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**JUSTICE REFORM AND
MODERNIZATION PROJECT
(JRMP)**

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**FINAL REPORT
2006-2010**



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List of Acronyms

ACCE – Colombian Association of Equity Conciliators (*Asociación Colombiana de Conciliadores en Equidad*)
ADR – Alternative Dispute Resolution
C&A – Casals and Associates
CEJ – Excellence in Justice Corporation (*Corporación Excelencia en la Justicia*)
CENDOJ – Judicial Documentation Center (*Centro de Documentación Judicial*)
CISPA – Inter-sectoral Commission for the Criminal Accusatory System (*Comisión Intersectorial para el Seguimiento del Sistema Penal Acusatorio*)
CLIN – Project Component
CPP – Criminal Procedure Code (*Código de Procedimiento Penal*)
CSJ – Superior Council of the Judiciary (*Consejo Superior de la Judicatura*)
CSO – Civil Society Organization
DAJ – Directorate for Access to Justice office of the Ministry of Interior and Justice (*Dirección de Acceso a la Justicia*)
DNP – Department of National Planning (*Departamento Nacional de Planeación*)
DOJ – U.S. Department of Justice
EDF – Erich de la Fuente Communications Inc.
EJRLB – Rodrigo Lara Bonilla Judicial School – (*Escuela Judicial Rodrigo Lara Bonilla*)
ERC – Roberto Camacho Waverberg School for Public Defenders (*Escuela de la Defensoría Pública Roberto Camacho Weverberg*)
FIU – Florida International University
FONSECON - National Security, Peace and Coexistence Fund (*Fondo Nacional para Seguridad y Convivencia*)
FUNCICAR – Civic-Social Foundation for Cartagena (*La Fundación Cívico-Social Pro Cartagena*)
GOC – Government of Colombia
GTZ – German Agency for Technical Development
ICBF – Colombian Institute of Family Welfare (*Instituto Colombiano de Bienestar Familiar*)
ICONTEC – Colombian Institute for Technical Norms (*Instituto Colombiano de Normas Técnicas*)
IEMP – Office of the Inspector General’s Studies Institute – (*Instituto de Estudios del Ministerio Público - Procuraduría General de la Nación*)
INPEC – National Jail and Penitentiary Institute (*Instituto Nacional Penitenciario y Carcelario*)
JH – Justice House (*Casa de Justicia*)
JRMP – (or “the Project”) -- Justice Reform and Modernization Program
JP – Judges of the Peace (*Jueces de Paz*)
MIJ – Ministry of Interior and Justice (*Ministerio del Interior y de Justicia*)
NGO – Non-governmental Organization
OCENSA – Central Pipeline S.A. (*Oleoducto Central S.A.*)
OEA – Public Defense Special Support Office (*Oficina Especial de Apoyo*)

PROJUS – Justice Small Grants Program (*Fondo de Financiación de Proyectos de Justicia*)
RET – National Recuperation of Land Program (*Regulación de Tierras*)

INTRODUCTION

USAID has been working on justice reform issues in Colombia for more than twenty years, but its financial commitment increased substantially after passage of the *Código de Procedimiento Penal* (CPP) in 2002. Initially implemented in 2005 in four judicial districts, and in four additional districts each succeeding year, the new accusatory system still faced serious challenges when Florida International University (FIU) took over the Justice Reform and Modernization Project (JRMP, or the Project) contract from Checchi and Company Consulting, Inc. on May 16, 2006.

Funding for the courts, court administrators, *Fiscalía General de la Nación* and public defense providers was inadequate; national justice sector training institutions and universities were unable to address the emerging training needs of future justice operators enrolled in their programs; inter-institutional coordination for justice sector reform and modernization was weak or non-existent.

Most importantly, access to justice was limited for many Colombians, particularly members of traditionally marginalized classes: the poor, Afro-Colombians, indigenous people, women, young people, and those living in remote areas. Moreover, Colombia continued to be plagued by violence and the limited presence of the state in parts of the country where illegal armed groups had operated for many years and where state justice services have largely been absent.

While the overriding purpose of the program was to provide increased access to justice for all Colombians, its specific contract goals were organized into program components, or CLINs.

