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ANNUAL PLAN

August 2001-September 2002

Contract Number: 519-C-00-01-00154-00

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INTRODUCTION

This Annual Plan (“Plan”) covers the period from August 2001 to September 2002, a time period consistent with the current duration of the existing contract (# 519-C-00-01-00154-00). The Plan is organized by the five component parts of the project and contains detailed information regarding specific activities, the dates of these activities, the expected outputs, and the resources to be relied upon.¹ In addition, at the beginning of each component there is a brief discussion of the strategy that will be employed to successfully achieve the goals of each component.

This Plan has been prepared to address, as much as possible, the needs of the justice sector operators and the end-users of the Salvadoran justice system while at the same time balancing both financial and contractual constraints. Information regarding the needs and desires of counterparts has been incorporated throughout the plan consistent with component activities. The Plan also takes into account the previous activities of the project carried out during the past year by building on previous accomplishments and following-up on already initiated, but as yet uncompleted activities. As stated in the DPK proposal, the Project Team will form an “Advisory Committee” composed of five to six national professionals to provide the Project Team with non-binding guidance and advice as the project unfolds. The Advisory Committee will be formed no later than October 2001 and will be convened every trimester .

The dates in the Plan are generally broken down by sub-activity to provide more detail and clarity regarding the timeline of events. If only a large block of dates is provided (i.e. Sept. 01-Sept. 02), then the activity is ongoing and will be carried out over an extended period of time (i.e. from September 2001 through September 2002).

Where appropriate, specific project and outside personnel are identified in the “Resources” column. In other cases, more general terms are used to identify potential resources, such as “Project Team,” “International or National consultant” and “NGOs.” This approach is used for several reasons. First, the term “Project Team” is employed when multiple members of the project team play an important role in the activity. Where one team member plays a predominant role, that team member is identified by name.

Second, in some instances the project has a variety of individual and institutional resources, both national and international, that can be called upon to lend their expertise to the project. However, it is preferable in some instances to directly consult with partners to identify specific needs and preferences before identifying specific resources.

¹ Previous Plans submitted to USAID contained a budget column. After consultation with USAID, this column has been deleted from this Plan because a separate, detailed project budget already provides all relevant information regarding financial resources for the identified project activities in a form (i.e. Excel) more suitable to financial management. The project budget is attached to this Plan as Annex III.

Finally, the general term “NGOs” is used where the team will rely on the services and collaboration of national and international civic society organizations that may respond to sub-contract solicitations or otherwise become identified during the course of project activities (i.e. during identification of new pilot sites for additional Casas de Justicia, etc.). These include but are not limited to FEPADE, IDHUCA, SCESA, INICEP, FUNDAUNGO, the University of San Francisco, the California Judges Association, Fundación Libra, and the Federación de Abogados.

After consultation with USAID and local partners, there is agreement to give the project a geographic focus in four Departments of the country: San Miguel, Usulután, Santa Ana, and Sonsonate. The purpose of the geographic focus is to strengthen the impact of project activities through the synergistic effect of focusing sometimes unrelated activities in the same area. Similarly, it is hoped that the geographic focus will improve the ability to measure the impact of project activities.² In the detailed description of project activities, the term “target zones” or “target geographic zones” is used to refer generally to these four Departments.

Annexes I-IV are attached to this Plan and provide the following information relevant to the Plan. Annex I contains the Indicator Table that USAID and DPK have agreed on under the terms of the contract as a means of measuring the impact of project activities. Annex II is the initial training plan which lists detailed information regarding the training schedule, including information about the dates, courses, audience, location, and resources that will be relied upon. Annex III is a compilation of supporting materials from counterparts and from the Project backing-up the selection of courses in the Training Plan. Annex IV is the current project budget, which reflects the five components and the financial resources available for corresponding project activities.³ The detailed activities listed in this Plan are consistent with the resources provided for in the budget for September 2001 to September 2002. For example, this plan provides detailed information regarding the activities necessary to establish the Suchitoto Casa de Justicia and one additional casa de justicia prior to September 2002. However, only general references to the activities necessary to establish the third and fourth casas de justicia are included in this plan because these final two casas de justicia are provided for in the budget for the period of September 2002 to September 2003.

This Plan focuses on the substantive activities that will be carried out under each component. The project acknowledges the administrative requirements that must be fulfilled as a normal course of the project (i.e. monthly invoices, Quarterly Reports, monthly

² Only the Fiscal General of the Republic has indicated an explicit desire to continue project activities in San Salvador, although he also agreed to geographically focused activities in addition. The project will continue with already promised activities in San Salvador for the Fiscal General but will make a concerted effort to focus future training activities for all partners, including the Fiscal General, in the four geographic zones. To do otherwise is to risk diluting the purpose and impact of a geographic focus and would essentially render pointless the DPK-USAID agreement to center project activities in the four geographic zones.

³ Annex III is included in the English language version of this document only because of the proprietary nature of the information contained therein.

COP meetings, etc.) but these administrative requirements have been omitted from this substantive Plan to avoid excessive detail to and keep the Plan at a manageable length.

