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EL SALVADOR

JUSTICE SECTOR STRENGTHENING PROJECT

QUARTERLY REPORT
(APRIL 1 – JUNE 30, 2013)

July 19, 2013

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JUSTICE SECTOR STRENGTHENING PROJECT

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(April 1 – June 30, 2013)

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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LIST OF ACRONYMS

| | |
|--------|--|
| AGO | Attorney General’s Office |
| AU | Analysis Unit |
| CAUs | <i>Centros de Atención al Usuario</i> |
| CP | Community Policing |
| CPC | Criminal Procedure Code |
| CPM | Community Policing Model |
| CSO | Civil Society Organizations |
| DVIs | Domestic Violence Initiatives |
| GOES | Government of El Salvador |
| IDHUCA | <i>Instituto de Derechos Humanos de la Universidad Centroamericana</i> |
| IEL | Illicit Enrichment Law |
| IJSES | Improving the Justice System in El Salvador |
| IML | <i>Instituto de Medicina Legal</i> |
| IU | Integrity Unit |
| JITs | Joint AGO/NCP Investigative Teams |
| JSSP | Justice Sector Strengthening Project |
| MIP | Joint Manual of Investigative Procedures |
| NCP | National Civil Police |
| NJC | National Judicial Council |
| OAPI | Office of Access to Public Information |
| ODPs | <i>Oficina de Distribución de Procesos</i> |

| | |
|-----------|--|
| PDO | Public Defender’s Office |
| PGR | <i>Procuraduría General de la República</i> |
| PMP | Performance Monitoring Plan |
| RCCs | Rape Crisis Centers |
| RRUs | Rapid Response Units |
| SC | Supreme Court |
| SENDAS | <i>Asociación Déjame Ayudarte/Sendas para la Mujer</i> |
| SIGAP | Sistema de Información y Gestión automatizada del Proceso Penal |
| UNIMUJERs | Specialized Institutional Units for Attention to Women in Situations of Violence |
| USAID | United States Agency for International Development |
| UTE | <i>Unidad Técnica Ejecutiva</i> |

INTRODUCTION

On April 3, 2013, the United States Agency for International Development (USAID) Justice Sector Strengthening Project (JSSP) in El Salvador was formally initiated by Checchi and Company Consulting, Inc. The first few weeks of the project were devoted to securing office space, hiring permanent staff, detailed planning meetings with justice-sector counterparts, and preparation of the JSSP Work Plan and Performance Monitoring Plan (PMP). On May 29, 2013, the Work Plan was formally approved by USAID. A draft of the PMP was also submitted to USAID, and is currently undergoing some revision.

Upon receiving Work Plan approval, the JSSP devoted significant resources to strengthen all counterpart institutions during this first reporting period. This was achieved through active consultation and coordination with all JSSP's institutional counterparts within the Government of El Salvador (GOES) – the Technical Executing Unit (UTE) of the Justice Sector Coordinating Commission, the National Civilian Police (NCP), the Supreme Court (SC), the *Procuraduría General de la República* (PGR), and the Attorney General's Office (AGO), as well as with civil society organizations (CSOs) and other counterparts.

Moreover, JSSP personnel worked very quickly and effectively to advance project activities and to ensure effective progress in the Work Plan components, including the expansion and strengthening of the highly successful Community Policing Model (CPM), the AGO Rapid Response Units (RRUs), and the SC domestic violence initiatives (DVI) and Rape Crisis Centers (RCCs). During this period, the JSSP also provided significant support to the National Judicial Council (NJC) and SC to advance the Judicial Transparency and Citizen Participation components, as well as the other activities under the existing scope of work.

On June 5, 2013, the JSSP “launch event” was held in conjunction with the inauguration of the Sonsonate RRU. The U.S. Ambassador, USAID Mission Director, GOES Attorney General, Minister of Justice and Public Security, PGR, President of the NJC, and Director General of the NCP all participated.

By design, the JSSP built on the successes of the previous Checchi Project, Improving the Justice System in El Salvador (IJSES), through many of its activities this quarter in an effort to sustain critical programs and further enhance institutional capabilities. These activities included: the development of a National Crime Policy and inter-institutional protocols in the justice sector in coordination with the UTE, the completion of a “Leadership and Organization Change” course conducted at the *Escuela Superior de Economía y Negocios* (ESEN)

for 35 AGO prosecutors/administrators, the revising of Public Defender's Office (PDO) case management procedures, the improvement of public access to SC facilities, and the further development and strengthening of the DVIs/RCCs through the direct contracting of CSO partners and the selection of new DVI locations (Chalatenango and AGO headquarters). Also during this reporting period, the NCP approved three locations for the establishment of special units for attention to women/children in situations of violence (UNIMUJERs), specifically: Apopa, Sensuntepeque, and Ilobasco. Five new CPM locations were also designated: Chalchuapa, Ciudad Barrios, Puerto de La Libertad, Jiquilisco, and Olocuilta (with 60 new NCP officers completed CPM training in Chalchuapa).

Finally, JSSP prepared and submitted a Grants Manual to USAID. Final approval is expected soon. Once approved, the JSSP will form and strengthen key partnerships with NGOs and CSOs through the administration of small grants. As in the past, these partnerships will be critical to the successful implementation of the JSSP Work Plan.

1.0 COMPONENT 1: CRIMINAL JUSTICE REFORM

1.1 SUB-COMPONENT 1.1: ELEVATING THE PROFESSIONAL STANDARDS OF JUSTICE SECTOR OPERATORS

Sector-wide Planning to Achieve a Common Vision Regarding Criminal Justice

The JSSP initiated technical assistance to the UTE in the development of a National Crime Policy which will represent the entire justice sector. The JSSP has developed the specific methodology to be used was completed and an expert consultant is being contracted. The consultant will begin in July 2013. Similarly, JSSP personnel initiated planning and coordination activities with the UTE to assist in the development of a new strategic plan.

JSSP personnel successfully coordinated the reactivation of the UTE Coordinating Committee and the various Sub-Committees (*Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad, Subcomité de Mecanismos de Transparencia y Control Interno, Subcomité de Datos y Análisis Estadístico, Subcomité de Formadores del Sector, and Subcomité de Comunicadores*) responsible for the development of inter-institutional protocols and support to the Partnership for Growth initiative. Specifically, the JSSP is assisting these sub-committees in the development of the following protocols: 1. *Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad*, the development of coordination protocols for the collection/processing of forensic evidence and coordination of investigative criteria; 2. *Subcomité de Datos y Análisis Estadístico*, the development of inter-institutional information-sharing protocols within the justice sector; and, 3. *Subcomité de Comunicadores*, the development of the access to justice best-practices protocol.

In coordination with the UTE Statistics Unit, JSSP personnel began gathering information for the nine indicators of the Criminal Procedure Code (CPC) evaluation (after one year of implementation). Effective June 1, 2013, the JSSP also hired a computer/statistics specialist to work jointly with the UTE and the Project. This specialist serves as the Chief of the Statistics Unit. By agreement, the UTE will be responsible for filling this position in May 2014.

During this period, JSSP personnel also coordinated with the AGO and NCP to print 1,500 additional copies of the Investigative Procedures Manual (MIP), as well as 1,000 additional copies of the *Tratado de Derecho Probatorio* (prepared during the IJSES). These manuals will be utilized extensively in the training and implementation phases scheduled to begin fiscal year (FY) 2014. Distribution of the manuals will begin in the next reporting period.

Strengthening of Training Schools

As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, five key training courses will be provided to prosecutors between July - October 2013: *Teoría del Caso, Régimen Legal de las Pruebas, Recursos (apelaciones), Interrogatorios Técnicos y Contra Interrogatorios*, and *Alegatos de Apertura y Cierre*. In addition, coordination efforts and technical assistance are underway to establish a regional AGO Training School in San Miguel, scheduled to open in September 2013.

Initial planning is also underway with the *Procuradora de la República, Procurador Adjunto*, and other key PGR officials. During this period, JSSP personnel provided assistance in designing/updating the PDO basic curricula. Implementation of the curricula will begin in September 2013. The JSSP also contracted a specialist to develop/impart train-the-trainer instructional modules for the various institutions. This work will begin in earnest in August 2013. In addition, JSSP personnel conducted several work sessions with representatives from the various justice sector training schools to establish joint training/evaluation criteria and to facilitate joint instruction for train-the-trainer candidates.

Leadership and Change Management Programs

As directed by the new NCP Director General (who entered office in June 2013), police commanders will attend the same Leadership and Community Policing Course together with NCP middle managers. This will encourage the proper *esprit de corps* and effective team building that currently is lacking between the different management levels. JSSP personnel will work with ESEN instructors during the next quarter to ensure that the course content is suitable for both levels. In discussions with the Director General (DG) and the ESEN, the first NCP course is scheduled for December



2013/January 2014 for 35 to 40 participants. JSSP personnel are currently screening candidates and gathering pertinent information for the U.S. Embassy. The JSSP offered the first of two ESEN Leadership and Organizational Change courses for the AGO in June 2013. A total of 35 prosecutors and AGO administrators participated. The course was an enormous success - so much so that the AG requested in writing that the course be offered to 200 additional AGO personnel (for which no funding is currently available). The second and final Leadership and Organizational Change course for the AGO (given current funding levels) is scheduled for December 2013/January 2014.

The ESEN Leadership and Organizational Change course for SC officials is scheduled for August 2013. In coordination with the SC, the course participants have been selected and scheduled to attend. The ESEN Leadership and Organizational Change course for UTE officials is scheduled for August (to be shared with SC participants). The UTE participants have also been selected.

Improving Criminal Investigations, Including Use of Scientific Evidence

During the reporting period, JSSP personnel completed the Intensive Case Theory Methodology course design, including three instructional modules: 1. Case Theory; 2. MIP; and, 3. Investigative Techniques for Homicide, Femicide, and Trafficking in Person Investigations. Course instruction will begin during the next reporting period for AGO, NCP, and *Instituto de Medicina Legal* (IML) representatives.

JSSP personnel obtained approval from the AG and NCP DG to establish Joint Investigative Teams (JITs) in the 14 departments. The basic organization and functions of the units were also defined. Per discussions with the AGO/NCP, the first JITs are proposed for: Apopa, Santa Ana, and Sonsonate. The initial training is scheduled to begin in September 2013. Specific measurement/evaluation studies will be coordinated through the JITs to measure the arrest-to-conviction ratio in the targeted jurisdictions in accordance with the implementation schedule.

The JSSP completed initial discussions with the AG and the Chief of the AGO Analysis Unit (AU) regarding strengthening opportunities for the unit. Since the AU's work is linked to the AGO's case management system, the *Sistema de Información y Gestión Automatizada del Proceso Penal* (SIGAP), the AG requested time to update the system prior to fully engaging the AU. Therefore, specific technical assistance will be formulated at that time.

1.2 SUB-COMPONENT 1.2: IMPROVING CURRENT CRIMINAL JUSTICE PROCEDURES AND PRACTICES

Attorney General's Office (AGO)

During the period, JSSP personnel completed an assessment of the RRU initiative to identify key contributions and areas for improvement. Two key contributions were identified: 1. the RRUs were responsible for 68% of the total AGO workload, and 2. the RRUs were in full compliance with CPC time requirements for processing/preparing summary judgments. A key improvement identified was the need to incorporate SIGAP training in RRU induction instruction, as well as ensuring that prosecutors more fully comply with SIGAP protocols. The evaluation of RRU impact in the work of the PGR and Justices of the Peace courts is ongoing.



In June 2013, JSSP personnel assisted with the implementation of a new RRU in Sonsonate. This event also served as the inauguration event for the JSSP, garnering much media attention, the participation of the U.S. Ambassador, and the participation of many justice sector officials, including the AG, the Minister of Justice & Public Security, the Director of the CNJ, the NCP DG, and the PGR. The JSSP spent approximately \$18,000 to establish the unit. The establishment of two new RRUs (Chalatenango and Usulután) is projected for the next reporting period.

JSSP personnel provided significant technical assistance to the Chief of the SIGAP program during the period, to include the preparation of a new SIGAP module to strengthen its capabilities and user-friendliness. Once completed, instruction in the new module/capabilities will be incorporated into the previously mentioned AGO training courses. The system is projected to be up-to-date with all 2013 information by August 2013. Once this is



accomplished, the JSSP will assist in expanding the system to all AGO specialized units.