- CLIN 1: Assist in the implementation of the accusatorial trial system and increase the numbers, availability, and skills of Colombia's public defenders;
- CLIN 2: Help reform the administration and management of the judicial system and make it more, transparent, efficient and equitable;
- CLIN 3: Increase access to justice for the poor and disenfranchised by improving the quality and increasing the availability of alternative dispute resolution services, and by assisting in the establishment of Justice Houses – multi-agency justice centers – throughout Colombia;
- CLIN 4: Increase the capacity of civil society to mobilize support for justice reform, and to monitor, assess, advocate for and assist in the national justice reform process.

Each of these goals and FIU's specific contributions towards them will be discussed below, but some of the Project's achievements merit special mention. During the contract period, FIU has:

- Trained more than 2500 public defenders and private defense attorneys -- plus 1368 law students -- in the trial skills and procedures required by the new accusatory system. To ensure the sustainability of the training regime, forty Colombian trainers have been prepared and certified as master trainers, who are qualified to continue required training beyond the life of the Project.
- Helped reorganize the *Dirección Nacional de Defensoría Pública (Defensoría)*; helped establish five *Oficinas Especial de Apoyo (OEAs)* staffed by more experienced and specialized defenders and other skilled personnel; built, equipped and provided curriculum support to the *Escuela de la Defensoría Pública Roberto Camacho Weverberg (ERC)* and four regional training centers. FIU also helped ERC establish a virtual platform to permit virtual and distance learning.
- In cooperation with the U.S. Department of Justice (DOJ), FIU also produced a number of guides to assist in the conversion to the new system, most recently issuing the very well received “*Manual General para Operadores Jurídicos, Técnicas del Proceso Oral.*” Approximately 6000 copies of the manual have been requested and distributed.
- Also in cooperation with DOJ, FIU conducted a national trial skills competition that eventually involved more than 1300 law students from 64 universities all over Colombia.
- Built and equipped Victims Service Centers at a Bogotá judicial complex and at the offices of the *Fiscalía* in Bucaramanga to help the government of Colombia meet its CPP-imposed obligations to the victims and survivors of violent crimes – a pioneering effort in Latin America.
- Supervised the investment of more than USD\$4 million in the construction of six regional Justice Houses (JH) and fifteen satellite JHs. Moreover, FIU negotiated approximately USD\$6.8 million in construction costs from public and private Colombian sources. FIU-supported JHs, located mostly in conflict-impacted areas of Colombia processed more than 72,000 requests for assistance as of the end of 2009. In June 2009, President Uribe and U.S. Ambassador Brownfield inaugurated Colombia’s fiftieth JH in Tumaco, a community with a large, highly vulnerable Afro-Colombian population.
- Helped the new accusatory system reach areas affected by the conflict or of difficult access by establishing twenty virtual courtrooms, connecting local police, prosecutors, public defenders and their clients with judges in large urban centers.
- Awarded more than USD\$2 million in grants to 78 civil society organizations – many of them comprised of traditionally vulnerable groups such as Afro-

Colombians, indigenous people, women, and the young -- to help promote effective judicial reform.

- Developed and consolidated alternative dispute resolution (ADR) conciliation centers in thirteen municipalities in the Sur de Tolima, Macarena, Casanare, Nordeste Antioquia, Bajo Cauca and Norte de Cauca regions and improved the performance of two others in Soacha and Bogotá. The Project has also trained 1082 *Jueces de Paz* (JPs), conciliators and community justice operators in ADR techniques.
- FIU-supported conciliators in Soacha and members of the Indigenous Court in Sur de Tolima have been recognized as among the best non-governmental justice oriented programs in Colombia by the prestigious *Corporación Excelencia en la Justicia* (CEJ).
- Organized five civil society advocacy coalitions for expanded rule of law agendas to help advance and sustain reforms: one for Gender and Justice and three Afro-Colombian Coalitions for Justice – one each in the North Pacific, South Pacific and Caribbean regions; and a country-wide youth coalition.
- Helped create and train citizen oversight groups in Cartagena, Medellin, Valle del Cauca and Bogotá. Trained seven citizen oversight groups from Bogotá-based universities to monitor how justice-related issues were being managed at Bogotá's *Comisarias de Familias*.