Component 1: Greater Understanding of Roles and Improved Performance Under the New Criminal Code and Criminal Procedures Codes

Intermediate Result 4: Improved Preparation and Management of Criminal Cases

Strategy: The project will employ a comprehensive approach to training, focusing in four previously agreed upon target geographic areas. Training courses have been selected in coordination with the Escuela de Capacitación Judicial and other counterparts and are based upon both written and oral requests from counterparts (see Annex III). Separate but inter-related operators in the justice sector (i.e. prosecutors, judges, public defenders, police, and administrators) will all trained in subjects relevant to their role under the new criminal and criminal procedure codes. Although trainings may be conducted separately in some cases, different justice sector segments will all be better informed and will be able to work more effectively together as inter-connected players in the criminal law arena. The goal is to create as much uniformity of knowledge as possible among the different justice sector operators so that the justice sector as a whole can operate with fluidity and efficiency, avoiding bottlenecks caused by any single segment of the justice sector being left behind, uninformed, or otherwise unable to fulfill its designated duties in the criminal justice system. In addition, the project will supplement comprehensive training efforts with technical assistance, such as the promulgation of an evidence code and written education materials, to enable justice sector operators to fully utilize newly learned skills and to further improve the operational efficiency of the criminal justice system. Local partners will be fully engaged in the training and technical assistance process to promote long term ownership. Evaluation of trainings and measurement of their impact will inform future project activities and will provide the project and AID with an effective means to measure project success.

ACTIVITIES	DATES	OUTPUT	RESOURCES
1.1 TRAINING			
<p>1.1.1. Prepare training plan for four target geographic zones</p> <ul style="list-style-type: none"> Determine with partners the number and identity of trainees in each target zone (judges, prosecutors, public defenders, administrative personnel, and others) 	Aug 01-Sept. 01	<p>Training program elements defined</p> <p>Training plan designed and initial training schedule established</p>	<p>Ana del Carmen</p> <p>Project Team</p> <p>National Consultants</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Conduct observational visits/validation meetings to selected target geographic zones to validate with regional counterparts the training needs previously expressed by San Salvador-based counterparts • Develop courses targeted to subject requested by partners, including Oralidad, Teoria del Delito, Tecnicas de Investigacion, and Evidence law • Identify possible trainers from each participant group for “Training of Trainers” where relevant • Identify suitable facilities and make other logistical arrangements necessary for carrying out effective trainings in target zones • Design initial training programs for target areas, including dates, course content, audience, location, and trainer(s) 			International Consultants
<p>1.1.2 Refine evaluation forms, questionnaires, and/or other measurement mechanisms, using ECJ models, to measure the impact and effectiveness of completed training programs</p> <ul style="list-style-type: none"> • Refine already existing training measurement tools (i.e. questionnaires and/or evaluation forms) to accurately measure participant response and program impact • Conduct qualitative evaluation of each training program to measure both theoretical and practical impact of trainings • Compile the results of qualitative evaluations for quarterly reports to USAID and as otherwise necessary 	<p>Aug. 01-Sept. 01</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p>	<p>Refinement of tools to measure qualitative and practical impact of trainings</p> <p>Impact of trainings measured</p>	ADC Fernández

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>1.1.3 Continue coordination and planning with partners (ECJ, UTE, Prosecutor, Public Defender, and others) to increase efficiencies and economies of scales in training programs and avoid duplication of effort</p> <ul style="list-style-type: none"> • Discuss and agree with the heads of each counterpart organization (i.e. “titulares”) on option for business meeting scheduled at regular intervals (i.e. tri-monthly breakfast meeting, etc.) • Meet regularly with second-level counterparts to discuss concrete details regarding project progress and adjust plans as necessary and appropriate 	Aug. 01-Sept. 02	Coordination between institutions regarding training programs	Project Team
<p>1.1.4 Continue with previously scheduled training programs in non-target geographic zones (i.e. San Salvador) directed to prosecutors, public defenders, and others (see Training Plan-Annex II)</p>	Aug. 01-Oct. 01	Justice sector personnel trained	H. Quiñones ADC Fernández Pedro Goyco Julio Fontanet Christie Warren Kari Converse National and international consultants
<p>1.1.5 Continue Development of Mentor Program in target areas</p> <ul style="list-style-type: none"> • Evaluate effectiveness and participant response to first mentor 	Aug. 01	Mentor Program Plan established	Project Team

