Santos, Natividad	CCN	5/2/06	5/26/06
Rojas, Hugo	TCN	5/20/06	5/28/06
Rufino, Pilar	CCN	5/25/06	5/30/06
Veras, Sara	CCN	5/2/06	5/6/06
Blanco, Rafael	TCN	5/20/06	5/28/06
Solis, Rosa	CCN	5/10/06	5/30/06
Cereceda, Miguel	TCN	6/18/06	7/7/06



Listado de Consultores			
CONSULTOR	USN,CNN,TCN	Fechas de Contratación	
		De	A
Gonzalez, Crisanta	USN	7/2/06	7/8/06
Chavarria, Jorge	TCN	6/28/06	7/23/06
Vecchi, Silvia	TCN	7/9/06	7/28/06
Greco, Silvana	TCN	7/9/06	7/21/06
Hernandez, Leonardo	TCN	7/28/06	8/6/06
Sanchez, Antonio	CCN	5/2/06	5/28/06
Veras, Sara	CCN	7/2/06	7/12/06
Arraya, Lucy	CCN	7/10/06	7/26/06
Conejo, Milena	TCN	8/14/06	9/15/06
Solis, Rosa	CCN	8/5/06	10/31/06
Chavarria, Jorge	TCN	9/1/06	10/15/06
Núñez, Ramón	CCN	9/1/06	12/31/06
Binder, Alberto	TCN	10/22/06	11/1/06
Hernandez, Leonardo	TCN	10/21/06	10/29/06
Conejo, Milena	TCN	10/30/06	11/12/06
Greco, Silvana	TCN	11/10/06	11/27/06
Vecchi, Silvia	TCN	11/10/06	11/27/06
Nuñez, Isabel	TCN	11/10/06	11/27/06
Scandale, Julia	TCN	11/10/06	11/27/06
Arraya, Lucy	CCN	11/10/06	11/30/06
Montalvo, Gustavo	CCN	11/15/06	02/28/07
Solis, Rosa	CCN	04/01/07	09/30/07
Claudia Chez	CCN	06/01/07	08/30/07
Solis, Rosa	CCN	10/01/07	02/28/08
Solis, Rosa	CCN	01/02/07	03/30/2007
Conejo, Milena	TCN	12/07/07	02/28/08
Ramos, Karla	CCN	04/09/07	09/15/07
Peña, Alexis	CCN	04/10/07	07/27/07
Agelan, Esther	CCN	01/30/07	02/28/07
Veras, Sara	CCN	01/30/07	02/28/07
Conejo, Milena	TCN	03/30/07	07/30/07
Montalvo, Gustavo	CCN	04/16/07	09/15/07
Medina, Juan Carlos	CCN	05/15/07	05/30/07
Reynoso, Nidia	CCN	05/15/07	05/30/07
Rosario, Petronila	CCN	05/15/07	05/30/07
Marcell Landron	CCN	05/25/07	09/30/07
Cabrera, Maritza	CCN	06/15/07	07/15/07
Fernandez, Rosa	CCN	07/20/07	08/20/07
Valerio, Miguel	CCN	08/17/07	09/20/07

Observational Trips

Viajes de Observación o Capacitación 2003-2004			
Fechas	Lugar	Tema	No. Participantes
Sep-03	Chile	Conferencia Presidentes de Cortes Constitucionales	2
Sep-03	Costa Rica	Gestión Judicial	3
Oct-03	Brazil	Congreso de Defensores Publicos	3
Oct-03	Kansas City, EEUU	Conferencia de Tecnologia de Cortes	4
Oct-03	Nicaragua	Encuentro de Magistradas sobre Genero	3
Mar-04	Chile	Reforma Procesal Penal	2
Abr-04	Argentina	Formación de Capacitadores para Reformas en Procesal Penal y Desafios a la persecución penal pública	2
Abr-04	Costa Rica	Encuentro de Informaticas encargados en administración de justicia	2
Jun-04	Ecuador	Asemblea General de la OEA	2
Jul-04	Costa Rica	Observación de la ONDP de Costa Rica	8
Jul-04	Costa Rica	Observación de la Corte Constitucional y Encuentro de derecho procesal constitucional	7
Sep-04	Mexico	Coloquio sobre derecho procesal constitucional	3
Sep-04	Puerto Rico	Intercambio educativo con UPR	2
Oct-04	Argentina	Observación del DPC de Buenos Aires	2
Total # Viajes			
:	14	Total # Participantes:	45