1. Effective Implementation of the Accusatory System Reform and Increased Access to Justice through Strengthening of Public Defense and Law Clinics (CLIN 01).

Implementation of the Accusatory System

Passage into law of the CPP marked the beginning of a lengthy and complex process, one that was far from complete when FIU began operations in Colombia in 2006. The new code had been passed into law in January 2005, with implementation to take place in four stages, one each year for four years. The first stage included Bogotá and three other capital cities. On January 1 of each succeeding year, another phase was to be implemented until the new system had been implemented country-wide.

Beginning in mid-2006 and for the next three years, (not counting activities involving Colombia's public defenders) FIU carried out approximately sixty *conversatorios*, workshops, seminars, training sessions and other activities designed to support

implementation with members of the judiciary and judicial officials, public defenders, private attorneys, law professors and students.

In November 2006, FIU organized the second national *conversatorio* on the implementation of the CPP. This event assembled judges from areas in which the new code had already been implemented with those who were just beginning the process and fostered discussion of how cases were presented, the role of the judge and other participants, the presentation of evidence and other aspects of the new code.

On any number of occasions, FIU has helped resolve problems caused by the new system by bringing together the managers of and participants in the system. One such problem was that the new system mandated that cases be processed within ninety days of arrest vice 120 days under the old system, and too many cases had to be dismissed as a consequence. Meeting participants identified and agreed to eliminate a number of inefficiencies in their management of cases and substantially reduced the number of cases that failed to meet the new deadline.

FIU also supported the *Conversatorio Nacional de Sistema de Responsabilidad Penal para Adolescentes*, in which members of the judiciary, the *Fiscalia General de la Nacion*, *Defensoria Publica*, *Procuraduría General de la Nación* and *Policia Judicial* came together to discuss how the new law was to be implemented, how cases were to be processed according to its requirements and the infrastructure improvements that needed to be made to facilitate compliance.

Similarly, at the FIU-sponsored *Conversatorio Nacional Sobre Ejecución de Penas*, judicial officials, court administrators and penal officials were able to agree on how to implement CPP-required changes in the sentencing process.

Complementary Reforms

While the new code went a long way toward reforming the Colombian justice system, it became clear that a great deal of complementary legislative changes would be necessary before the justice system could be said to have been reformed.

Small Claims

A key part of the effort to reduce court congestion by diverting some cases to a simpler, more agile process was the creation of a small claims system. Appropriate legislation was passed in mid-2007, but subsequently struck down by the Colombian Constitutional Court a year later.

FIU joined the *Consejo Superior de la Judicatura* (CSJ) in organizing six regional colloquia to discuss Brazil's experience with a comparable process. The Brazilian Minister of Justice and three federal judges from that country shared their experiences on dealing with small claims. As a result, a new small claims bill has been prepared for submission to the congress after it has been submitted for judicial review.

Código Contencioso Administrativo

FIU provided technical assistance to the *Consejo de Estado* as it prepared a draft of new legislation regarding the filing of claims against the government of Colombia. The proposed draft has been discussed widely with academicians, judicial branch officials and trial attorneys, and their recommendations were incorporated into the final draft, which was presented to the legislature in December 2009.

Código de la Infancia y la Adolescencia

FIU provided technical and financial support for the preparation of a report on the implementation of the *Código de la Infancia y la Adolescencia*. A total of 2500 copies of the report were delivered to the *Procurador Delegado para la Defensa de los Derechos de la Infancia, la Adolescencia y la Familia* and subsequently distributed to Colombian government officials involved in the defense of children and family rights. The report sets out the terms of the new legislation, describes the way it is being applied and provides solutions to some of the problems that have hindered its effective implementation.

Improving the Public Defender System

When FIU took over the justice reform program in 2006, the *Defensoría* had very little full time staff and provided what services it could with slightly more than one thousand part-time defense lawyer contractors, and the public defense system -- which required practicing attorneys to assume criminal defense cases without remuneration. According to a 2004 UN study, available public defenders were able to provide representation to only five percent of all criminal defendants.