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>program through questionnaires administered to program participants</p> <ul style="list-style-type: none"> • Adjust operational elements and methodology of mentor program as necessary to improve effectiveness for participants and partners • Conduct follow-up mentoring in San Salvador for the Homicide Dept. to assess impact • Execute one additional new mentoring program in the Patrimony Dept. in San Salvador • Execute additional Mentor Program for fiscales in San Miguel • Execute additional Mentor Program for fiscales in Usulután • Execute additional Mentor Program for fiscales in Santa Ana • Execute additional Mentor Program for fiscales in Sonsonate • Conduct follow-up mentoring in each geographic zone to assess impact and changes implemented 	<p>Sept. 01</p> <p>TBD</p> <p>TBD</p> <p>Dec. 01</p> <p>Dec. 01</p> <p>Jan. 02</p> <p>Jan. 02</p> <p>TBD</p>	<p>Mentor program refined</p> <p>Initial and follow-up mentor program reports created</p> <p>Effectiveness of justice sector operators improved in target areas through execution of additional Mentor Programs</p> <p>Follow-up mentoring reports created</p>	<p>Ana Paulina Cruz</p>
<p>1.1.6 Coordinate with ICITAP and PNC to conduct trainings for PNC personnel and fiscales in crime scene investigation and management</p> <ul style="list-style-type: none"> • Interview candidates and name PNC Coordinator to the Project • Refine coordination procedures between project and ICITAP once Project Coordinator named 	<p>Sept. 01</p> <p>Sept. 01-Oct. 01</p>	<p>Project PNC Coordinator named</p> <p>Improved understanding of roles and responsibilities by PNC and prosecutors</p>	<p>Project PNC Coordinator</p> <p>Project Team</p> <p>ICITAP</p> <p>PNC Trainers</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Identify non-PNC (i.e. prosecutor) attendees to trainings • Develop details of training programs, including dates, location, duration, audience, trainer(s), and details of course on Crime Scene Investigation and Management • Provide logistical support for trainings according to the plans developed jointly with ICITAP • Execute training programs in coordination with ICITAP • Evaluate training programs and report results 	<p>Sept. 01-Oct. 01</p> <p>Sept. 01-Oct. 01</p> <p>Oct. 01-Jan. 02</p> <p>Dec. 01-Feb. 02</p> <p>Mar. 02</p>	<p>Improved training coordination between PNC and prosecutors</p> <p>Training Plan created</p> <p>Evaluation Report created</p>	
<p>1.1.7 Conduct four periodic seminars, presentations, and talks, both formal and informal, by visiting consultants to take advantage of their experience and knowledge for the benefit of local partners</p> <ul style="list-style-type: none"> • Periodically identify topics of interest to local partners and consistent with visiting consultants' expertise, including but not limited to the following subjects: the importance of an evidence code, new developments under the criminal and criminal procedure codes, orality and techniques of adversarial litigation, mediation, and alternative dispute resolution • Invite partners to consultants' presentations to be held predominantly at DPK facilities 	<p>Aug. 01-Sept. 02</p>	<p>Knowledge and experience of consultants fully-utilized</p> <p>Partners better informed through exposure to new ideas and methods</p>	<p>International consultants</p>
<p>1.1.8 Conduct training programs to strengthen justice sector</p>		<p>Leaders in justice</p>	<p>Project Team</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>operators' ability to participate in plea bargaining</p> <ul style="list-style-type: none"> • Conduct initial assessment and gather baseline information for use in measuring impact of trainings • Execute plea bargaining training for Heads of the sub-regional Prosecutor and Public Defender offices • Evaluate training and report results • Sponsor a joint conference/meeting between judges, prosecutors, and public defenders to aid mutual understanding of plea bargaining process and roles • After evaluation and impact of training, identify additional need and/or interest among prosecutors and public defenders in additional plea bargaining training • Execute additional trainings as needed and appropriate within budgetary constraints • Conduct post-training impact assessment 	<p>Nov. 01</p> <p>Dec. 01</p> <p>Jan. 02</p> <p>Feb. 02</p> <p>Feb. 02-Sept. 02</p> <p>Feb. 02-Sept. 02</p> <p>Jun. 02</p>	<p>sector offices trained in plea bargaining</p> <p>Decrease in time needed for case resolution</p> <p>Evaluation report and impact report created</p>	<p>Kary Converse</p> <p>International consultants</p>
<p>1.2. ASISTENCIA TECNICA</p>			
<p>1.2.1 Develop at least two written educational materials of practical use to justice sector operators with active participation of counterparts</p>		<p>Written materials of practical use for justice sector operators produced and</p>	<p>H. Quinones</p> <p>National consultants</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Identify, with active participation of partners, the specific needs for materials (i.e. trial practice manual, pocket pamphlets on certain subjects, brochures, or other materials) • New written materials developed in light of already existing manuals and guides thus avoiding duplication of effort and focusing on results-based, practical usability • Substantive content of materials developed by partners to create ownership of material, with project technical oversight and review • New materials printed and distributed in target areas in training sessions 	<p>Aug. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p>	<p>distributed</p>	<p>International consultants</p>
<p>1.2.2 Development and finalization of proposal for Draft Evidence Code in cooperation with justice sector Institutions</p> <ul style="list-style-type: none"> • Incorporate counterpart feedback into preliminary draft of Evidence Code that has been circulated to partners • Organize and hold a series of working roundtables, seminars, and/or meetings with high-level and second-tier counterparts to discuss initial draft of Evidence Code and the modifications necessary to make it politically viable and suited to the realities of the Salvadoran legal system • Conduct “lobbying” and other activities as needed to create consensus on draft Evidence Code and coordinate with counterparts to create an environment politically conducive to ultimate passage of the code; conduct other activities necessary to encourage ultimate adoption of 	<p>Sept. 01-Nov. 01</p> <p>Dec. 01-Feb. 02</p> <p>Dec. 01-Sept. 02</p>	<p>Evidence Code suitable to Salvadoran legal system</p> <p>Uniformity of practice, both in and out of court, regarding rules of evidence for justice sector operators</p>	<p>H. Quinones</p> <p>Rommell Sandoval</p> <p>National consultants</p> <p>International Consultants</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>the draft Evidence Code</p> <ul style="list-style-type: none"> • Identify necessary reforms to the Criminal and Criminal Procedure Codes to make them consistent with the proposed Evidence Code • Modify initial draft as needed to create technically sound final version of Evidence Code suited to the realities of the Salvadoran legal system and to the exigencies of the new Criminal and Criminal Procedure Codes • Provide finalized Evidence Code to selected counterpart(s) for their presentation of the code as a political initiative • Once support for Code is evident and adoption of final version likely, begin trainings, conferences, and other activities to publicize the code and educate justice sector operators and the public regarding interpretation and operation of the code 	<p>Sept. 01-May 02</p> <p>Mar. 02-Apr. 02</p> <p>May 02</p> <p>Jun. 02-Sept. 02</p>		
<p>1.2.3 Provide technical assistance to PNC and ICITAP for creation of necessary training materials for PNC and fiscal training on Crime Scene Investigation and Management</p> <ul style="list-style-type: none"> • Provide technical oversight and review, in coordination with ICITAP, for creation of training materials on investigation of crime scene • Finalize, publish, and disseminate written materials to PNC and fiscal personnel during training in coordination with ICITAP • Coordinate other PNC technical assistance with ICITAP 	<p>Aug. 01-Sept. 01</p> <p>Sept. 01-Nov. 01</p> <p>Oct. 01-Sept. 02</p>	<p>Revision and reproduction of crime scene training materials</p> <p>Improved uniformity in crime scene management by PNC and fiscales</p> <p>Plan of activities, including training</p>	<p>H. Quinones</p> <p>International consultants</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
		plan, created	