National Civilian Police (NCP)

JSSP personnel participated in several coordination meetings with key NCP officials, including two Directors General (DG Salinas was replaced at the end of May 2013 and DG Rigoberto Pleites Sandoval assumed office), the Sub-Director of Public Security, the Sub-Director of Administration and Finances, the Chief of the Technical Council, the Chief of the Planning Unit, and the Chief of the Community Policing (CP) Unit. Relevant documents and proposals were reviewed/revived from the previous project (IJSES). Significant assistance is already underway for the CP Unit and the Technical Council. DG Pleites requested that technical assistance focus on the Administration-Finances and Investigations Sub-directorates during his expected term.

Through the extension of the CP program, JSSP personnel are already assisting with the establishment of effective linkages between the analytical capabilities and CP functions at the delegation and sub-delegation levels. Additional linkages will be established through the JIT and UNIMUJER initiatives. The JSSP is actively promoting the sustainability of the CP model in planning sessions and coordination activities throughout the institution. The new DG recently endorsed the model, as well as its inclusion in JSSP-sponsored leadership training. Cross-training activities will begin during the next reporting period.

As mentioned previously, the new DG designated the Administration and Finance Sub-Directorate (SAF) an area of specific interest and priority. To this end, JSSP personnel provided the DG and the SAF Sub-Director with several pertinent documents and proposals that were prepared (but not yet implemented) during the IJSES (i.e., "Proposed Changes to the Police Career Law", "Reorganization of the Personnel Unit/Human Resources Division", and the "Institutional Assessment"). Detailed assistance will begin in this area in August 2013. JSSP personnel will provide technical assistance to the Personnel Unit as a subset of the SAF. Relevant documents and proposals pertaining to the Unit (from the IJSES) are now under consideration.

JSSP personnel also provided technical assistance to institutionally strengthen the Professional Development Unit and Promotions Board. Relevant proposals pertaining to the Professional Development Unit and Promotions Board (from the IJSES) are also under consideration by the NCP. Some JSSP proposals have already been adopted by the two units (and NCP in general), such as the offering of promotion courses from *Inspector Jefe - Subcomisionado* (the first 3-month course was completed in June 2013, with 35 graduates, with a second course scheduled for July - October 2013), and *Sargento - Subinspector* (the first course set to graduate in August 2013).

Specialized assistance with training plans and other reform activities for the Investigation Sub-Directorate (SIN) will be addressed in 2014, in accordance with the DG's stated priorities.

Public Defender's Office (PDO)

JSSP personnel met with the PGR, Deputy PGR, and Chief of the PDO to coordinate technical assistance with the PDO. By decision of the PGR, the Deputy PGR was tasked with supervising the improvement of case management practices. In an effort to better identify case management needs in the PDO (and ensure participant "buy in"), three *Revisión y Adecuación del*



PDO personnel in work sessions to review and modify case management processes.

Proceso Penal courses were sponsored by the JSSP, for a total of 90 PDO participants. As a result of the courses, several significant case management and process deficiencies were identified, as well as a renewed commitment to pursue appropriate solutions. Both the Deputy PGR and the PDO Chief expressed their commitment to ensuring that these solutions be implemented. Eight additional courses will be completed during the next period to fully gauge the needs of the institution. An appropriate validation process will also take place during the next three months.

Judicial Branch

Improving Attention to Victims of Sexual, Gender-Based and Domestic Violence

During the period, JSSP personnel provided extensive technical assistance to existing DVIs with the support of various NGOs, including *Fundación la Niñez Primera* (FUNIPRI), *Organización Mujeres Salvadoreñas por la Paz* (ORMUSA), *Asociación de Mujeres Salvadoreñas* (AMS), and *Sendas para la Mujer* (SENDAS). The DVIs in Soyapango, Ciudad Delgado, and San Salvador received 375 cases with victims of violence. Of these, 360 were victims of domestic violence, 1 of child abuse, and 14 of sexual abuse (341 were women and 34 were men, with 3 minors included). In addition, 67 other cases were received where integrated services were provided but no formal complaint was filed. In the Soyapango, Ciudad Delgado, and San Salvador *Ludotecas* (play therapy centers) 1,379 children received professional attention (411 participated in play therapy, while 968 received nursery care in conjunction with their

parents/relatives' visit to the DVI). In the *Ludoteca* "Lepina" 576 children received professional attention (171 play therapies, 183 crisis interventions, 3 reunited with family, 23 Camara Gessell accompaniments, 25 referrals to other institutions, and 171 received nursery care during their parents/guardians' visit). As an additional strengthening activity in June 2013, JSSP personnel conducted a "Civil and Psycho-Social Reparation for Victims of Sexual Violence" workshop for 35 participants from the DVIs, RCCs, SC, AGO, IML, NGOs and the health sector.

The JSSP conducted several planning/coordination meetings with SC officials regarding the establishment of a new DVI in Chalatenango, including a site visit to locate suitable space. Pending the SC securing the location, the new DVI should be established in the next quarter. In addition, JSSP personnel coordinated with AGO officials on the creation of a DVI and play therapy center at the AGO headquarters in San Salvador. A remodeling plan for the facility was approved by the AGO General Manager. The Deputy AG has taken a keen interest in this matter and has assigned it priority status. The facility should also be completed/inaugurated in the next period. JSSP personnel also coordinated with the PGR on the selection of a suitable space to establish a play therapy center in one of its regional facilities.

The JSSP also provided direct technical assistance to the San Salvador and Santa Tecla RCCs during the reporting period. This assistance was coordinated through SENDAS. A total of 153 new sexual abuse cases were received, of which 142 were female victims and 11 were males (with 119 minors). JSSP personnel held two coordination meetings with the IML Director in an effort to establish a new RCC at an IML facility outside of the San Salvador metropolitan area. The proposal requires the approval of the IML Directing Council. It will be presented during the next scheduled meeting. Pending approval, the new location will be selected during the next quarter.



Workshop with IML, AGO, FOSALUD, MINSAL and SC representatives.

The JSSP met with *Fondo Solidario para la Salud* (FOSALUD) officials to propose the creation/implementation of a case management system in the DVIs/RCCs, which would also interface with FOSALUD capabilities. Design and approval discussions will continue in the next reporting period.

JSSP personnel participated in several planning sessions with SC officials to assure the sustainability of the DVIs and RCCs. To facilitate this process, the project provided a list of

current personnel employed/assisting at the centers, together with the appropriate job descriptions and employee profiles, to the SC Legal Manager for inclusion in the 2014 SC budget. JSSP personnel also engaged in discussions with SC and university officials to develop a letter of agreement to allow university students to provide psychological and social work care in the DVIs and RCCs. Significant follow-up will be provided to this matter during the next reporting period.

As part of a sustainability plan, JSSP personnel met with the FOSALUD Director and Health Ministry (MINSAL) officials to develop the instructional module for the certification/training of medical doctors in treating victims of sexual abuse. Several additional work sessions were conducted with IML, AGO, FOSALUD, MINSAL, and SC officials to complete the module design. The JSSP also sponsored a workshop for 25 IML, AGO, FOSALUD, MINSAL, and SC representatives to validate the design and prepare the instructional calendar. In addition, the JSSP coordinated with United Nations Population Fund (UNFPA) representatives to work jointly in the training/certification of medical doctors as "permanent experts" of the SC. JSSP and UNFPA personnel will jointly pursue Ministry of Education support and approval for the certification process. The certification process will begin during the next reporting period.

Increasing the Use of Mediation and Alternative Sentencing Options

JSSP personnel conducted coordination meetings with Mediation Office (ORAC) officials with the Isidro Menendez, Ciudad Delgado, and Minors Courts to verify their needs/priorities and to plan future training activities. Terms of Reference were prepared for an expert consultant to oversee these efforts. This JSSP consultancy will begin in July 2013.

JSSP personnel also met with ORAC Minors Court officials to promote the referral of cases by judges for restorative justice consideration and resolution. More promotional work will be required as the referral process is still under-utilized.

Improved Criminal Court Administration

During this period, JSSP personnel focused on identifying the immediate needs at the Isidro Menendez Judicial Center through the completion of a brief assessment. The assessment process included several coordination meetings with the SC Legal Management and Systems Administration offices to select priorities and plan future activities. This completed assessment, entitled "*Documento de Fortalecimiento del Centro Judicial Isidro Menéndez*", designated four priority activities: 1. facility improvements to enhance accessibility for those with special needs, 2. improved signage, 3. the training of *Centro de Atención de Usuarios* (CAU) operators, and, 4. the need to establish a new *Oficina de Distribución de Procesos* (ODP) for the 15 Justice of the Peace Courts (JP). The JSSP will assist in addressing these priorities in the next reporting period.

JSSP and SC officials visited the Santa Ana ODP (created during the IJSES) for quality control purposes and to determine if any improvements could be made for the new application at the Isidro Menendez Judicial Center. Additional meetings were held with SC officials to coordinate the required migration of data from the JP Courts to the ODP, and the necessary training in case management and attention to user topics.

JSSP personnel also conducted planning/coordination meetings with the Chief of the SC Systems Administration Office as well as Quality Control Unit officials to improve the quality of user services (including for those with disabilities). The development of an institutional protocol will begin in the next reporting period.

Strengthening the *Instituto de Medicina Legal (IML)*

As mentioned previously, JSSP personnel held two coordination meetings with the IML Director in an effort to establish a new RCC at an IML facility outside of the San Salvador metropolitan area. The proposal requires the approval of the IML Directing Council. The new location should be selected during the next quarter.

In coordination with the IML Director, the appropriate IML operators were selected for participation in the JSSP-sponsored inter-institutional training courses that focus on the proper treatment of victims of sexual abuse and the collection of forensic evidence. These courses are already underway.

1.3 SUB-COMPONENT 1.3: COMMUNITY POLICING



The expansion of the CPM into additional communities is underway. DG Salinas (the previous NCP DG) formally approved the detailing of the three experienced CPM *Inspectores Jefes* (previously detailed in the IJSES Project). The detail is currently scheduled for three years. DG Pleites, the new DG, has ratified the detail. The first five communities selected for expansion were: Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. To date, U.S. Embassy approval has been secured to work in Ciudad Barrios, Puerto de La Libertad, and Chalchuapa. Accordingly, during the reporting period, 60 NCP officers

completed the CP basic training course in Chalchuapa. Gender-sensitivity and the “treatment of women victims of violence” training have now been incorporated into the basic CP course. Basic CP training will begin in Ciudad Barrios and Puerto de La Libertad during the next period. Embassy approval for Jiquilisco and Olocuilta is pending. Possible synergies with other United States Government (USG) activities were explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials. INL is also working in Usulután (Jiquilisco) and Santa Ana (Chalchuapa).

Both the NCP DG and Chief of the Technical Council have requested JSSP assistance in publishing additional CPM manuals. The JSSP is awaiting a written request with the specific number required. This activity should be completed in the next period.

Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, and Ciudad Barrios; a required first step in the formulation of the JSSP-sponsored Community Policing Security Enforcement Action Plans in each community. A total of 25 leaders received JSSP training and mentoring during the period in these new communities. In addition, JSSP personnel continued to provide training/mentoring follow up (for 352 community leaders) in the established CPM communities from the IJSES Project, specifically: Nahuizalco, Quezaltepeque, Panchimalco, Ciudad Delgado, San Marcos, Atiquizaya, Mejicanos, Sensuntepeque, San Vicente, Chalatenango, San Francisco Gotera, and Cojutepeque. JSSP personnel also met with crime prevention and education specialists from other USAID projects to foster collaborative efforts and to better meet the needs of each community.

Community outreach and specific training activities in the new CPM locations will arise from the aforementioned planning sessions. In the established CPM communities, outreach and specific training activities have continued unabated with JSSP support. During the reporting period, a total of 2,670 students and community members participated in JSSP-supported outreach/training activities, including cultural events, crime prevention forums, sports tournaments, street festivals, vocational fairs, school lectures, intra-family violence training, sexual health training, gender sensitivity discussions, and the inauguration of a CP center for the NCP (donated by the community).



Using the successful Panchimalco vocational-training model initiated in the IJSES Project, JSSP personnel began the strategic planning process in Puerto de la Libertad, Ciudad Barrios,

Chalchuapa and Jiquilisco. This process will focus on crime prevention planning, especially through the application of vocational training and other innovative support activities directed at the area schools. The participation of CP officers in these initiatives will be critical to the program's success.