The *Defensoría* had little legislative or political support and, for the most part, the Colombian public was unaware of its existence or its function. By 2006, USAID had helped the organization develop a national training plan, produced a set of training manuals, conducted training workshops and had helped augment defense services by enlisting the assistance of university-based law clinics and their mostly law student staffs. Since 2006, FIU has helped train more than 2771 public defenders, private defense attorneys and law students in 21 cities throughout Colombia in every aspect of defense work: basic and advanced trial skills, including the introduction and management of documentary evidence; human rights training; and the presentation and refutation of expert and forensic evidence.

To provide experienced and specialized support to front-line public defenders, FIU also helped build and equip five OEAs staffed by senior defenders and available to help with especially challenging cases or those that call for specialized skills. OEA attorneys are required to be expert in some area of criminal defense, and are supported by specially

qualified private attorneys and experienced investigators. OEAs are considered to be a model for how public defense-related entities should coordinate their activities, enabling them to provide an array of services from a single location. Moreover, these offices frequently serve populations from areas of conflict and remote, hard to reach parts of the country.

FIU also helped build, develop the curriculum for and equip the ERC, and equip four Regional Public Defense Training Centers and sixteen Public Defense Regional Offices throughout Colombia. JRMP negotiated the assumption of training costs with the Ombudsman's office, which now pays for 82% of the *Defensoría's* training budget. Approximately 96% of JRMP-trained public defenders remain in their jobs.

The four regional training centers have reduced the burden on the ERC, although the school's FIU-financed virtual campus program permits public defenders at regional offices and elsewhere to access its training programs.

FIU provided technical assistance to the *Defensoría* as it revised and helped distribute more than 3000 copies of its new operational plan: "*El Plan Operativo del Sistema Nacional de Defensoría Pública para la implemetación del Sistema Acusatorio.*"

FIU's support to the *Defensoría* has helped increase the number and skills of Colombia's public defenders. In 2006, when FIU began its programs in Colombia, there were 1646 public defenders throughout the country, compared to the 2765 that are available now. Moreover, because of their training and often superior skills, more criminal defendants are seeking their help instead of resorting to private representation. According to the *Defensoria's* report to the Colombian congress, public defenders appeared in nearly 70 percent of all 2009 criminal cases, compared to approximately five percent in 2006.

Improving Training for Colombian Justice Sector Training Schools

Public Defenders

Colombia has three important training schools for justice operators, including the ERC, referred to above. FIU provided technical assistance and financial support for the design, construction and furnishing of the national headquarters for public defense training in Bogotá. In addition to training public defenders, the school also is open to lawyers from defense and human rights oriented NGOs and students participating in legal clinics.

Incorporated into the school's training capabilities is a virtual campus, which consists of a library, a jurisprudential data base, a data bank of successful strategies and cases, and other materials. These products provide an easily accessible source of information and support for public defenders throughout Colombia, and will contribute to their improved performance and ability to ably represent their clients.

A great deal of distance learning is available via this program, including much of the preliminary training all public defenders must undergo, saving a great deal of time and

money as new members of the organization are no longer required to travel to Bogotá for the week-long initial training session.

FIU also provided assistance in curriculum design, helped with the administrative structure, developed a training module and published a guide for instructors.

Office of the Inspector General

At the request of the Procurador, FIU consultants reviewed the current program and priorities of the *Instituto de Estudios del Ministerio Público* (IEMP) and made recommendation on how to reorganize its administrative structure, strengthen its research capabilities, improve its training courses, strengthen the training trainers program, develop evaluation indicators and the link seminars to research carried out by the school.

Judicial School

FIU presented the final report on the improvements needed at the *Escuela Judicial Rodrigo Lara Bonilla* (EJRLB) to magistrates of the CSJ's *Sala Administrativa* and the EJRLB director, and recommended that the curriculum be changed, that the EJRLB training modalities be expanded to include virtual and distance training, and that future research be more closely supervised and, where possible, more directly related to problems the Colombian judiciary may actually encounter as opposed to philosophical disquisitions on arcane areas of the law.