Component 2: Create Greater Public Confidence in Ability of Operators to Implement New System
Intermediate Result 3: Improved Access to Justice

Strategy: To improve public confidence in, and access to, the justice system and its operators the project will employ a two-fold strategy as reflected in the activities detailed below. First, the project will focus on increasing the public’s understanding of the justice system through public education programs and a justice sector conference that will relay information, either directly or indirectly, to the public about everything from the current operation of the justice system and the roles of various operators to the relatively recent changes in the criminal justice system designed to improve its operation and to provide protections for the citizens of El Salvador. Second, the project will work with local justice sector offices to improve the interface and interaction between the justice sector and the public. More specifically, the project will train administrative personnel to improve client servicing and will join forces with local justice sector offices to make relatively minor physical facility changes (i.e. signage, public information booths, etc.) to improve user accessibility and friendliness of the justice system. These two elements will be tied together through the participation of both the public and justice sector officials in the public education programs.

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>2.1 Assist Fiscal General with publication of informational brochure for dissemination to the public</p>	<p>Aug. 01</p>	<p>Dissemination of information to public to increase their knowledge and comfort with the justice system</p>	<p>H. Quinones</p>
<p>2.2 Conduct at least one Media-Justice Conference</p> <ul style="list-style-type: none"> • Review and assess previous AID efforts in this area, including the work of Florida International University and Chemonics • Establish initial contacts with media, in coordination with USAID-PAO, and justice sector officials in four target areas to gather info regarding best target area for media-justice conference 	<p>Nov. 01</p> <p>Dec. 01</p>	<p>Improved media understanding and reporting to the public on justice sector issues</p> <p>Improved public understanding of and confidence in justice</p>	<p>Project Team</p> <p>Media outlets</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> Decide on most suitable target area based on 1) media receptivity, 2) justice sector receptivity, 3) USAID related activities in target zone, and 4) other complementary project activities in target zone (i.e. casa de justicia, justice sector facility improvements, etc.) Engage necessary media outlets and justice sector officials in planning conference details to create ownership and interest, including details regarding method and manner of conference, content, speakers, attendees, and location Execute conference with active participation of both media and justice sector officials 	<p>Jan. 02</p> <p>Feb. 02-Mar. 02</p> <p>Apr. 02-May 02</p>	sector	
<p>2.3 Provide technical assistance to four targeted facilities in selected geographic zones to improve client service and user friendliness in justice sector offices</p> <ul style="list-style-type: none"> Maximize project impact by promoting participation, engagement, and support by local justice sector officials to assess specific needs, interests, and feasibility in facility changes such as signage, public information stands, and other improvements to increase public accessibility and friendliness Undertake prioritized, high-impact, low-cost changes likely to have greatest effect on end-user 	<p>Sept. 01-Mar. 02</p> <p>Apr. 02-Sept. 02</p>	Justice sector offices with better public accessibility and friendliness	<p>Project Team</p> <p>National consultants</p> <p>International consultants</p>
<p>2.4 Design and conduct two training programs of justice sector administrative personnel regarding client servicing and other</p>		Improved service to the public from trained	Project Team