The development of relevant community action plans and crime prevention initiatives is part of the ongoing CSEAP process in each new CPM community. An example of an innovative crime prevention activity and effective community/NCP collaboration was the community donation and equipping of a private facility to the NCP to be used as a CP center in San Vicente. As a CSEAP initiative, the community provided the facility and the NCP committed to staffing the center with CP trained agents to enhance police presence in the area and to ensure greater contact with the community.



Crime Prevention Committee in Quezaltepeque.

JSSP personnel continue to provide CPM follow up and evaluation activities in the established CPM locations in an effort to ensure program sustainability and the identification of best practices to be applied in the new CPM communities. During this reporting period, a total of 152 NCP officers received follow-up training and one evaluation forum was conducted. The JSSP also conducted 31 evaluation and follow-up work sessions with delegation/sub-delegation officials in the established CPM areas. Additionally, 14 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations to facilitate successful implementation and quality control.

In an effort to properly evaluate the impact of the CPM initiative, the JSSP subcontracted *Analitika* to perform the relevant baseline and follow-up surveys. Several public perception surveys are in process with results expected in the next reporting period. In addition, relevant crime statistics will be provided on an annual basis by the NCP.

JSSP personnel also met with the NCP Public Security Sub-director to coordinate the establishment of new DVIs and UNIMUJERs in CPM locations. The next DVI is scheduled for Chalatenango (a CPM location). JSSP personnel also coordinated with DVI-Ciudad Delgado and NCP personnel on the proposed training of CP officers/agents in victim assistance and gender sensitivity topics. The JSSP will sponsor this training with the assistance of the *Instituto Salvadoreño para el Desarrollo de la Mujer* (ISDEMU) and other CSOs.

JSSP personnel coordinated with key NCP, United Nations (ONUMUJER), and NGO officials in the selection of the first UNIMUJER location, as well as the scope of the facility. The NCP developed a basic profile/model for the establishment of a UNIMUJER facility. By mutual agreement, the first facility will be established in Apopa. The planning process is well underway, with both the facility and staff training expected to be complete during the next reporting period. Preliminary approval was also secured for the next two UNIMUJERs (Sensuntepeque and Ilobasco), which may also come on line in the next reporting period.

2.0 COMPONENT 2: JUDICIAL TRANSPARENCY

2.1 SUB-COMPONENT 2.1: STRENGTHENING THE ILLICIT ENRICHMENT LAW (IEL) AND THE INVESTIGATION OF CORRUPTION

During this period, JSSP personnel secured SC approval to conduct an assessment of the Integrity Unit (IU). All the necessary documents to be reviewed were prepared for the JSSP consultant, who will commence his review/assessment activities in July 2013. IU officials will assist in these efforts. The assessment will be completed during the next reporting period. Appropriate training/planning and technical assistance will commence upon completion of the aforementioned assessment.

The JSSP will also conduct an assessment of Illegal Enrichment Law (IEL) reform efforts during the next period. All relevant information has been prepared and set aside for the JSSP consultant. In addition, preliminary planning is underway for an IEL reform forum in coordination with SC officials and CSOs. The JSSP will sponsor at least two workshops to propose/consider appropriate IEL reform proposals. These activities are scheduled to commence in the next reporting period.

Prior to the updating of SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) procedures, JSSP personnel have proposed a brief assessment of the both units. SC officials have concurred. The JSSP-sponsored assessment will commence in July 2013. All relevant information has been gathered to facilitate the assessment process. SC officials will actively participate in the assessment. This assessment should also be completed during the next reporting period.

2.2 SUB-COMPONENT 2.2: STRENGTHENING OF THE NATIONAL JUDICIAL COUNCIL'S JUDICIAL EVALUATION AND SELECTION SYSTEMS

The JSSP and NJC have completed the assessment design and methodology to validate the need for reform in the judicial evaluation and selection systems. The assessment will commence in August 2013 with the assistance of a JSSP consultant. Initial planning has also commenced to review and propose changes to the NJC Manual of Judicial Evaluation and to establish new parameters and evaluation criteria, such as quality of legal reasoning, rate of judgments appealed, and results on appeal.

In June 2013, in coordination with the NJC, JSSP personnel developed/initiated the proposed evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation. This evaluation includes a review of the following: historical information concerning the relative effectiveness of various programs used to train candidates to serve as judges and magistrates; the quality of candidate recommendations made by the NJC drawing from the training courses (based on merit); and the official response of the judiciary in accepting and/or selecting from these candidate recommendations.

2.3 SUB-COMPONENT 2.3: STRENGTHENING THE CAPACITY, EFFICIENCY AND ACCOUNTABILITY OF THE COURTS

After much negotiation, JSSP personnel secured SC approval for many key SC administrative personnel to attend the JSSP-sponsored Leadership and Organizational Change course to be offered by the ESEN in August 2013. The course is expected to serve as a springboard for organizational change in search of enhanced administrative efficiencies in the SC.

Initial planning with SC officials also commenced to assist the Office of Access to Public Information (OAPI) to define and implement an institutional Transparency Policy, which includes detailed criteria and procedures for classifying and releasing information to the public. A brief, JSSP-sponsored assessment of the OAPI is anticipated in early FY 2014.

3. COMPONENT 3: CITIZEN PARTICIPATION, HOST COUNTRY OWNERSHIP AND WINDOWS OF OPPORTUNITY

3.1 SUB-COMPONENT 3A: CITIZEN PARTICIPATION

The JSSP submitted a draft of the Grants Manual to USAID during this reporting period. Some minor changes were recommended. Final approval is expected shortly.

In coordination with institutional counterparts and CSO representatives, the development of a multi-faceted Citizen Participation/Oversight Strategy incorporating the institutional strengthening, access to justice and judicial transparency-related themes of the JSSP (Access to Information Law, IEL, and judicial performance reviews) is in progress.

JSSP personnel also initiated the organization process for a new Judicial Observatory which is designed to have multiple partners and participating institutions. An initial planning/coordinating meeting was held with *Universidad Alberto Masferrer* officials to gauge their interest, wherein significant interest was expressed. A follow-up meeting is scheduled in July 2013.

The JSSP also began initial planning/coordination with CSOs and institutional counterparts to foster two-way communications and develop trust between JSSP counterparts and CSOs. As

cited previously, some joint training activities have already commenced to facilitate this process.

In an effort to support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency, some JSSP mobilization efforts in the area of public education have already commenced. For example, in coordination with the CPM, JSSP-sponsored vocational training in Panchimalco schools are ongoing, with similar programs under development in Puerto de La Libertad, Ciudad Barrios, Chalchuapa, and Jiquilisco. These programs foster increased coordination with the NCP and, therefore, enhanced transparency on a local level.

3.2 SUB-COMPONENT 3B: HOST COUNTRY OWNERSHIP

During this period, JSSP personnel engaged key institutional counterparts (SC, NCP, AGO, PDO, and UTE) and several CSOs in sustainability discussions. To date, both the AGO and NCP have demonstrated a marked commitment to improving sustainability, as reflected by institutional investments in the RRUs, UNIMUJERs, and DVIs/*Ludotecas* to be established in AGO and NCP facilities. These efforts, if maintained in the long-term, provide hope regarding the feasibility of direct USAID/El Salvador-GOES engagement in future projects.

3.3 SUB-COMPONENT 3C: WINDOWS OF OPPORTUNITY

Initial discussions are underway with institutional counterparts and CSOs.

JSSP WORK PLAN

LIFE OF ACTIVITY WORK PLAN (MARCH 4 - JUNE 30, 2013)
 USAID - CHECCHI AND COMPANY CONSULTING, INC.
 PROJECT: JUSTICE SECTOR STRENGTHENING PROJECT

| Component/Sub-components/Tasks/Subtask/Activity | FISCAL YEAR 2013 | | | | | FISCAL YEAR 2014 | | | | FY15 | FY16 | FY17 | % COMPLETED | COMMENTS | |
|---|------------------|-----|-----|-----|-----|------------------|-------|-------|-------|------|------|------|-------------|----------|---|
| | May | Jun | Jul | Aug | Sep | QTR 1 | QTR 2 | QTR 3 | QTR 4 | | | | | | |
| COMPONENT I: CRIMINAL JUSTICE REFORM | | | | | | | | | | | | | | | |
| SUB-COMPONENT 1.1: Elevating the professionals standards of justice sector operators. | | | | | | | | | | | | | | | |
| Improving coordination measures and capacities of justice sector operators to implement the Criminal Procedure Code (CPC) (1.1A). | | | | | | | | | | | | | | | |
| Sector-wide planning to achieve a common vision regarding criminal justice: | | | | | | | | | | | | | | | |
| 1.1.01 Provide technical assistance in developing a National Crime Policy (NCP) to include: crime prevention, combatting crime, and criminal penalties. | | | | | | | | | | | | | | 5% | Relevant planning and coordination with UTE officials is underway. The NCP development methodology has been completed and an expert consultant identified. Technical assistance will begin in earnest in July 2013. |
| 1.1.1.01 Provide technical assistance in the dissemination and implementation of the new policy. | | | | | | | | | | | | | | 0% | |
| 1.1.02 Provide technical assistance to the <i>Unidad Técnica Ejecutiva</i> (UTE) and the Justice Sector Coordinating Commission (JSCC) to develop and implement the Second Strategic Plan. | | | | | | | | | | | | | | 15% | The initial planning and coordination with the UTE has been completed to develop the second strategic plan. The JSSP consultant has initiated development of the methodology. |
| 1.1.03 Assist in the development of inter-institutional protocols for victim rights. | | | | | | | | | | | | | | 0% | |
| 1.1.3.01 Assist in implementing victim rights protocols in the corresponding institutions. | | | | | | | | | | | | | | 0% | |
| 1.1.04 Assist in developing universal, inter-institutional protocols for witness protection. | | | | | | | | | | | | | | 0% | |
| 1.1.4.01 Assist in implementing witness protection protocols in the corresponding institutions. | | | | | | | | | | | | | | 0% | |
| 1.1.05 Assist in developing inter-institutional protocols for joint criminal investigations. | | | | | | | | | | | | | | 20% | JSSP personnel successfully coordinated the reactivation of the UTE Coordinating Committee and the various Sub-Committees (<i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad, Subcomité de Mecanismos de Transparencia y Control Interno, Subcomité de Datos y Análisis Estadístico, Subcomité de Formadores del Sector, and Subcomité de Comunicadores</i>) responsible for the development of the inter-institutional protocols and direct support to the Partnership for Growth initiative. The JSSP will continue to coordinate the development efforts. |
| 1.1.5.01 Assist in implementing the joint criminal investigation protocols. | | | | | | | | | | | | | | 0% | |
| 1.1.06 Assist in developing coordination protocols for collecting and processing forensic evidence. | | | | | | | | | | | | | | 20% | As detailed previously, the UTE Coordinating Committee and the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> were successfully reactivated during the reporting period. Both are charged with the development of the coordination protocols for the collection/processing of forensic evidence. The JSSP will continue to coordinate the development efforts. |
| 1.1.6.01 Assist in the implementation of the forensic evidence protocols. | | | | | | | | | | | | | | 0% | |
| 1.1.07 Strengthen the UTE Statistical Unit by contracting a technical specialist until March 2014. | | | | | | | | | | | | | | 50% | Effective June 1, 2013, the JSSP hired a computer/statistics specialist to work with the UTE and the Project. By agreement, the UTE will be responsible for filling this position in May 2014. AT the UTE, the specialist serves as the Chief of the Statistics Unit. |
| 1.1.08 Provide technical assistance to the UTE Statistical Unit in completing CPC Evaluation for 1st year of implementation. | | | | | | | | | | | | | | 20% | In coordination with the UTE Statistics Unit, JSSP personnel have initiated the gathering of information for the nine indicators of the CPC evaluation (after one year of implementation). |
| 1.1.8.01 Assist in developing inter-institutional protocols for sharing information within the justice sector. | | | | | | | | | | | | | | 20% | JSSP personnel reactivated the UTE <i>Subcomité de Datos y Análisis Estadístico</i> which is responsible for developing inter-institutional information-sharing protocols within the justice sector. The JSSP will continue to coordinate the development efforts. |
| 1.1.09 Conduct workshops and seminars to improve the use of IT in justice sector institutions. | | | | | | | | | | | | | | 0% | |
| 1.1.10 Conduct a feasibility assessment regarding the use of Court electronic notifications. | | | | | | | | | | | | | | 0% | |
| 1.1.10.01 If deemed feasible, assist in implementing an electronic notification pilot program in Santa Ana during the base period. | | | | | | | | | | | | | | 0% | |
| 1.1.10.02 As appropriate, assist in implementing a second electronic notification pilot in Isidro Menendez during option period. | | | | | | | | | | | | | | 0% | |
| 1.1.11 Assist with evaluation of institutional capabilities to allow virtual declarations in both summary and ordinary proceedings to reduce hearing and trial suspensions due to prisoner transfers. | | | | | | | | | | | | | | 0% | |
| 1.1.12 Assist in the formal evaluation of CPC impact after 5 years of implementation. | | | | | | | | | | | | | | 0% | |
| 1.1.13 Provide technical assistance in the further dissemination and implementation of the National Civil Police (NCP)/Attorney General's Office (AGO) Investigative Procedures Manual (MIP). | | | | | | | | | | | | | | 5% | JSSP personnel are coordinating with the AGO and NCP the printing/distribution of 1500 additional copies of the MIP, as well as 1000 additional copies of the <i>Tratado de Derecho Probatorio</i> (prepared during the Improving the Justice Sector in El Salvador Project (IJSES)). These manuals will be utilized extensively in the training and implementation phases scheduled to begin FY 2014. |
| 1.1.14 Provide technical assistance to strengthen the UTE's Communications Office by developing an access to justice best-practices protocol. | | | | | | | | | | | | | | 20% | JSSP personnel reactivated the UTE <i>Subcomité de Comunicadores</i> , which is responsible for developing the access to justice best-practices protocol. The JSSP will continue to coordinate the development efforts of the protocol. |
| 1.1.14.01 Assist in the implementation of the access to justice communications protocol. | | | | | | | | | | | | | | 0% | |
| 1.1.15 Assist in the selection and training of institutional spokespersons for the sector. | | | | | | | | | | | | | | 0% | |
| Strengthening of Training Schools | | | | | | | | | | | | | | | |
| 1.1.16 Provide technical assistance to strengthen the AGO Training School and promote the sustainability of training programs. | | | | | | | | | | | | | | 10% | As part of the JSSP strengthening efforts and technical assistance to the AGO Training School, five key training courses will be provided to prosecutors between July - October 2013: <i>Teoría del Caso, Régimen Legal de las Pruebas, Recursos (apelaciones), Interrogatorios Técnicos y Contra Interrogatorios, Alegatos de Apertura y Cierre</i> . In addition, coordination efforts and technical assistance are underway to establish a regional AGO Training School in San Miguel, scheduled to open in September 2013. |
| 1.1.16.01 Assist in establishing and equipping a regional AGO training center in Santa Ana. | | | | | | | | | | | | | | 5% | Initial planning is underway with the AG and Director of the AGO Training School. |
| 1.1.16.02 Assist in establishing and equipping a regional AGO training center in San Miguel. | | | | | | | | | | | | | | 5% | Initial planning is underway with the AG and Director of the AGO Training School. See 1.1.16. |
| 1.1.17 Provide technical assistance to strengthen the <i>Procuraduría General de la República</i> (PGR) Training School and promote the sustainability of training programs. | | | | | | | | | | | | | | 5% | Initial planning is underway with the <i>Procuradora de la República, Procurador Adjunto</i> , and other key PGR officials. |
| 1.1.18 Assist in designing and implementing the basic studies curricula for public defenders and mediators, including training-impact evaluation methodologies. | | | | | | | | | | | | | | 5% | In accordance with PGR officials, the design and implementation of the basic curricula will begin in September 2013. |
| 1.1.19 Assist in developing training modules for inter-institutional justice sector train-the-trainer instructors utilizing the basic curricula. | | | | | | | | | | | | | | 20% | The JSSP has contracted the specialist responsible for the development/imparting of the various train-the-trainer instructional modules. This work will begin in earnest in August 2013. In addition, several work sessions have been conducted with representatives from the various justice sector training schools to establish joint training/evaluation criteria and to facilitate joint instruction for train-the-trainer candidates whenever feasible. |
| 1.1.20 Carry out training replicas by trained instructors as part of the inter-institutional training program (evidentiary issues, orality, litigating civil responsibility). | | | | | | | | | | | | | | 0% | |