Learning Outcomes

FIU consultants conducted eight workshops on learning outcomes for the above GOC institutions and representatives from seventeen law schools. The workshops focused on techniques, methodologies, and procedures to design teaching goals, determine measurable competencies, and acquire tools to assess progress.

Legal Education

FIU educated target communities about the new criminal procedures system, and how they ensure their interests are adequately represented when circumstances involve them in the judicial process.

One of FIU's most well received publications has been its "*Manual General para Operadores Jurídicos, Técnicas del Proceso Oral*". The manual is a valuable tool for teaching practitioners, law students and faculty, and the public about the criminal accusatory system. The second edition provides more information on the system's principles and the treatment of evidence, and includes a new section on ADR and constitutional law. Six thousand copies have been distributed, and FIU receives almost daily requests for copies.

FIU also distributed 500 legal education tool kits to law schools, NGOs, *Ministerio del Interior y de Justicia* (MIJ), JHs, and judicial schools containing FIU-produced materials,

including the aforementioned manual and other publications such as the materials used to teach law school students and faculty the methodology for carrying out mock trial competitions, contents of the courses provided to public defenders, FIU's "*Informe de gestión de Clínicas Legales en Colombia*" and thirteen other materials which explain the system in lay terms and inform the public of the range of services provided by conciliators, ADR practitioners, legal clinics, public defenders and other justice operators.

Universities

FIU studied the curricula of more than sixty law schools and conducted workshops with representatives from ten of them to discuss the availability of courses in oral advocacy, ADR and ethics, and helped organize the new National Association of Law Schools Professors and Criminal Law, which will promote and help standardize new courses.

Mock trial competitions for law students have been held in various parts of Colombia and have provided training for 1368 students. Law faculties of 64 universities have incorporated many of the trial techniques they observed at the competitions into CPP-related courses.

Legal Clinics

Almost from the beginning of its program in Colombia, FIU began working with legal clinics to help them improve the quality of their services, increase their outreach, facilitate communications between them regarding successful strategies and best practices. FIU's "*Informe de gestión de Clínicas Legales en Colombia*" was the focus of a project-ending national seminar that brought together 140 clinic directors from 49 universities. FIU also helped facilitate communications among clinics and with the *Defensoría* and JHs through the creation of virtual networks, which would permit the exchange of information about cases, the sharing of strategies, tactics and best practices.

Inter-Institutional Cooperation

In cooperation with the CEJ, FIU designed a system to monitor implementation of the CCP and, supported CEJ's efforts to begin the monitoring process. FIU and CEJ focused their efforts on gaining the cooperation of the *Comisión Intersectorial para el Seguimiento del Sistema Penal Acusatorio* (CISPA), of which all GOC justice-related institutions are members in establishing a central data gathering secretariat in the MIJ for the purpose of gathering, collating and analyzing information about the implementation and operation of the accusatory system.

CISPA member organizations have continued to review accusatory system implementation topics brought before it by its technical committee, thus resolving problems to the satisfaction of all participating bodies. The MIJ has issued a decree formalizing CISPA's role and formally recognizing CEJ as the group's secretariat.

Victims

The CCP grants new rights to victims, but the GOC had done little to disseminate information about those rights, much less had steps been taken to implement them.

FIU and DOJ have cooperated in establishing the first two Victims Service Centers in Colombia, the first in Paloquemao (Bogotá) and the second in Bucaramanga. Trained staff provide victims of and witnesses to violent crimes such as homicide, attempted homicide and manslaughter with information about the legal process, legal assistance and short-term grief counseling or with referrals to cooperating therapists when longer term care is indicated.

In addition, FIU supported a Colombian NGO and the *Instituto Colombiano de Bienestar Familiar* (ICBF), in the development of a program designed to provide legal and psychological support to child victims of sexual and other abuse. The program ensures that cases involving children are processed expeditiously, that they are handled according to a more sensitive and protective protocol and that trained professionals are available to assist the children. Lawyers and psychologists are receiving training in how to represent and protect the child during judicial proceedings, whether they appear as victims or witnesses – typically sitting with the child in a separate room adjacent to the courtroom.