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>administrative support functions to the public</p> <ul style="list-style-type: none"> Assess current level of client service and training needs of administrative personnel through on-site visits and meetings with justice sector representatives in target geographic areas Design practical, results-oriented training programs for two target areas in conjunction with local justice sector authorities, identifying dates, course content, duration, audience, location, and trainer(s) Conduct training programs for specified administrative personnel in first target area Conduct training program for specified administrative personnel in second target area Evaluate objective impact of training through post-training follow-up opinion polls of end-users of the systems where training has occurred 	<p>Oct. 01-Nov. 01</p> <p>Dec. 01-Jan. 02</p> <p>Feb. 02</p> <p>Mar. 02</p> <p>Aug. 02</p>	<p>administrative personnel</p> <p>Improved public perception and confidence in justice system</p>	<p>National consultants</p> <p>International consultants</p>
<p>2.5 Offer three public education programs on justice sector issues through the NGO community in three target geographic zones</p> <ul style="list-style-type: none"> Initiate contacts with NGO community in target zones to determine availability and interest of effective NGO partners in target areas Design and publicly submit solicitations for NGO sponsored public education programs in identified areas Review and select best proposals received 	<p>Sept. 01-Nov. 01</p> <p>Nov. 01-Feb. 02</p> <p>Mar. 02-Apr. 02</p>	<p>Improved public awareness and understanding of justice sector issues in target geographic zones</p> <p>Increased NGO understanding and participation in justice sector issues in target</p>	<p>Project Team</p> <p>Selected NGOs</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> Award sub-contracts and execute programs 	May 02-Sept. 02	geographic zones	

Component 3: Successful Establishment of Rural Justice Centers to Improve Access to Justice in Selected Sites

Intermediate Result 3: Improved Access to Justice

Strategy: The strategy for development of component three is to open and develop the casa de justicia en Suchitoto and use it as a platform from which to launch the other casas de justicia. DPK and AID have already agreed in a contract-based Indicator Table to develop two casas de justicia in year 1 of the project (Sept. 01-Sept. 02) and two additional casas in year 2 of the project (Sept. 02-Sept. 03). While this contractual obligation remains in place, DPK is cognizant that impending elections may make it difficult to open two additional casas in the second year of the project. Accordingly, the DPK Project Team will make all efforts to open a third casa de justicia before September 2002. A key factor in the development of all the casas de justicia in year 1 of the project will be long term sustainability. This will be achieved using a “push-pull strategy” to create ownership. Under this strategy the local municipality is required to dedicate resources to the casas (i.e. “pushed” toward ownership) while simultaneously being “pulled” towards ownership through the recognition that the casas de justicia are meeting important needs of the municipality and its citizens. Collaboration of the mediators of the Procuraduria will initially provide a professional base of mediators to hear cases and work side-by-side with “community mediators,” who will be both members of the local community and, where appropriate, law students or recent law graduates fulfilling academic “social hours” or “practica juridica.” The project will use the “lessons learned” from the Suchitoto Casa de Justicia to improve the operation and methodology of subsequent casas de justicia. In the course of developing a pool of trained mediators the project will identify potential mediators who can serve as “high-risk” mediators for El Salvador, the US Embassy, USAID, or others in the event of a crisis situation where mediation might be useful.