Viajes de Observación o Capacitación 2005-2006			
Fechas	Lugar	Tema	No. Participantes
Ene-05	Puerto Rico	Capacitación sobre el Rol del Fiscal en el sistema adversarial	11
Mar-05	Uruguay	Congreso de Defensorias Publicas	3
Abr-05	Costa Rica	Observación de Fiscalia, Sala Constitucional, Ministerio de Justicia	6
Oct-05	Colombia, Peru	Visita de proyectos de justicia y anti-corrupción de USAID en Colombia y Peru	1
Nov-05	Puerto Rico	Observ. Oficinas Atn. Perm.	2
Ene-06	Costa Rica	Pasantia en Instit. Forense	1
Mar-06	Mexico	Encuentro de Transparencia y Apertura Governamental	2
May-06	Puerto Rico	Observación de un Centro de Mediacion	2
Oct-06	Costa Rica		
Nov-06	El Salvador	Seminario Gestion Penal	1
Nov-06	San Francisco, EEUU	Integridad Institucional	6
Total # Viajes : 11			
			Total # Participantes: 35

Viajes de Observación o Capacitación 2007			
Fechas	Lugar	Tema	No. Participantes
May-06	Chile	Seminario Buenas Prácticas en el Nuevo Código de Procedimiento Criminal.	8
Total # Viajes : 1			
			Total # Participantes: 8

Publications of the Project

Judicial Branch:

1. Criminal Court Management Model Manual in 3 volumes.
2. Criminal Court Management Model video.
3. Litigation Clinics video and educational material.



Attorney General's Office:

1. Regulation for the Granting of Aid of the Public Force.
2. Resolution on the intake, custody and analysis of controlled substances in the National Forensic Sciences Institute (INACIF) and in the National Drug Control Office evidence room.
3. Operational Regulation of the Public Ministry's Evidence Control Office.
4. Resolution for the creation of the Public Ministry's Custody and Administration of Seized Goods Unit.
5. Prosecutor's Office Management Model manual in 2 volumes.
6. "Oral Litigation Techniques in the Dominican Criminal Process".
7. Memoirs of the National Public Ministry Training School's director.
8. "Legal Tools against Transnational Organized Criminality".
9. "Money Laundering: A New Model of Investigation".

Others:

1. Alternative Dispute Resolution Video.
2. Access to Justice Magazine.
3. Family Mediation Center statistical framework.
4. Statistical data of the La Vega Management Model.

**Family Mediation Center General Report in Santo Domingo
2006-2007**

Mediations	Quantity (2006)	Quantity (2007)
Number of concluded mediations	106	150
Number of sessions held	209	303
Number of sessions canceled	11	25
Number of mediations in process	9	36
Total agreements	60	63
Partial agreements	11	7
No agreements	26	63
Total	432	647

Number of Beneficiaries by Gender	Quantity (2006)	Quantity (2007)
Male	130	169
Female	133	183
Total	263	352
Number of Minor Beneficiaries		
Male	43	137
Female	41	161
Total	84	298

Cooperative Agreements Signed:

1. Agreement between the Attorney General's Office of the Dominican Republic and the Prosecutor's Office of Costa Rica dated January 19, 2006.

Dominican Republic Strengthened Rule of Law and Enhanced Anti-Corruption Systems

Contract - 517-C-00-03-00116-00

Includes Expenditures through September 30, 2007

Values in US\$

PROJECT LINE ITEM	APPROVED BUDGET TO DATE	TOTAL EXPENSES TO DATE	% IMPLEMENTED TO DATE
COMPONENT A - B (CLIN's 1-2)	9,571,266	8,692,576	91%