2. Strengthened Court Administration and Management (CLIN 02).

The main objectives of CLIN 2 were to improve operational court management systems associated with the accusatorial system and to implement mechanisms to reduce judicial corruption. Other elements of *Plan Colombia* have already shown that some desired changes can be brought about more quickly than others; some goals can only realistically be addressed on a long-term basis. The latter has proven to be the case as regards improving the quality of judicial performance, reducing corruption and improving court administration.

Resistance to change has been, in part, driven by a fear that some of the systems and procedures FIU has proposed will result in greater accountability or in substantial changes from current responsibilities. Others may fear that their main qualification, experience, will have less value if the systems with which they are most familiar are replaced.

Even with these occasionally discouraging attitudes, FIU has had some notable successes in reforming the courts and improving their administration.

Judicial Performance

FIU and the *Universidad de Antioquia* worked with the *Sala Administrativa* of the CSJ to design a quality control index for judicial performance, and after vetting the document with several organizations – including the judicial school and a group of magistrates and judges – a draft evaluation form was completed in July 2008.

With the support of the *Sala Administrativa*, and several magistrates and judges, the index was tested in Medellín, Bucaramanga and Bogotá to determine the appropriate sample size for the index to be statistically significant and to decide on a methodology for evaluating the results.

In June 2009 the index was presented to ICONTEC, where it was hoped the index would be adopted as a national standard. To date, ICONTEC has taken no action, but the CSJ has budgeted for its implementation and at least one of the magistrates is pushing for implementation.

Judicial Discipline

Equipment installed in the *Sala Disciplinaria* of the CSJ has now been updated to permit public access to attorney disciplinary records, and will soon be installed in the *Consejos Seccionales* (local branches). The CSJ has agreed to permit public access to disciplinary records free of charge.

Judicial Outreach

As management of the virtual courtroom system is ultimately the responsibility of the same officials who operate Colombia's judicial system, this project was assigned to CLIN 2 – even though, on its face, it would appear to have more to do with access to justice than it does with court administration. In fact, however, as will be developed below, the major challenges the program faces are, in fact, in the area of administration.

The goal of the virtual courtroom system is to link persons in remote and conflict areas with judges and other judicial officials in urban centers by means of a satellite connection that permits the participants to see and talk to each other.

The first four virtual courtrooms were installed in late 2007 in the judicial district of Villavicencio, in its four main judicial circuits: Puerto Carreño (Caquetá), Inírida (Guainía), Mitú (Vaupés) and San José del Guaviare (Guaviare), and by early 2010 were operating in twenty sites around the country. More than 500 hearings have been conducted using this technology, and it is expected to expand to other sites in the future.

However, the entire system depends on payment of a monthly fee for a satellite system that the CSJ's unit managing the virtual courtrooms, *Centro de Documentación Judicial* (CENDOJ), appears to be unable to fund. The current CENDOJ administrator is a strong supporter of the program, but funds from the GOC may simply not be available.

Administration of the Justice System

ISO 9000

ISO 9000 is an internationally recognized standard for certifying that services are being provided fairly and efficiently and that the organization providing them meets an

established level of quality. FIU trained judges and court administrators in the standardized procedures and processes necessary to obtain ISO 9000 certification at the Itagüí, Envigado and Paloquemao *Centros de Servicios Judiciales*.

Itagüí was certified in 2007 and recertified in 2009. Envigado was certified in 2008 and will have to be reviewed in 2010. As a preliminary step toward eventual certification, FIU helped prepare officials at the Paloquemao center, a much larger and more complex operation, to meet the somewhat lower *Norma Tecnica de Calidad en Gestión Publica 1000* standard.

FIU also trained *Sala Disciplinaria* personnel in ISO standards, helped them comply with certification requirements such as documentation of internal procedures, and for an ICONTEC audit. However, the audit is still pending as some *sala* files are incomplete.

One important change brought about by the ISO process is that it requires biweekly meetings of judges and admin staff -- groups that rarely used to interact. These meetings have become an excellent forum for resolving problems that impede efficiency.

In cooperation with CSJ officials, preliminary assessments of procedures at the *centros* in Bucaramanga and Buga were carried out in preparation for future ISO training.