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>3.1 Planning activities for second Casa de Justicia and additional pilot sites</p> <ul style="list-style-type: none"> • Identify and hire a project coordinator to work 50% of time on this component • Utilize already existing coordinating committees between the four universities to better define the long-term roles and activities of students in the casas de justicia • Identify second pilot site and additional potential sites through meetings with municipality representatives, community officials, and the NGO 	<p>Sept. 01</p> <p>Sept. 01-Mar. 02</p> <p>Sept. 01-Dec. 01</p>	<p>Casa de Justicia Coordinator hired at project</p> <p>Other pilot sites identified and agreements from municipalities obtained</p> <p>Coordinators for</p>	<p>ADC de Fernández</p> <p>New Project Coordinator</p> <p>Damian Escobar</p> <p>Fundacion Libra</p> <p>International Consultants</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>community in four target geographic zones, focusing on long-term sustainability as critical criteria for site selection</p> <ul style="list-style-type: none"> • Once second site selected, establish local planning committee using already existing committees where possible to proceed with preparations for second casa de justicia • Initiate relationships in selected pilot site between local institutions and the project to ensure support for casa de justicia and dissemination of its purpose and goals to the public at large • Obtain necessary agreements from the municipality for use and maintenance of second site for new casas de justicia in form of Memorandum of Understanding based on Suchitoto Model • Identify and train members of the community, and additional students if necessary, who can serve as mediators • Solidify procedures and operational standards for second casa de justicia using lessons learned from the Suchitoto Casa to improve operation of second casa de justicia • Conduct public outreach and education programs to increase public awareness and acceptance of the services offered at the casas de justicia • Identify and hire national coordinator for second casa de justicia • Contact judicial sector institutions (courts, prosecutors, public defenders, and police) in second pilot location to inform them of the purpose of the casa de justicia and to coordinate the manner in which these formal institutions and the casas de justicia can coordinate efforts 	<p>Dec. 01-Jan. 02</p> <p>Dec. 01-Feb. 02</p> <p>Jan. 02</p> <p>Jan. 02-Mar. 02</p> <p>Feb. 02-Apr. 02</p> <p>Feb. 02-Jun. 02</p> <p>Mar. 02</p> <p>Mar. 02-May 02</p>	<p>additional Casas identified and hired</p> <p>Community ownership of Casas established</p> <p>Public informed about the services of Casas</p> <p>Community mediators identified and trained</p> <p>Equipment for new Casas purchased</p> <p>Physical site for new casas prepared for occupation</p> <p>Second Casa de Justicia inaugurated</p> <p>Planning and site selection for third and fourth casas de justicia started</p>	<p>Centro de Mediacion de PGR</p> <p>Community Mediators</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Equipment, furniture and supplies purchased • Physical site preparations completed • Inauguration of second casa de justicia • Continue identification and planning procedures for opening of third and fourth casas de justicia in accordance with the actions and procedures outlined above • Third and fourth casas de justicia to be inaugurated during option year 	<p>Mar. 02</p> <p>Mar. 02</p> <p>Apr. 02</p> <p>Apr. 02-Sept.02</p> <p>Sept. 02-Sept. 03</p>		
<p>3.2 Establishment of the Suchitoto Casa de Justicia</p> <ul style="list-style-type: none"> • New coordinator to begin developing working relationships with local municipal authorities, justice sector officials, community representatives, and NGOs • Finalize physical modifications to office space • Complete purchase of all necessary equipment, furniture, and supplies for Suchitoto Casa • Continue coordination and planning with local institutions and representatives for official inauguration of Suchitoto Casa, including signing of Memorandum of Understanding with the Mayor of Suchitoto • Complete necessary procedural and operational arrangements for receiving and processing cases • Initiate and execute public outreach and/or education programs in 	<p>Aug. 01</p> <p>Aug. 01</p> <p>Aug. 01</p> <p>Aug. 01-Sept. 01</p> <p>Sept. 01</p> <p>Sept. 01-Jun. 02</p>	<p>Working relationships with local counterparts established and solidified</p> <p>Office space prepared for occupation</p> <p>Equipment purchased</p> <p>Procedural guidelines established</p> <p>Public better informed about Casa de Justicia</p> <p>Coordination established with</p>	<p>DDP</p> <p>ADC Fernández AM Lopez</p> <p>New Casas Coordinator</p> <p>Damian Escobar</p> <p>Fundacion Libra (Damian D'Alessio, Gladys Alvarez)</p> <p>Casa de Mediacion de PGR</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>Suchitoto as needed to increase public awareness and acceptance of the Casa de Justicia once established</p> <ul style="list-style-type: none"> Finalize operational procedures with justice sector institutions (courts, public defenders, prosecutors, and police) regarding coordination and case referrals 	Sept. 01-Oct. 01	justice sector offices	
<p>3.3 Training in preparation for operation of Suchitoto Casa de Justicia</p> <ul style="list-style-type: none"> Coordinate with mediators of the public defenders office for coordination of efforts and joint participation in trainings and mediation Conduct follow-up mediation training for law school students who will serve as mediators Conduct initial mediation training and follow-up mediation training for community members who have been identified as potential mediators 	<p>Aug. 01-Sept. 01</p> <p>Sept. 01</p> <p>Oct. 01-Nov. 01</p>	<p>Law students and members of the community trained as mediators</p> <p>Coordination of efforts with public defenders office</p>	<p>ADC Fernández</p> <p>LIBRA (Damian D'Alessio)</p> <p>Damian Escobar</p> <p>New Project Coordinator</p>
<p>3.4 Inauguration of the Suchitoto Casa de Justicia</p> <ul style="list-style-type: none"> Formal opening of the Suchitoto Casa de Justicia to be held with USAID, local municipal officials, justice sector personnel, community members, civic society, law schools, and others as appropriate 	Sept. 01	<p>Publicity related to the Casa de Justicia program</p> <p>Recognition of USAID and PAS efforts</p>	<p>Project Team</p> <p>Damian Escobar</p>
<p>3.5 Initial and ongoing operations of the Suchitoto Casa de Justicia</p>		Casa de Justicia is	Damian Escobar

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Establish a plan of coverage and duty schedule for the Casa with law students, community members, and public defenders who will serve as initial mediators • Identify and utilize to extent possible pre-existing mediation materials • Begin distributing materials to inform the public and partners about the Casa de Justicia (i.e. pamphlet, etc.) • Begin receiving clients and processing cases • Compile and maintain detailed statistical information on the activity of the Casa, including clients attended, cases filed, cases resolved, and other information necessary to measure the impact and achievements of the Casa • Continue public outreach and education programs as needed to publicize the services and achievements of the Casa • Participate in relevant activities in other project components related to the operation and improvement of the operation of the Casa de Justicia, such as trainings, conferences, seminars, and public education programs • Community mediators to participate in refresher mediation courses utilizing as appropriate the mediators of the PGR • Draft and circulate “Lessons Learned” report after first four months of operation outlining successes, pitfalls, and areas for improvement, such report to be used to better prepare for additional casas de justicia in progress 	<p>Aug. 01-Oct. 01</p> <p>Sept. 01</p> <p>Sept. 01</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p> <p>Sept. 01-Sept. 02</p> <p>Jan. 02-Sept. 02</p> <p>Sept. 02</p>	<p>operating effectively</p> <p>Casa de Justicia is providing greater access to justice to the community through mediation, alternative dispute resolution, and other services</p> <p>Report on lessons learned to ease opening and operation of new casas de justicia</p> <p>Creation of long term sustainability plan</p>	<p>Casas Coordinator</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none">Coordinator to draft plan for long-term sustainability of Casa	Feb. 02		