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| | May | Jun | Jul | Aug | Sep | QTR 1 | QTR 2 | QTR 3 | QTR 4 | | | | | |
| Leadership and Change Management Programs | | | | | | | | | | | | | | |
| 1.1.21 Provide technical assistance to the NCP in designing a Leadership and Community Policing certificate course for police commanders. | | | | | | | | | | | | | 50% | As directed by the new NCP Director General (who entered office in June 2013), police commanders will attend the same Leadership and Community Policing Course together with NCP middle managers. This will encourage the proper <i>esprit de corps</i> and effective team building that is lacking between the different management levels at present. JSSP personnel will work with ESEN instructors during the next period to ensure that the course content is suitable for both levels. |
| 1.1.21.01 Assist in the implementation of the police-commander certificate courses (2 are anticipated). | | | | | | | | | | | | | 5% | In discussions with the Director General (DG) and the ESEN, the first NCP course is scheduled for December 2013/January 2014 (35-40 participants). The gathering of pertinent information for U.S. Embassy screening of candidates is underway. |
| 1.1.22 In conjunction with the <i>Escuela Superior de Economía y Negocios</i> (ESEN), provide 5 "Leadership/Organizational Change and Community Policing" courses to mid-level NCP officials, 4 in the base period, and 1 in the first option year. | | | | | | | | | | | | | 5% | See above. |
| 1.1.23 In conjunction with the ESEN, provide 2 Leadership and Organizational Change courses to key AGO officials. | | | | | | | | | | | | | 50% | The first of two ESEN Leadership and Organizational Change courses to be offered to the AGO was completed in June 2013. (Annex 1). A total of 35 prosecutors and AGO administrators participated. The course was an enormous success - so much so that the AG requested in writing that the course be offered to 200 additional AGO personnel (for which no funding is currently available). The second and final AGO leadership course (given current funding levels) is scheduled for December 2013/January 2014. |
| 1.1.24 In conjunction with the ESEN, provide one Leadership and Organizational Change course to key PGR officials. | | | | | | | | | | | | | 0% | |
| 1.1.25 In conjunction with the ESEN, provide one Leadership and Organizational Change course to Supreme Court Administration-Modernization Unit officials. | | | | | | | | | | | | | 25% | The one ESEN Leadership and Organizational Change course for SC officials is scheduled for August 2013. In coordination with the SC, the course participants have been selected and scheduled to attend. |
| 1.1.26 In conjunction with the ESEN, provide one Leadership and Organizational Change course to appropriate UTE officials. | | | | | | | | | | | | | 25% | The one ESEN Leadership and Organizational Change course for UTE officials is scheduled for August (to be shared with SC participants). The UTE participants have also been selected. |
| 1.1.27 Several Leadership and Organization Change replicated courses will be sponsored in sector institutions with the assistance of NCP, AGO, and PGR trainers. | | | | | | | | | | | | | 0% | |
| Improving criminal investigations, including use of scientific evidence (1.1B) | | | | | | | | | | | | | | |
| 1.1.01B Design and implement four courses in the Intensive Case Theory Methodology (ICTM) of criminal investigations. | | | | | | | | | | | | | 40% | The ICTM course design has been completed, including three instructional modules: 1. Case Theory, 2. MIP, and 3. Investigative Techniques for Homicide, Femicide, and Trafficking in Person Investigations. Course instruction will begin during the next reporting period for AGO, NCP, and IML representatives. |
| 1.1.01B.01 Provide technical assistance in developing an inter-institutional protocol (AGO/NCP) for coordinating investigative criteria and activities. | | | | | | | | | | | | | 20% | As detailed previously, through JSSP assistance, the UTE Coordinating Committee and the <i>Subcomité de Procedimientos y Prácticas Institucionales de Justicia y Seguridad</i> have been reactivated, which are responsible for coordinating the development of this protocol. JSSP personnel will assist the NCP and AGO in implementing the protocol upon its completion/approval. |
| 1.1.01B.02 Assist the AGO and NCP in the implementation of the approved investigative protocol. | | | | | | | | | | | | | 0% | |
| 1.1.02B Provide technical assistance in establishing AGO/NCP joint investigative teams (JITs) in each of the 14 National Departments (8 during the base period, and 3 additional JITs each option year). | | | | | | | | | | | | | 15% | JSSP personnel obtained approval from the AG and NCP DG to establish the JITs in the 14 departments. The basic organization and functions of the units were also defined. Per discussions with the AGO/NCP, the first JITs are proposed for Apopa, Santa Ana, and Sonsonate. The initial training is scheduled to begin in September 2013. |
| 1.1.02B.01 Provide quality, on-site mentoring to the JITs to assure operational and administrative effectiveness, to include streamlined access to the analytical units of the AGO and NCP (<i>Unidad Central de Análisis y Tratamiento de Información</i> - UCATI). | | | | | | | | | | | | | 0% | See above. |
| 1.1.03B Provide technical assistance to enhance linkages between justice sector institutions (Community Policing, Domestic Violence Initiatives [DVI], Rape Crisis Centers [RCCs], and AGO units) by facilitating investigative partnerships between prosecutors and investigators in pursuing homicide, sexual crime, and domestic violence cases. | | | | | | | | | | | | | 5% | The establishment of effective linkages is in process with the SC, NCP, and AGO. The creation of the JITs will significantly improve such linkages. |
| 1.1.04B Strengthen the AGO Analysis Unit (AU) through direct technical support and limited equipment donations (2 i2 software packages and a video enhancement software package). | | | | | | | | | | | | | 10% | The JSSP completed initial discussions with the AG and the Chief of the Analysis Unit regarding strengthening opportunities for the unit. Since the work of the AU is linked to the AGO's case management system, the <i>Sistema de Información y Gestión Automatizada del Proceso Penal</i> (SIGAP), the AG has requested time to update the system prior to fully engaging the AU. Therefore, specific technical assistance will be formulated at that time. |
| 1.1.05B Strengthen the AU through appropriate training and mentoring. | | | | | | | | | | | | | 0% | |
| 1.1.05B.01 Provide appropriate crime analysis training to the AU to effectively utilize video technology software. | | | | | | | | | | | | | 0% | |
| 1.1.06B Provide technical support to expand the AU capability to assist with complex cases outside of the San Salvador metropolitan area. | | | | | | | | | | | | | 5% | Initial coordination has been completed with the Chief of the AU (see above). As designed, the creation of the JITs will significantly expand unit capabilities. |
| 1.1.07B Strengthen linkages between the AU and DVI and Family Mediation Center databases to facilitate investigative analysis in sexual/domestic violence cases, to include serial rape and child pornography. | | | | | | | | | | | | | 0% | |
| 1.1.08B Carry out studies to measure the arrest to conviction ratio in targeted jurisdictions. | | | | | | | | | | | | | 0% | Specific measurement/evaluation studies will be coordinated through the JITs in accordance with the implementation schedule. |
| SUB-COMPONENT 1.2: Improving current criminal justice procedures and practices | | | | | | | | | | | | | | |
| Attorney General's Office (AGO) | | | | | | | | | | | | | | |
| 1.2.01 Conduct a brief assessment to identify the key contributions and areas for improvement of the Rapid Response Units (RRUs) in order to ensure quality implementation in other AGO offices. The evaluation will also explore the RRU impact in the work of the PGR and Justices of the Peace courts. | | | | | | | | | | | | | 60% | JSSP personnel completed the AGO portion of the RRU assessment (Annex 2) to identify key contributions and areas for improvement. Two key contributions identified were: 1. the RRUs were responsible for 68% of the total AGO workload, and 2. the RRUs were in full compliance with CPC time requirements for processing/preparing summary judgments. key improvement identified was the need to incorporate SIGAP training in RRU induction instruction, as well as ensuring that prosecutors more fully comply with SIGAP protocols. The evaluation of RRU impact in the work of the PGR and Justices of the Peace courts is ongoing. |
| 1.2.02 Assist with an assessment of the AGO's current strategic plan. | | | | | | | | | | | | | 10% | The JSSP has discussed the need for an institutional assessment with AGO officials and offered coordination assistance. The AG has not expressed an interest in proceeding with an external assessment at this time. |
| 1.2.03 Provide technical assistance to strengthen and expand the RRUs by establishing 7 new RRUs throughout the country. | | | | | | | | | | | | | 25% | In June 2013, JSSP personnel assisted with the implementation of a new RRU in Sonsonate. This event also served as the "launch event" for the JSSP, garnering much media attention, the participation of the U.S. Ambassador, and the participation of many sector officials, to include: the AG, the Minister of Justice & Public Security, the Director of the CNJ, the NCP DG, and the PGR. Approximately \$18,000 was spent to establish the unit. The establishment of two new RRUs (Chalatenango and Usulután) is projected for the next reporting period. |
| 1.2.04 Provide technical assistance and appropriate training to assist in implementing the <i>Sistema de Información y Gestión Automatizada del Proceso Penal</i> (SIGAP), and to promote its proper usage among prosecutors and other AGO personnel. | | | | | | | | | | | | | 20% | JSSP personnel provided significant technical assistance to the Chief of the SIGAP program during the period. The system is projected to be up to date with all 2013 information by August 2013. Once this is accomplished, the JSSP will assist in expanding the system to all AGO specialized units. |