Decentralization

Although only in its beginning stages, one of the more encouraging and successful pilot programs FIU was able to implement was the decentralization of some Paloquemao functions to smaller, neighborhood administrative centers in Tunjelito, Engativa, Usaquen and Kennedy.

People on parole, for example, who are required to make periodic personal appearances, may now do so at any of those locations. Not only is this change more convenient for Bogotá residents, it also reduces the vast number of people who visit Paloquemao each day.

Technology Upgrades

The inquisitorial justice system, which Colombia began to phase out in 2004, relied almost exclusively on written documents, thus, it was not surprising that Colombia's judicial centers are cluttered with files. Recovering records is difficult, sharing them with other justice-related agencies is complicated and inefficient, and the workspaces of court administrators are crowded with stacks of paper files.

Itagüí, Envigado and Paloquemao all requested and received FIU assistance in their efforts to reduce paper files by scanning existing documents and storing them electronically. However, many employees at all three centers continue to rely on paper records, primarily because they fear the computer systems might fail and they will have no back up.

Electronic Notice

Hearings and trials have to be postponed when prosecutors do not appear, with the most common excuse for failure to do so being the lack of personal notice. FIU helped the *centro* install an electronic notification system that sends emails to prosecutors, notifying them of hearings and other matters that require their attendance. It is anticipated the system will eventually save the *centro* millions of pesos annually.

Justicia XXI

This program, the name of a software system that permits pertinent information to be stored electronically, generates email notifications of hearing and trial dates, provides court administrators the information they need to move cases through the system, and assigns cases to judges had been installed earlier by the Paloquemao *centro*, but was not being utilized because it had never operated correctly.

FIU helped tweak the system so that it performed the tasks Paloquemao staff needed. Moreover, the system was modified to help administrators make better use of their limited hearing and trial space. Now, monitors check to see that assigned space is being used and, when it is not, it is immediately reassigned. The public is kept informed of schedules and changes on a centrally-located screen such as those utilized in airports.

In addition, the system gives the CSJ information it needs to help it detect problems in the management of cases.

One of the most important benefits of using electronic storage is the ease with which documents can be recovered and sent to other agencies. However, after several months of working with the agency that oversees Colombia's penal system, *Instituto Nacional Penitenciario y Carcelario* (INPEC), and demonstrating to its leadership how the automatic generation of sentencing forms would improve efficiency and reduce the potential for corruption, they ultimately declined to participate in a program – simply because they did not wish to have to print the sentencing forms and preferred to receive hard copies.

3. Increased Access to Justice through Justice Houses and Alternative Dispute Resolution Mechanisms (CLIN 03).

Justice House Program

The JH program has been one of USAID's most effective rule of law initiatives in Colombia. A JH is a multi-agency community center where area residents can find traditional and non-traditional justice services to help them resolve conflicts, and receive other forms of legal assistance – all under one roof. Formal justice sector authorities -- such as *fiscales* public defenders and members of the national police -- are usually present,

but ADR service providers and a variety of social services may also be available: *Comisarías de Familia*, labor inspectors, forensic medical experts and others.

Several Houses have been constructed in areas with substantial indigenous or Afro-Colombian populations, and members of those groups can turn to practitioners of ADR services who are members of their own group or who have been trained in the special laws that the Colombian constitution recognizes apply to them. A great deal of FIU's training effort in these regions and others has been designed to help practitioners of the "ordinary" justice system understand the special jurisdictions that apply to these groups, and in coordinating the work of practitioners of the several legal regimes.

When FIU took over the USAID contract from Checchi, there were 44 JHs in Colombia, most of which had been built with USG funds. One of USAID's goals in all aspects of the justice reform project has been the assumption of progressively greater financial responsibility by the GOC, and it fell to FIU to help the MIJ adapt to this change and begin a new era of joint or co-financing.

Before the beginning of the FIU contract, the GOC had used the *Fondo Nacional para Seguridad y Convivencia* (FONSECON) – a fund administered by the MIJ to support initiatives to further peace and coexistence (the building or maintenance of police stations, check points, etc.), but the GOC/MIJ determined that JH construction costs could be covered as well. In addition, the MIJ determined, as a matter of policy, that municipalities would also have to pay a share.