Component 4: Strengthen Selected Salvadoran Law Schools

Intermediate Result 4: Improved Preparation and Management of Criminal Cases

Strategy: Over the course of the next year the project will work with two law schools to strengthen them in three primary areas 1) training in criminal law related subjects, 2) improving teaching methodology, including clinical legal education, and 3) developing and modernizing their curriculums. The project will attempt to create ownership and to engage only the most enthusiastic and reform-minded law schools by requesting informal “proposals” regarding their willingness to undertake reforms and by requesting the signing by relevant parties of a memorandum of understanding that outlines the respective responsibilities of the participating law schools and the project. Reforms will be carried out in an integrated manner, meaning that professors trained on the new code will be encouraged to participate in curricular reform efforts. Similarly, the project will attempt to ensure that reforms in teaching methodology, including clinical legal education, are employed to the fullest extent possible in criminal law and other courses to ensure effective education of students in relevant subject matters. Depending on the ability of students to play an effective role as co-mediators, or mediators, in the Suchitoto Casa de Justicia, the project may attempt to rely on this steadily available pool of human resources to supplement the operation of additional casas de justicia. Similarly, the project will coordinate with relevant law school officials and the Supreme Court to obtain permission for the law students to receive “social hours” credit and credit for “practica juridica” by participating in other components of the project as legal/research assistants.

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>4.1 Continue promoting and participating in coordination meetings with the four law schools (Universidad de El Salvador, Universidad Matías Delgado, Universidad Centroamericana, Universidad Tecnológica) via the already-established Coordination Committee</p>	<p>Aug. 01-Sept. 02</p>	<p>Increased coordination between law schools on issues ranging from training to curricular reform</p>	<p>R. Sandoval</p>
<p>4.2 Develop 1 clinical legal education program at law schools</p> <ul style="list-style-type: none"> • Clarify and define with law school representatives their needs and expectations regarding clinical legal education programs • Select two primary recipients for clinical education reform based on law schools demonstrated willingness to commit to genuine reform process 	<p>Aug. 01-Sept. 01</p> <p>Sept. 01</p>	<p>True clinical legal education programs established at law schools</p> <p>Students educated in practical realities of handling legal disputes</p>	<p>R. Sandoval</p> <p>Betsy Seijo</p> <p>Richard Boswell</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Develop law school ownership of clinical education reforms through the signing of a memorandum of understandings memorializing the duties and responsibilities of the two laws school that will receive technical assistance and participate in clinical education reform • Continue preliminary planning arrangements for clinical education reform for option year with two additional law schools • Provide supportive technical assistance for the creation of legal clinics at participating schools in form of international consultants • Provide training in clinical education teaching methodology • Transform existing legal assistance offices at law schools into functioning clinical legal education programs that serve students' practical needs 	<p>Sept. 01-Oct. 01</p> <p>Sept. 01-Sept. 02</p> <p>Oct. 01-Feb. 02</p> <p>Oct. 01-Jan. 01</p> <p>Nov. 01-Sept. 02</p>	<p>Law school professors trained in variety of subject</p>	
<p>4.3 Promote and provide technical assistance to at least one law school in the development of curricular reforms at selected law schools</p> <ul style="list-style-type: none"> • Identify, in consultation with law schools, specific needs for curricular changes in criminal law, criminal procedure law, evidence, clinical education, ADR, student participation in Casas de Justicia, reform of student social hours, programs for student representation of clients in court, and other areas as appropriate • Assist representatives of the law schools to develop newly-identified courses, course content, programs and other curriculum changes • Finalize, with law school representatives, proposed curricular 	<p>Sept. 01-Nov. 01</p> <p>Dec. 01-Apr. 02</p>	<p>Law school identification and ownership of needed curricular changes</p> <p>Development of new courses and programs for legal education</p> <p>Improved preparation of students for legal practice</p>	<p>R. Sandoval</p> <p>Alicia Warde</p> <p>Betsy Seijo</p> <p>Richard Boswell</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
changes to allow law schools to present proposed changes to Ministry of Education	May 02-Sept. 02		
<p>4.4 Provide technical assistance to update teaching methodologies to at least two law schools</p> <ul style="list-style-type: none"> • Define, with active participation of law school officials, needed areas of improvement in teaching methodologies (i.e. clinical education teaching methods, how to teach orality, moot court teaching methods, etc.) • Provide trainings in identified subject areas • Coordinate activities within the law schools and the project to encourage incorporation of new teaching methodologies into curricular reforms 	<p>Sept. 01</p> <p>Sept. 01-Jan. 02</p> <p>Sept. 01-Sept. 02</p>	<p>Updated teaching methodologies at law schools</p> <p>Improved preparation of students for legal practice</p>	<p>R. Sandoval</p> <p>H. Quinones</p> <p>Richard Boswell</p>
<p>4.5 Train professors and students at four law schools on relevant topics under the criminal and criminal procedure codes</p> <ul style="list-style-type: none"> • Identify specific law school trainings, as needed, through consultation with law school representatives • Coordinate activities with the Public Affairs Office (PAO) where possible to maximize efforts and utilize existing funds most productively • Develop course content and schedule for identified trainings • Conduct training as appropriate in Tecnicas de Litigacion Oral, 	<p>Aug. 01</p> <p>Aug. 01-Nov. 01</p> <p>Aug. 01-Nov. 01</p> <p>Aug. 01-Nov 01</p>	<p>Training needs identified</p> <p>Improved knowledge of professors and students in relevant areas</p> <p>Trainers trained to perform future trainings</p> <p>Coordination between</p>	<p>R. Sandoval</p> <p>Héctor Quiñones</p> <p>Richard Boswell</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>Metodologia de la Ensenanza de las Tecnicas de Oralidad, Metodologia de Ensenanza de Educacion Clinica, Derecho Probatorio en el Sistema Adversativo, including training trainers for continued propagation of course materials</p> <ul style="list-style-type: none"> • Coordinate trainings between law schools to maximize economies of scale and schedule flexibility for participants • Conduct additional training courses, in coordination with law school representatives, after additional relevant topics identified 	Nov. 01-Sept. 02	different law schools	
<p>4.6 Develop Moot Court facility at the University of El Salvador (UES)</p> <ul style="list-style-type: none"> • Deliver remaining equipment for facility • Coordinate with PAO to assist with Moot Court Competition • Design training courses for law school professors in moot court and other modern teaching techniques in coordination with clinical education teaching methodology • Execute training courses for law professors in moot court and clinical education methodology 	<p>Sept. 01</p> <p>Sept. 01-May 02</p> <p>Sept.. 01</p> <p>Oct. 01</p>	<p>Creation of moot court facility at UES</p> <p>Professors trained in moot court teaching techniques</p>	<p>R. Sandoval</p> <p>Project Team</p>
<p>4.7 Develop program of law student participation in the Casas de Justicia as mediators and in other capacities</p> <ul style="list-style-type: none"> • Organize and conduct advanced mediation trainings for law students interested in participating as mediators 	Sept. 01	<p>Law students trained in mediation techniques</p> <p>Law student participation in Casas de Justicia</p>	<p>Project team</p> <p>Project Casas Coordinator</p> <p>Coordinators of</p>