| Component/Sub-components/Tasks/Subtask/Activity | FISCAL YEAR 2013 | | | | | FISCAL YEAR 2014 | | | | FY15 | FY16 | FY17 | % COMPLETED | COMMENTS |
|---|------------------|-----|-----|-----|-----|------------------|-------|-------|-------|------|------|------|-------------|---|
| | May | Jun | Jul | Aug | Sep | QTR 1 | QTR 2 | QTR 3 | QTR 4 | | | | | |
| 1.2.05 Provide technical assistance in developing a new module to strengthen SIGAP capacity and to make it more user-friendly. | | | | | | | | | | | | | 5% | JSSP personnel are assisting in the preparation of a new SIGAP module to strengthen its capabilities and user friendliness. Once completed, instruction in the new module/capabilities will be incorporated with the previously mentioned AGO training courses. |
| 1.2.06 Promote SIGAP usage as an important investigative tool in all AGO case theory training, including strengthening AGO's regulations to promote better use of the SIGAP. | | | | | | | | | | | | | 5% | See above. |
| 1.2.07 Provide technical support in improving the report-generating capacity of SIGAP through the donation/installation of Crystal Reports software. | | | | | | | | | | | | | 10% | See 1.1.04B. |
| National Civilian Police (NCP) | | | | | | | | | | | | | | |
| 1.2.08 In accordance with NCP priorities, provide technical assistance in the modernization of processes/procedures in the following police divisions/units: Investigations Sub-Direction (SIN), Public Security Sub-Direction, Technical Council, Administrative Sub-Direction, Personnel Unit, Professional Development Unit, Promotions Board, Planning Unit, and the Community Policing Unit. | | | | | | | | | | | | | 5% | JSSP personnel participated in several coordination meetings with key NCP officials, including: two Directors General (DG Salinas was replaced at the end of May 2013 and DG Rigoberto Pleites Sandoval assumed office), the Sub-Director of Public Security, the Sub-Director of Administration and Finances, the Chief of the Technical Council, the Chief of the Planning Unit, and the Chief of the Community Policing (CP) Unit. Relevant documents and proposals were reviewed/revived from the previous project (IJSSES). Significant assistance is already underway for the CP Unit and Technical Council. DG Pleites also requested that technical assistance focus on the Administration-Finances and Investigations Sub-directorates during his expected term. |
| 1.2.09 Assist in the implementation of fundamental reforms in the SIN, such as: preparation of an annual training plan, improving the analytical capabilities across all levels (central, delegation, and sub-delegation), and establishing effective linkages between the analytical and community policing functions of the NCP at the delegation and sub-delegation levels. | | | | | | | | | | | | | 5% | Through the extension of the CP program, JSSP personnel are already assisting with the establishment of effective linkages between the analytical capabilities and CP functions at the delegation and sub-delegation levels. Additional linkages will be established through the JIT and UNIMUJER initiatives. Specialized assistance with training plans and other reform activities for the Investigation Sub-Directorate (SIN) will be addressed in 2014, in accordance with the DG's stated priorities. |
| 1.2.09.01 Strengthen the <i>División de Policía Técnica y Científica</i> (DPTC) through increased collaboration with the <i>Instituto de Medicina Legal</i> (IML) and the AGO (joint training, investigative collaboration with the JITS). | | | | | | | | | | | | | 5% | The JSSP has engaged in several planning sessions with NCP, AGO, and IML officials to both improve inter-agency collaboration and strengthen institutional capabilities. Joint training activities are currently under development. |
| 1.2.10 Provide technical assistance in the modernization of processes/procedures in the Public Security Sub-Direction, including the establishment of effective linkages with community policing functions at the delegation and sub-delegation levels. | | | | | | | | | | | | | 5% | Similar to 1.2.09, through the CP program JSSP personnel are already establishing effective linkages between public security and CP functions at the delegation and sub-delegation levels. Significant linkages will also be established through UNIMUJER initiatives that will begin to come on line in August 2013. |
| 1.2.11 Provide technical assistance in the modernization of processes/procedures in the Technical Council. | | | | | | | | | | | | | 5% | JSSP personnel have conducted initial planning sessions with the Chief of the Technical Council. However, the new DG is currently streamlining some of the functions of the Technical Council which may reduce its oversight responsibilities. Therefore, some technical assistance will be postponed until 2014. |
| 1.2.11.01 Promote the sustainability of the community policing model with other NCP divisions and units through cross-training and leadership development activities. | | | | | | | | | | | | | 5% | The JSSP is actively promoting the sustainability of the CP model in planning sessions and coordination activities throughout the institution. The new DG has recently endorsed the model, to include its inclusion in JSSP-sponsored leadership training. Cross-training activities will begin during the next reporting period. |
| 1.2.11.02 Provide technical assistance in the modernization of processes/procedures in the Planning Unit. | | | | | | | | | | | | | 0% | Although an initial meeting was held with the Chief of the Planning Unit, additional technical assistance will not be provided until a later time, as per the DG's stated priorities. |
| 1.2.12 Provide technical assistance in the modernization of processes/procedures in the Administrative Sub-Direction. | | | | | | | | | | | | | 5% | As mentioned in 1.2.08, the new DG has designated the Administration and Finance Sub-Directorate (SAF) an area of specific interest and priority. To this end, JSSP personnel provided the DG and the SAF Sub-Director with several pertinent documents and proposals that were prepared (but not yet implemented) during the IJSSES (i.e., "Proposed Changes to the Police Career Law", "Reorganization of the Personnel Unit/Human Resources Division", and "Institutional Assessment"). Detailed assistance will begin in this area in August 2013. |
| 1.2.12.01 Provide technical assistance in the modernization of processes/procedures in the Personnel Unit. | | | | | | | | | | | | | 10% | JSSP personnel will provide technical assistance to the Personnel Unit as a subset of the SAF. Relevant documents and proposals pertaining to the Unit (from the IJSSES) are now under consideration. |
| 1.2.13 Provide technical assistance in the modernization of processes/procedures in the Professional Development Unit and Promotions Board through the design of a police career protocol to effectively regulate promotions, salary increases, educational requirements, hiring, retirement, and retention. | | | | | | | | | | | | | 15% | JSSP personnel conducted coordination meetings with key NCP officials in this area. Relevant documents and proposals pertaining to the Professional Development Unit and Promotions Board (from the IJSSES) are now under consideration. Some JSSP proposals have already been adopted by the two units (and NCP in general), such as the offering of promotion courses from <i>Inspector Jefe - Subcomisionado</i> (the first 3-month course was completed in June 2013, with 35 graduates, with a second course scheduled for July - October 2013), and <i>Sargento - Sub Inspector</i> (the first course set to graduate in August 2013). |
| 1.2.13.01 Assist in the implementation of the new police career protocol. | | | | | | | | | | | | | 10% | See above. Acting on several proposals from the IJSSES, changes to the police career path are being approached piecemeal. JSSP personnel will work closely with appropriate NCP/Ministry of Justice and Public Security officials to assist in the development of an effective and cohesive protocol. Given the stated priorities of the DG, this area will be addressed in 2014. |
| Public Defenders Office (PDO) | | | | | | | | | | | | | | |
| 1.2.14 Provide technical assistance to improve case management practices. | | | | | | | | | | | | | 30% | JSSP personnel met with the PGR, Deputy PGR, and Chief of the PDO to coordinate technical assistance in this area. By decision of the PGR, the Deputy PGR was tasked with supervising the improvement of case management practices. In an effort to better identify case management needs in the PDO (and ensure participant "buy in"), three <i>Revisión y Adecuación del Proceso Penal</i> courses were sponsored by the JSSP, for a total of 90 PDO participants. As a result of the courses, several significant case management and process deficiencies were identified, as well as a renewed commitment to pursue appropriate solutions. Both the Deputy PGR and the PDO Chief expressed their commitment to ensuring that these solutions be implemented. Eight additional courses will be completed during the next period to fully gauge the needs of the institution. An appropriate validation process will also take place during the next three months. |
| 1.2.15 In coordination with PDO officials, conduct various work sessions to review and modify case management processes. | | | | | | | | | | | | | 30% | See above. |
| 1.2.16 Provide technical assistance and limited equipment support in expanding PDO investigations unit coverage to other regions. | | | | | | | | | | | | | 0% | |
| 1.2.17 Assist PDO in the strengthening of the Sentence Execution Stage Unit. | | | | | | | | | | | | | 0% | |
| 1.2.18 In coordination with the PDO officials, conduct relevant training to strengthen the penitentiary pilot initiative in San Salvador, San Miguel, and Santa Ana. | | | | | | | | | | | | | 0% | |
| Judicial Branch | | | | | | | | | | | | | | |
| Improving attention to victims of sexual, gender-based and domestic violence | | | | | | | | | | | | | | |
| 1.2.19 Provide technical assistance and training to strengthen existing DVIs (Soyapango, San Salvador, Ciudad Delgado). | | | | | | | | | | | | | 10% | During the period, JSSP personnel provided extensive technical assistance in the existing DVIs through contracting the NGOs <i>Fundación la Niñez Primera</i> (FUNIPRI), <i>Organización Mujeres Salvadoreñas por la Paz</i> (ORMUSA), <i>Asociación de Mujeres Salvadoreñas</i> (AMS), and <i>Sendas para la Mujer</i> (SENDAS). In the Soyapango, Ciudad Delgado, and San Salvador DVIs 375 cases were received with victims of violence. Of these, 360 were victims of domestic violence, 1 of child abuse, and 14 of sexual abuse (341 were women and 34 were men, with 3 minors included). In addition, 67 other cases were received where integrated services were provided but no formal complaint was filed. In the Soyapango, Ciudad Delgado, and San Salvador Ludotecas (play therapy centers) 1379 children received professional attention (411 participated in play therapy, while 968 received nursery care in conjunction with their parents/relatives visit to the DVI). In the Ludoteca "Lepina" 576 children received professional attention (171 play therapies, 183 crisis interventions, 3 reunited with family, 23 Camara Gessell accompaniments, 25 referrals to other institutions, and 171 received nursery care in conjunction with their parents/guardians visit). (Annex 3). As an additional strengthening activity, in June 2013, JSSP personnel conducted a "Civil and Psycho-Social Reparation for Victims of Sexual Violence" work shop for 35 participants from the DVIs, RCCS, SC, AGO, IML, NGOs and the health sector. |

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| 1.2.20 Assist in establishing up to 5 new DVIs and play therapy centers during the base period, with 2 additional DVIs to be added during the option years (includes training). | | | | | | | | | | | | | 10% | The JSSP conducted several planning/coordination meetings with SC officials relative to the establishment of a new DVI in Chalatenango, to include a site visit to locate suitable space. Pending the SC securing the location, the new DVI should be established in the next reporting period. In addition, JSSP personnel coordinated with AGO officials the creation of a DVI and play therapy center at the AGO headquarters in San Salvador. A remodeling plan for the facility was approved by the AGO General Manager. The Deputy AG has taken a keen interest in this matter and has assigned it priority status. The facility should also be completed/inaugurated in the next period. JSSP personnel also coordinated with the PGR the selection of a suitable space to establish a play therapy center in one of its regional facilities. |
| 1.2.21 Provide technical assistance and training to strengthen existing RCCs (IML San Salvador and Santa Tecla). | | | | | | | | | | | | | 10% | As stated in 1.2.19, direct technical assistance was also provided to the San Salvador and Santa Tecla RCCs during the reporting period. A total of 153 new sexual abuse cases were received, of which, 142 were female victims and 11 were males (with 119 minors). |
| 1.2.22 Assist in establishing 2 new RCCs during the base period, with 2 additional RCCs during the option period (includes training). | | | | | | | | | | | | | 5% | JSSP personnel held two coordination meetings with the IML Director in an effort to establish a new RCC at an IML facility outside of the San Salvador metropolitan area. The proposal requires the approval of the IML Directing Council. It will be presented during the next scheduled meeting. Pending approval, the new location will be selected during the next period. |
| 1.2.23 To enhance sustainability, provide technical assistance in negotiating inter-institutional agreements governing personnel assignments to the DVIs and RCCs, including the possible creation of a Victims' Services Support Coordination Office. | | | | | | | | | | | | | 5% | JSSP personnel participated in several planning sessions with SC officials to assure the sustainability of the DVIs and RCCs. To facilitate this process, a list of current personnel employed/assisting at the centers, together with the appropriate job descriptions and employee profiles, were provided to the SC Legal Manager for inclusion in the 2014 SC budget. |
| 1.2.24 Provide technical assistance in the installation of a basic case-tracking system in the DVIs/RCCs and provide relevant training/mentoring for users. | | | | | | | | | | | | | 5% | The JSSP met with <i>Fondo Solidario para la Salud</i> (FOSALUD) officials to propose the creation/implementation of a case management system in the DVIs/RCCs, that will also interface with FOSALUD capabilities. Design and approval discussions will continue in the next reporting period. |
| 1.2.25 Provide technical assistance to the AGO and the Supreme Court (SC) in developing and implementing a sustainability and dissemination plan for the DVIs and RCCs. | | | | | | | | | | | | | 5% | As part of a sustainability plan, JSSP personnel engaged in discussions with SC and university officials to develop a letter of agreement to allow university students to provide psychological and social work care in the DVIs and RCCs. Appropriate job descriptions and employment profiles were provided to the SC for consideration in their 2014 budget proposal. Significant follow up will be provided to this matter during the next reporting period. See also 1.2.23. |
| 1.2.26 Provide technical assistance to IML in the design and implementation of a certification program for forensic medical experts (for doctors employed by the government) to become certified as "permanent experts" of the SC (as per Art. 226 of the CPC). | | | | | | | | | | | | | 20% | JSSP personnel met with the FOSALUD Director and Health Ministry (MINSAL) officials to develop the instructional module for the certification/training of medical doctors in treating victims of sexual abuse. Several additional work sessions were conducted with IML, AGO, FOSALUD, MINSAL, and SC officials to complete the module design (Annex 4). The JSSP also sponsored a work shop for 25 IML, AGO, FOSALUD, MINSAL, and SC representatives to validate the design and prepare the instructional calendar. The certification process will begin during the next reporting period. |
| 1.2.26.01 Assist the IML in designing and conducting "permanent expert" training to prepare participating doctors in forensic standards, basic crime criteria, and other relevant topics to facilitate court testimony. | | | | | | | | | | | | | 5% | See 1.2.26. In addition, the JSSP coordinated with <i>Fondo de Población de las Naciones Unidas</i> (UNFPA) representatives to work jointly in the training/certification of medical doctors as "permanent experts" of the SC. JSSP and UNFPA personnel will jointly pursue Ministry of Education support and approval for the certification process (Annex 5). |
| 1.2.27 Assist in the provision of "rape kits" to the certified medical experts for evidence collection purposes in sexual violence cases (evidence to be processed by IML). | | | | | | | | | | | | | 5% | See 1.2.26.01. |
| 1.2.28 Assist in the establishment of several play therapy centers (<i>ludotecas</i>) in AGO and PGR offices, and conduct relevant training and monitoring. | | | | | | | | | | | | | 10% | As detailed previously, the establishment of a play therapy center at the AGO headquarters is underway. A request for suitable space is also under consideration by the PGR. As feasible, modest play therapy centers will also be included at UNIMUJER locations in NCP delegations/sub-delegations. |
| Increasing the use of mediation and alternative sentencing options | | | | | | | | | | | | | | |
| 1.2.29 Provide technical assistance in completing the Santa Ana and San Miguel Mediation Centers (MCs) to ensure regional access to services. | | | | | | | | | | | | | 0% | Planning will commence during the next reporting period. |
| 1.2.30 Assist in establishing a Mediation Coordination Office in the SC to address sustainability issues. The new office will also coordinate/regulate quality control, mediator recruitment, training, and the delivery of direct support to the various MCs. | | | | | | | | | | | | | 5% | JSSP personnel conducted coordination meetings with Mediation Office (ORAC) officials with the Isidro Menendez, Ciudad Delgado, and Minors Court to verify their needs/priorities and to plan future training activities. Terms of Reference were prepared for a expert consultant to oversee these efforts. This JSSP consultancy will begin in July 2013. The proposed establishment of a Mediation Coordination Office in the SC will be addressed at that time. |
| 1.2.31 Provide technical assistance to promote more frequent and effective use of alternative sentencing programs for adults and minors. | | | | | | | | | | | | | 5% | JSSP personnel met with ORAC Minors Court officials to promote the referral of cases by judges for restorative justice consideration and resolution. More promotional work will be required as the referral process is still under utilized. |
| 1.2.32 Provide technical assistance to the Juvenile Justice Office of the SC and the <i>Instituto Salvadoreño para el Desarrollo Integral de la Niñez</i> (ISNA) to develop programs promoting the use of alternative sentences and restorative justice options as a strategy to reduce recidivism and prevent youth from entering the juvenile detention system. These efforts will include direct support to the existing Juvenile and Restorative Mediation Center. | | | | | | | | | | | | | 0% | |
| 1.2.33 Assist in expanding the Juvenile and Restorative Mediation Center to an additional location. | | | | | | | | | | | | | 0% | |
| 1.2.34 Provide technical assistance in implementing the Restorative Justice Manual. | | | | | | | | | | | | | 0% | |
| Improved criminal court administration | | | | | | | | | | | | | | |
| 1.2.35 Assist in establishing new <i>Centros de Atención al Usuario</i> (CAUs) in each of the 12 remaining departments, 6 during the base period, and 3 in each of the option years. | | | | | | | | | | | | | 5% | During this period, JSSP personnel focused on identifying the immediate needs at the Isidro Menendez Judicial Center through the completion of a brief assessment. The assessment process included several coordination meetings with the SC Legal Management and Systems Administration offices to select priorities and plan future activities. This completed assessment, entitled " <i>Documento de Fortalecimiento del Centro Judicial Isidro Menéndez</i> " (Annex 6), designated four priority activities: 1. facility improvements to enhance accessibility for those with special needs, 2. improved signage, 3. the training of CAU operators, and, 4. the need to establish a new <i>Oficina de Distribución de Procesos</i> (ODP) for the 15 Justice of the Peace Courts. The JSSP will assist in addressing these priorities in the next reporting period. |
| 1.2.36 Assist in establishing a new <i>Oficina de Distribución de Procesos</i> (ODP) in Isidro Menéndez for the 15 Justice of the Peace (JP) Courts during the base period. | | | | | | | | | | | | | 10% | JSSP and SC officials visited the Santa Ana ODP (created during the IJSES) for quality control purposes and to determine if any improvements could be made for the new application at the Isidro Menendez Judicial Center. Additional meetings were held with SC officials to coordinate the required migration of data from the JP Courts to the ODP, and the necessary training in case management and attention to user topics. See also 1.2.35. |
| 1.2.36.01 Assist in establishing new ODPs in San Miguel, San Vicente and Sonsonate during the option years. | | | | | | | | | | | | | 0% | |
| 1.2.37 Provide technical assistance to the SC Quality Control Unit and the Information & Administrative Systems Division in developing an institutional protocol to improve the quality of user services, including for those with disabilities. | | | | | | | | | | | | | 10% | JSSP personnel conducted planning/coordination meetings with the Chief of the SC Systems Administration Office as well as Quality Control officials to improve the quality of user services (including those with disabilities). The development of an institutional protocol will begin in the next reporting period. See also 1.2.35. |
| 1.2.38 Provide roll-out support of the JP Model Court innovations and case management techniques to all 15 JP courts in Isidro Menendez. | | | | | | | | | | | | | 0% | |
| 1.2.39 If approved by the SC, assist in designing and implementing 2 Model Criminal Instruction Courts and 2 Model Criminal Trial Courts in Isidro Menendez, incorporating the ODP, CAU, and other innovative case flow and hearing/trial management techniques. | | | | | | | | | | | | | 0% | |
| Strengthening the IML | | | | | | | | | | | | | | |
| 1.2.40 Provide technical assistance in the certification of key laboratory procedures (implemented in the previous project). | | | | | | | | | | | | | 0% | |