ACTIVITIES	DATES	OUTPUT	RESOURCES
<ul style="list-style-type: none"> • Utilize students as co-mediators with mediators of the PGR and assess ability and aptitude to conduct solo mediations in future • Coordinate with law schools and Supreme Court to permit selected law students to receive “social hour” credit and “practica juridica” by assisting in different components of the Proyecto PAS, including possibility, but not limited to, participation in the casas de justicia 	<p style="text-align: center;">Sept. 01-Nov. 01</p> <p style="text-align: center;">Sept. 01-Sept. 02</p>	<p style="text-align: center;">Expanded opportunities for practice-based education of law students</p>	<p style="text-align: center;">individual Casas de Justicia</p>

Component 5: Windows of Opportunity
Intermediate Result 3: Improved Access to the Justice System

Strategy: Windows of opportunities will be strategically identified and selected in conjunction with AID. This component provides both the project and AID with a degree of flexibility not available in other components. This flexibility will be used to lever separate but related activities in other components so that relatively smaller expenditures can have a disproportionately large impact. Impact will be measured through both qualitative and quantitative means where appropriate. The goal is to use component five resources to accentuate the activities of other components, to increase measurable impact for the project and AID, while simultaneously meeting unexpected or unforeseen partner needs. To increase partner self-reliance and ownership, and to preserve the project’s relatively scarce human resources, the project prefers to give preference to activities under this component where the local partner has demonstrated a willingness and ability to effectively handle necessary logistical arrangements, leaving project staff free to perform substantive work in the remaining four components. The project will strive to carry out these activities in a timely, cost-efficient manner while ensuring client satisfaction.

ACTIVITIES	DATES	OUTPUT	RESOURCES
5.1 Continue identifying and consulting with USAID regarding possible windows of Opportunity	Aug. 01-Sept. 02	Identification of suitable Windows of Opportunities	Project Team
5.2 Complete consultations regarding extradition law for Ministry of Foreign Affairs	Sept. 01-Oct. 01	Definition of laws relating to extradition	Ricardo Castaneda National Consultants
5.3 Publish concluding material from OEA conference with OEA cooperation	Oct. 01	Publication and dissemination of recommendations and discoveries from the OAE conference	Project Team OEA

ACTIVITIES	DATES	OUTPUT	RESOURCES
<p>5.4 Follow-up workshops and consultancy with the CNJ</p> <ul style="list-style-type: none"> • Conduct a series of five, facilitator-led workshops to provide judges from around the country with input into the evaluation process and methodology • Provide a one-week consultancy for judicial evaluators of the CNJ 	<p>July 01-Aug 01</p> <p>Sept. 01</p>	<p>Judicial input into, and increased acceptance of, the processes under which they are evaluated</p> <p>Improved judicial evaluation process</p>	<p>ADC Fernandez</p> <p>Celia Cintron</p>
<p>5.5 Publication of internal news bulletin for Prosecutors</p>	<p>Sept. 01</p>	<p>Publication and dissemination of information regarding developments and achievements within the Prosecutors Office</p>	<p>H. Quiñones</p>