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| 1.2.41 Provide technical assistance in achieving greater coordination with the AGO and NCP in the timely and accurate processing of forensic evidence. This will be addressed through joint training/mentoring and the development of inter-agency agreements. | | | | | | | | | | | | | 10% | In coordination with the IML Director, the appropriate IML operators were selected for participation in the JSSP-sponsored, inter-institutional training courses focusing on treating victims of sexual abuse and the collection of forensic evidence. These courses are already underway. See 1.2.19 and 1.2.26. |
| 1.2.42 Assist in the acquisition of relevant software and the implementation of the IML case-tracking system (<i>Sistema Médico-Legal</i>). | | | | | | | | | | | | | 0% | |
| 1.2.43 Provide direct support in implementing the IML Strategic Plan developed with Program assistance during the previous contract. | | | | | | | | | | | | | 0% | |
| SUB-COMPONENT 1.3: Community Policing (CP) | | | | | | | | | | | | | | |
| 1.3.01 Provide technical and limited equipment assistance in expanding the Community Policing Model (CPM) into 15 new communities during the base period. | | | | | | | | | | | | | 5% | The expansion of the CPM into additional communities is underway. The new NCP DG has given the CPM his full support. In coordination with the NCP, the first five communities selected for expansion are: Ciudad Barrios, Puerto de La Libertad, Chalchuapa, Jiquilisco, and Olocuilta. To date, U.S. Embassy approval has been secured to work in Ciudad Barrios, Puerto de La Libertad, and Chalchuapa. Accordingly, during the reporting period, 60 NCP officers completed the CP basic training course in Chalchuapa. Basic CP training will begin in Ciudad Barrios and Puerto de La Libertad during the next period. Embassy approval for Jiquilisco and Olocuilta is pending. |
| 1.3.01.01 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the first option year. | | | | | | | | | | | | | 0% | |
| 1.3.01.02 Provide technical and limited equipment assistance in expanding the CPM into 5 additional communities during the second option year. | | | | | | | | | | | | | 0% | |
| 1.3.02 Assist the NCP in selecting the new communities based upon established criteria, including: demonstrated need and interest, quality of police leadership in the area, mayoral/community concurrence, and possible synergies with other United States Government (USG) activities. | | | | | | | | | | | | | 20% | See 1.3.01. Possible synergies with other USG activities were explored in discussions with USAID and Bureau of International Narcotics and Law Enforcement Affairs (INL) officials. INL is also working in Usulután (Jiquilisco) and Santa Ana (Chalchuapa). |
| 1.3.02.01 Assist the NCP in publishing up to 12,000 CP manuals to complete distribution to NCP and the Academia Nacional de Seguridad Pública (ANSP) personnel. | | | | | | | | | | | | | 10% | Both the NCP DG and Chief of the Technical Council have requested JSSP assistance in publishing additional manuals. The JSSP is awaiting a written request with the specific number required. This activity should be completed in the next period. |
| 1.3.03 Secure authorization from the NCP Director General to detail 3 experienced CPM <i>Inspectores Jefes</i> to the Project to spearhead and coordinate all basic and follow-up CP activities. | | | | | | | | | | | | | 100% | Completed. DG Salinas (the previous NCP DG) formally approved the detailing of the three experienced CPM <i>Inspectores Jefes</i> (previously detailed in the ISES Project). The detail is currently scheduled for three years. DG Pleites, the new DG, has ratified the detail. |
| 1.3.04 Provide direct planning and organizational support to municipal and community leaders through training and mentoring activities. | | | | | | | | | | | | | 5% | Direct planning and organizational support to municipal and community leaders is well underway in Chalchuapa, Puerto de La Libertad, and Ciudad Barrios. A total of 25 leaders received JSSP training and mentoring during the period in these new communities. In addition, JSSP personnel continued to provide training/mentoring follow up (for 352 community leaders) in the established CPM communities from the ISES Project, specifically: Nahuizalco, Quezaltepeque, Panchimalco, Ciudad Delgado, San Marcos, Atiquizaya, Mejicanos, Sensuntepeque, San Vicente, Chalatenango, San Francisco Gotera, and Cojutepeque. |
| 1.3.05 Provide detailed technical assistance to community leaders in the development and implementation of Crime Prevention/Security Enforcement Action Plans (CPSEAPs) specific to each community. | | | | | | | | | | | | | 5% | See above. Much of the planning and organizational support detailed above is a required first step in the formulation of the CPSEAPs. This process is underway. JSSP personnel also met with crime prevention and education specialists from other USAID projects to foster collaborative efforts and to better meet the needs of each community. |
| 1.3.06 Conduct relevant training and outreach activities in each CP community. | | | | | | | | | | | | | 5% | Community outreach and specific training activities in the new CPM locations will arise from the aforementioned planning sessions. In the established CPM communities, outreach and specific training activities have continued unabated with JSSP support. During the reporting period, a total of 2670 students and community members participated in JSSP-supported outreach/training activities, to include: cultural events, crime prevention forums, sports tournaments, street festivals, vocational fairs, school lectures, intra-family violence training, sexual health training, gender sensitivity discussions, and the inauguration of a CP center for the NCP (donated by the community). |
| 1.3.07 Incorporate innovative and successful pilot activities, such as the <i>Escuelas Plenas</i> entrepreneurial program for children and NCP-led training in the use of game-based methodologies and street theatre to minimize inter-family violence and increase gender sensitivity. Coordinate these activities with the USAID Education Project whenever feasible. | | | | | | | | | | | | | 5% | Using the successful Panchimalco vocational-training model initiated in the ISES Project, JSSP personnel began the strategic-planning process in Puerto de la Libertad, Ciudad Barrios, Chalchuapa and Jiquilisco. This process will focus on crime prevention planning, especially through the application of vocational training and other innovative support activities directed at the area schools. The participation of CP officers in these initiatives will be critical to the program success. |
| 1.3.08 As part of the CSEAP process, develop other relevant community action plans and crime prevention initiatives working jointly with municipal councils, local community groups, and local NCP officials. | | | | | | | | | | | | | 5% | The development of relevant community action plans and crime prevention initiatives is part of the CSEAP process, which is ongoing in each new CPM community. An example of an innovative crime prevention activity and effective community/NCP collaboration, was the community donation and equipping of a private facility for the NCP to be used as a CP center in San Vicente. As a CSEAP initiative, the community provided the facility and the NCP committed to staffing the center with CP trained agents to enhance police presence in the area and ensure greater contact with the community. |
| 1.3.09 Provide technical assistance to the specific communities and NCP officials in evaluating the quality of the CP initiatives, identifying best practices to assist in the effectiveness of CPM expansion. | | | | | | | | | | | | | 10% | JSSP personnel continue to provide CPM follow up and evaluation activities in the established CPM locations in an effort to ensure program sustainability and the identification of best practices to be applied in the new CPM communities. During this reporting period, a total of 152 NCP officers received follow-up training and one evaluation forum was conducted. Also, the JSSP conducted 31 evaluation and follow-up work sessions with delegation/sub-delegation officials in the established CPM areas. In addition, 14 planning sessions were conducted with regional/delegation/sub-delegation NCP officials in the new CPM locations to facilitate successful implementation and quality control. |
| 1.3.10 In conjunction with strategic partner Analitika, conduct relevant baseline and follow-up surveys in each CP roll out location (and pertinent control communities) to effectively measure CP impact and better inform NCP officials and community leaders, as well as other interested parties. | | | | | | | | | | | | | 10% | The JSSP has contracted with Analitika to perform the relevant baseline and follow-up surveys. Several public perception surveys are in process with results expected in the next reporting period. |
| 1.3.11 In coordination with NCP officials and Analitika, generate public perception and relevant crime statistics to effectively track CP results collectively and in each CPM community. | | | | | | | | | | | | | 5% | See above. Relevant crime statistics will be provided on an annual basis by the NCP. |
| 1.3.12 Provide technical assistance in establishing DVIs and/or RCCs in some CPM communities to create programmatic synergies focused on gender issues and, thereby, increase CPM impact. | | | | | | | | | | | | | 5% | JSSP personnel met with the NCP Public Security Sub-Director to coordinate the establishment of new DVIs and UNIMUJERs in CPM locations. The next DVI is scheduled for Chalatenango (a CPM location). JSSP personnel also coordinated with DVI-Ciudad Delgado and NCP personnel the proposed training of CP officers/agents in victim assistance and gender sensitivity topics. The JSSP will sponsor this training with the assistance of ISDEMU and other CSOs. |
| 1.3.13 Assist in creating 10 new UNIMUJERs (Specialized Institutional Units for Attention to Women in Situations of Violence) throughout the country during the base period of the Project. The UNIMUJERs will assist all victims of violence whenever possible. | | | | | | | | | | | | | 10% | JSSP personnel coordinated with key NCP, United Nations (ONUMUJER), and NGO officials the selection of the first UNIMUJER location, as well as the scope of the facility. The NCP developed a basic profile/model for the establishment of a UNIMUJER facility. By mutual agreement, the first facility will be established in Apopa. The planning process is well underway, with both the facility and staff training expected to be complete during the next reporting period. Preliminary approval was also secured for the next two UNIMUJERs (Sensuntepeque and Ilobasco), which may also come on line in the next reporting period. |
| 1.3.13.01 Assist in creating 5 additional UNIMUJERs throughout the country as part of the CPM roll out during the base period. The UNIMUJERs will assist all victims of violence whenever possible. | | | | | | | | | | | | | 0% | |
| 1.3.13.02 Relevant training and modest equipment support will be provided for each new UNIMUJER, including the set-up of active listening rooms. | | | | | | | | | | | | | 10% | See 1.3.13. The purchase of equipment for the first three UNIMUJERs is pending USAID concurrence. |
| 1.3.14 Training in gender sensitivity and the appropriate treatment of women victims of violence will be included as part of the basic CP course. | | | | | | | | | | | | | 10% | Gender sensitivity training and the proper treatment of women victims of violence has been incorporated into the basic CP course. Sixty CP officers received this training during the period. |
| COMPONENT 2: Judicial Transparency | | | | | | | | | | | | | | |

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| SUB-COMPONENT 2.1: Strengthening the Illicit Enrichment Law (IEL) and the Investigation of Corruption | | | | | | | | | | | | | | |
| Strengthening of the Integrity Unit (IU) (2.1.A) | | | | | | | | | | | | | | |
| 2.1.01 Conduct a brief assessment of the IU relative to its performance and coordination levels with other anti-corruption entities (such as the AGO and the <i>Corte de Cuentas</i>), as well as the investigative tools at its disposal, organization and staffing. | | | | | | | | | | | | | 15% | JSSP personnel secured SC approval to conduct the assessment of the Integrity Unit (IU). All the necessary documents to be reviewed have been prepared for the JSSP consultant, who will commence his review and assessment activities in July 2013. IU officials will assist in these efforts. The assessment will be completed during the next reporting period. |
| 2.1.02 Provide training to the IU auditors in the investigation of corrupt activities, and the use of best international practices (such as those employed in Costa Rica and Guatemala). | | | | | | | | | | | | | 5% | Appropriate training/planning and technical assistance will commence upon completion of the aforementioned assessment. Training is not expected to begin before November/December of 2013. |
| 2.1.02.01 Provide the IU with pertinent data analysis software and sufficient equipment support to adequately process declarations. | | | | | | | | | | | | | 0% | |
| 2.1.03 Sponsor a study tour to learn best international practices and investigative techniques for auditing purposes. | | | | | | | | | | | | | 5% | The international study tour to learn best international practices and investigative techniques for auditing purposes is in the planning phase with SC officials. |
| 2.1.04 Conduct an assessment of the IEL reform efforts, with the objective of amending/replacing the IEL with stronger legislation to improve the monitoring, investigation, and enforcement mechanisms. | | | | | | | | | | | | | 10% | The assessment of Illegal Enrichment Law (IEL) reform efforts will be conducted during the next period. All relevant information has been prepared and set aside for the JSSP consultant. |
| 2.1.05 Working closely with key Civil Society Organizations (CSOs) to create a forum to discuss the results and recommendations of the IEL assessment. | | | | | | | | | | | | | 5% | Preliminary planning is underway for the IEL reform forum in coordination with SC officials and CSOs. The JSSP will sponsor at least two workshops to propose/consider reform proposals. These activities are scheduled to commence in the next reporting period. |
| Strengthening of the SC Investigation Units (2.1.B) | | | | | | | | | | | | | | |
| 2.1.01B Provide technical support in updating procedures in both the SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) to enhance their investigative capabilities. | | | | | | | | | | | | | 15% | Prior to the updating of SC Professional Investigations Unit (PIU) and the Judicial Investigations Unit (JIU) procedures, JSSP personnel have proposed a brief assessment of the both units. SC officials have concurred. The JSSP-sponsored assessment will commence in July 2013. All relevant information has been gathered to facilitate the assessment process. SC officials will actively participate in the assessment. This assessment is scheduled to be completed during the next reporting period. |
| 2.1.02B Strengthen both units by conducting media campaigns detailing their functions, as well as how to file complaints against private lawyers and/or judges. | | | | | | | | | | | | | 0% | |
| 2.1.03B Provide relevant training to drafters in the preparation of draft resolutions. | | | | | | | | | | | | | 5% | JSSP personnel and SC officials have begun the initial planning for this activity. |
| 2.1.04B Assist in the design and implementation of quality filtering mechanisms for the PIU (increased training in the use of conciliation) and the JIU (possible liquidation system to filter less serious cases against judges) to decrease serious backlogs. | | | | | | | | | | | | | 0% | Awaiting the assessment results. |
| 2.1.05B If appropriate, assist in the design and implementation of a simple "virtual queuing" system to accommodate the large amount of users. | | | | | | | | | | | | | 0% | Awaiting the assessment results. |
| SUB-COMPONENT 2.2: Strengthening of the National Judicial Council's (NJC) judicial evaluation and selection systems | | | | | | | | | | | | | | |
| 2.2.01 Conduct a brief assessment to validate the need for reform in the judicial evaluation and selection systems. | | | | | | | | | | | | | 20% | The JSSP and NJC have completed the assessment design and methodology to validate the need for reform in the judicial evaluation and selection systems. The assessment will commence in August 2013 with the assistance of a JSSP consultant. |
| 2.2.02 In coordination with the NJC, Judicial Evaluation Working Group, SC and <i>Mesa Judicial</i> , review and propose changes to the NJC Manual of Judicial Evaluation (MJE) to establish new parameters and evaluation criteria, such as: quality of legal reasoning, rate of judgments appealed, and results on appeal. | | | | | | | | | | | | | 5% | See above. Initial planning has commenced to review and propose changes to the NJC Manual of Judicial Evaluation (MJE) and to establish new parameters and evaluation criteria, such as: quality of legal reasoning, rate of judgments appealed, and results on appeal. Awaiting the assessment results. |
| 2.2.03 Provide relevant training to NJC evaluators in the effective application and use of the new evaluation parameters/criteria. | | | | | | | | | | | | | 0% | |
| 2.2.04 Develop and publish training manuals and materials. | | | | | | | | | | | | | 0% | |
| 2.2.05 In coordination with the Judicial Training School (JTS), conduct a brief assessment (Strengths-Weaknesses-Opportunities-Threats - SWOT) of JTS institutional capacities and training processes/procedures. | | | | | | | | | | | | | 20% | See 2.2.01. |
| 2.2.06 In coordination with the SC and NJC/JTS, design an abbreviated pre-judicial professional studies program to better prepare and facilitate the selection of new judges. | | | | | | | | | | | | | 0% | |
| 2.2.07 Upon approval, assist the JTS in the implementation of 2-3 pre-judicial professional studies courses per year. | | | | | | | | | | | | | 0% | |
| 2.2.08 Provide technical assistance to the SC and JTS to encourage the mandatory selection of all candidates placed on the NJC short-lists from graduates of the pre-judicial courses or the full-time Initial Formation Program for Judges course, preferably those with the highest evaluation scores. | | | | | | | | | | | | | 0% | |
| 2.2.09 In coordination with the JTS and SC, conduct a brief evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation. | | | | | | | | | | | | | 30% | In June 2013, in coordination with the NCJ, JSSP personnel developed/initiated the proposed evaluation of the pre-judicial professional studies program and its impact on judge selection and preparation. This evaluation includes a review of the following: historical information concerning the relative effectiveness of various programs used to train candidates to serve as judges and magistrates, the quality of candidate recommendations made by the NJC drawing from the training courses (based on merit), and the official response of the judiciary in accepting and/or selecting from these candidate recommendations. |
| SUB-COMPONENT 2.3. Strengthening the capacity, efficiency and accountability of the courts | | | | | | | | | | | | | | |
| Improved case management (2.3A) | | | | | | | | | | | | | | |
| 2.3.01A Provide technical assistance to improve the <i>Sistema Integral de Gestión Judicial</i> (SIGJU) web-based, case-tracking system to enhance its suitability to function in a non-integrated justice center environment. | | | | | | | | | | | | | 5% | See 1.2.37. In progress. |
| 2.3.02A Assist the SC in implementing the SIGJU in the 31 criminal courts (15 JP, 10 Instruction, and 6 Trial Courts) at Isidro Menendez. | | | | | | | | | | | | | 0% | |
| 2.3.03A Assist in integrating the ODP and CAU applications and unified case number into the SIGJU. | | | | | | | | | | | | | 0% | |
| 2.3.04A Assist in improving the SIGJU report generator. | | | | | | | | | | | | | 0% | |
| 2.3.05A Provide limited equipment in support of SIGJU improvements/updates. | | | | | | | | | | | | | 0% | |
| 2.3.06A Provide relevant SIGJU training to judges and support staff in system use and reporting features. | | | | | | | | | | | | | 0% | |

| Component/Sub-components/Tasks/Subtask/Activity | FISCAL YEAR 2013 | | | | | FISCAL YEAR 2014 | | | | FY15 | FY16 | FY17 | % COMPLETED | COMMENTS |
|---|------------------|-----|-----|-----|-----|------------------|-------|-------|-------|------|------|------|-------------|---|
| | May | Jun | Jul | Aug | Sep | QTR 1 | QTR 2 | QTR 3 | QTR 4 | | | | | |
| Assess feasibility of a SC Administrative Unit (2.3B) | | | | | | | | | | | | | | |
| 2.3.01B If approved by the SC, conduct a study regarding the feasibility of establishing a streamlined SC Administrative Unit to make final decisions on administrative and financial issues, or devise other methods to streamline the administrative decision-making process. | | | | | | | | | | | | | 5% | After much negotiation, JSSP personnel secured SC approval for many key SC administrative personnel to attend the JSSP-sponsored Leadership and Organizational Change course to be offered by the ESEN in August 2013. The course is expected to serve as a springboard for organizational change in search of enhanced administrative efficiencies in the SC. |
| 2.3.02B Assist in the design and implementation of the new unit or otherwise assist in streamlining SC administrative/financial decision making. | | | | | | | | | | | | | 0% | |
| Strengthening of the SC's Office of Access to Public Information (OAPI) | | | | | | | | | | | | | | |
| 2.3.03B Assist the SC and the OAPI define and implement an institutional Transparency Policy (TP), which includes detailed criteria and procedures for classifying and releasing information to the public. | | | | | | | | | | | | | 5% | Initial planning with SC officials has commenced to assist the Office of Access to Public Information (OAPI) to define and implement an institutional Transparency Policy, which includes detailed criteria and procedures for classifying and releasing information to the public. A brief, JSSP-sponsored assessment of the OAPI is anticipated in early FY 2014. |
| 2.3.04B Provide technical support for adopting a unified case number at the national level, to ensure easier access to decisions, especially at the lower levels. | | | | | | | | | | | | | 0% | |
| 2.3.05B Assist in creating an electronic decision directory system to facilitate easy access to interlocutory and final decisions at the local level. | | | | | | | | | | | | | 0% | |
| 2.3.06B Assist the OAPI in defining standards for publication of SC and appeals court decisions and other information, for cataloguing and making lower court decisions available, and for organizing institutional archives. | | | | | | | | | | | | | 0% | |
| 2.3.07B Assist the OAPI in setting up appropriate indicators for courts to be posted on the SC's transparency web site, such as: case processing rates, appeal rates, and compliance rates with procedural time frames. | | | | | | | | | | | | | 0% | |
| 2.3.08B Assist in the development and implementation of relevant training/mentoring for OAPI personnel and other operators in access to public information and transparency topics. | | | | | | | | | | | | | 0% | |
| Judicial training program in new transparency and other procedures and policies (2.3C) | | | | | | | | | | | | | | |
| 2.3.01C Once the aforementioned activities are approved/implemented, provide assistance to the SP in designing/conducting a general training course in their use for judges, administrative, and clerical staff to be offered at the regional level (2 during the base period, and one in the option years). | | | | | | | | | | | | | 0% | |
| 2.3.02C Conduct 3 additional specialized courses for judges and their staff in advanced court administration skills in selected pilot jurisdictions (2 in the base period, and one in the option years). | | | | | | | | | | | | | 0% | |
| 2.3.03C As necessary, provide technical assistance in the development of suitable manuals and/or training materials in support of transparency, public access to information, and information sharing policies and procedures. | | | | | | | | | | | | | 0% | |
| COMPONENT 3: Citizen Participation, Host Country Ownership and Windows of Opportunity | | | | | | | | | | | | | | |
| Citizen Participation (3A) | | | | | | | | | | | | | | |
| 3A.01 Develop a Grants Manual outlining rules and procedures for prospective sub-awardees in accordance with USAID policy that will receive assistance from the Small Grants Program (SGP). | | | | | | | | | | | | | 90% | The JSSP submitted a draft of the grants manual to USAID during this reporting period. Some minor changes were recommended. Final approval is expected shortly. |
| 3A.02 Design a strategy to carry out a multi-faceted Citizen Participation/Oversight Strategy incorporating the institutional strengthening, access to justice and judicial transparency-related themes of the JSSP (Access to Information Law, Illicit Enrichment Law, judicial performance reviews). | | | | | | | | | | | | | 5% | In coordination with institutional counterparts and CSO representatives, the development of a multi-faceted Citizen Participation/Oversight Strategy incorporating the institutional strengthening, access to justice and judicial transparency-related themes of the JSSP (Access to Information Law, Illicit Enrichment Law, judicial performance reviews) is in progress. |
| 3A.03 Provide technical assistance and training to the Judicial Observatory to strengthen its organizational capacity, particularly on issues related to strategic planning, communication strategies, and coordination with other CSOs. | | | | | | | | | | | | | 5% | JSSP personnel initiated the organization process for a new Judicial Observatory which is designed to have multiple partners and participating institutions. An initial planning/coordination meeting was held with <i>Universidad Alberto Masferrer</i> officials to gauge their interest, wherein significant interest was expressed. A follow-up meeting is scheduled in July 2013. |
| 3A.04 Develop and implement an action plan with the Judicial Observatory aimed at defining concrete strategies to increase citizen participation. | | | | | | | | | | | | | 5% | In progress. See above. |
| 3A.05 Create/strengthen a forum consisting of the Judicial Observatory and other major CSOs that will focus on justice and transparency issues. | | | | | | | | | | | | | 5% | In progress. See 3A.03. |
| 3A.06 Assist the Judicial Observatory in continuing to gather and report on important criminal justice sector indicators and other key legal reform and transparency issues. | | | | | | | | | | | | | 0% | |
| 3A.07 Foster two-way communications and develop respect between JSSP counterparts and CSOs. To this end, joint training and inclusive working group methodologies will be utilized whenever possible. | | | | | | | | | | | | | 5% | The JSSP has begun initial planning/coordination with CSOs and institutional counterparts to foster two-way communications and develop trust between JSSP counterparts and CSOs. As cited previously, some joint training activities have already commenced to facilitate this process. |
| 3A.08 Through the SGP, support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency, to include public education initiatives, mass media, social networking and other new media resources. | | | | | | | | | | | | | 5% | The JSSP is awaiting final approval of the Grants Manual. To support CSOs in mobilizing citizens to participate more actively in the public policy making process and in demanding more judicial transparency, some JSSP mobilization efforts in the area of public education have already commenced. For example, in coordination with the CPM, JSSP-sponsored vocational training in Panchimalco schools are ongoing, with similar programs under development in Puerto de La Libertad, Ciudad Barrios, Chalchuapa, and Jiquilisco. These programs foster increased coordination with the NCP and, therefore, enhanced transparency on a local level. |
| 3A.09 Design and implementation of advocacy initiatives by CSOs to promote a more transparent and service-oriented justice sector, citizens' rights to information and legal reform. | | | | | | | | | | | | | 0% | |
| Host Country Ownership (3B) | | | | | | | | | | | | | | |
| 3B.01 Design a feasibility study of possible methods for USAID/EI Salvador to engage directly with the Government of El Salvador (GOES) in future projects. | | | | | | | | | | | | | 5% | During this period, JSSP personnel engaged key institutional counterparts (SC, NCP, AGO, PDO, and UTE) and several CSOs in sustainability discussions. To date, both the AGO and NCP have demonstrated a marked commitment to improving sustainability, as reflected by institutional investments in the RRU, UNIMUJERS, and DVIs/Ludotecas to be established in AGO and NCP facilities. These efforts, if maintained in the long-term, provide hope regarding the feasibility of direct USAID/EI Salvador-GOES engagement in future projects. |
| 3B.02 Conduct an assessment of the management capacities of key JSSP counterparts and CSOs (as well as relevant legal and regulatory frameworks) to determine the feasibility for receiving direct USAID funding. Organizations such as the UTE, the AGO Training School, and the PGR Training School are potential candidates. | | | | | | | | | | | | | 0% | |
| 3B.03 Develop a proposal for the implementation of a potential host country justice sector program with the participation of government agencies and CSOs. | | | | | | | | | | | | | 0% | |

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|--|------------------|-----|-----|-----|-----|------------------|-------|-------|-------|------|------|------|-------------|--|
| | May | Jun | Jul | Aug | Sep | QTR 1 | QTR 2 | QTR 3 | QTR 4 | | | | | |
| 3B.04 Provide organizational development assistance to government agencies, local private firms and CSOs to enhance their technical and financial management capabilities in preparation for implementing USAID funded projects. This assistance will include training, orientation/mentoring in business administration, financial management and accounting, strategic planning, and USAID project administration. | | | | | | | | | | | | | 0% | |
| Windows of Opportunity (3C) (subject to written instructions from USAID) | | | | | | | | | | | | | | |
| 3C.01 Support will be provided to implement new activities to improve citizens' understanding and engagement in justice sector reforms, improve transparency and reduce impunity. | | | | | | | | | | | | | 5% | Initial discussions are underway with institutional counterparts and CSOs. |

INDEX OF ANNEXES (SEE ATTACHED DISK)

Index to Work Plan Annexes (See Attached Disk)

Quarterly Report I (April 1 – June 30, 2013)

| Annex Number | Document |
|---------------------|--|
| Annex 1 (1.1.23) | Documento de propuesta del Diplomado en Liderazgo y Cambio Organizacional. |
| Annex 2 (1.2.01) | Resultados del diagnóstico y la evaluación de las USTs. |
| Annex 3 (1.2.19) | Informes de abril, mayo y junio/2013 de FUNIPRI, SENDAS, AMS y ORMUSA. |
| Annex 4 (1.2.26) | Módulo de formación para personal médico del MINSAL y FOSALUD. |
| Annex 5 (1.2.26.01) | Marco Conceptual para proyecto de habilitación de médicos. |
| Annex 6 (1.2.35) | Documento de Fortalecimiento del Centro Judicial Isidro Menéndez. |

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