By agreement with USAID and MIJ, FIU became primarily responsible for all pre-construction studies; the preparation of blueprints and plans and -- when the buildings were completed – furnishing and equipping them. FIU was also responsible for training JH personnel and for establishing community networks to support House services.

Reliance on MIJ and other funding led to a number of foreseeable consequences, mainly that designs, once submitted, were occasionally changed to reflect the lower levels of funding actually available and, less frequently, FIU had to use USAID funds to make up short-falls in GOC and/or municipal funding.

JRMP was able to secure co-financing for six hubs and fifteen satellite JHs built to date, leveraging approximately USD\$6,815,000 from the *Gobernación de Antioquia, Oleoducto Central S.A. (OCENSA)*, the municipalities of Segovia, Remedios, El Bagre, Zaragoza and Itagüí, and the MIJ through its FONSECON.

Sustainability

One of the major challenges facing the Houses is their financial sustainability, and as mayors began to consider using municipal funds to help build JHs, they and the MIJ requested more information about operational and sustainment costs.

FIU supported studies in several Houses in order to provide the necessary information. Surveys were conducted in Chaparral, Sur de Tolima Regional JH, Villa de Socorro and Robledo JHs in Medellín and the Bello JH. In 2008, the information was gathered, collated and submitted to MIJ.

Additional cost studies were submitted to MIJ in 2009, but, to date, the ministry has not provided any of the information gathered to local officials.

JH Operations

Information regarding JH activity in 2009 is spotty and incomplete, as FIU was unable to fund the census for that year. However, 2008 figures show that 1,386,584 requests for assistance were received in 52 JHs during the year, indicating a 2.9% decrease from 2007. This drop might be attributed to a reduction in the number of JHs where personnel from the National Registry were present in 2007 during the nationwide campaign to replace the basic GOC identification document.

Women made 57.8% of the requests for assistance, and 53.5% came from people between the ages of 26 and 45. Persons who identified themselves as members of ethnic groups made 5.9% of the requests; of these, 79.3% were Afro-Colombian and 18.3% were indigenous. The most frequent types of requests were for assistance with family conflicts (29.9%), lost carnets and other documents (15.8%) and requests for information and/or certifications (10.5%). Other requests included disputes between neighbors, legal problems caused by failure to pay rent or public services and criminal complaints.

Training

In addition to contributing to the construction of seventeen new Houses, FIU's major contribution to the JH program has been in helping individual Houses and regions develop an understanding of their constituencies and their occasionally specialized needs; ensuring that Houses ground their multi-year action plans in the needs assessments FIU helped them conduct; help JH personnel reach out to the community in general with various kinds of communications strategies; ensure that special populations: the poor, Afro-Colombians, indigenous people, the young and women -- among others -- are consulted about their needs and that those needs are taken into account as JHs develop their strategies. Moreover, FIU has helped break down barriers of suspicion and distrust between some of the GOC agencies represented in JHs and these populations of special concern.

FIU has conducted outreach and consultation programs in almost every area of the country where there is a regional and/or new JH. In addition, the Project organized a national conference in Bogotá -- attended by representatives of nearly every JH in Colombia -- to discuss the special needs of Colombia's youth and how to work with and involve them in House activities both as providers of services and as beneficiaries.

At a similar event, participants discussed how JHs could involve indigenous people in House projects, accommodate their tribal dispute resolution methodologies, and help the various tribes work together better toward common goals.

JH Information System

FIU consultants developed a national information system that has been tested in five Houses and is ready for national implementation. The system, based at the *Dirección de Acceso a la Justicia* (DAJ) of the MIJ, will provide information about JH clients, the kinds of cases they presented and how they were addressed. The system will also facilitate the exchange of information and sharing of successful strategies.

Information Campaigns

Primarily, FIU's JH information campaigns were designed to inform local residents about the functions of the JHs, tell them what kinds of services are available, and create a dialogue with and between residents of the area regarding the problems that most affect them or have created conflicts between them and their neighbors. Generally, campaigns were directed to all area residents, such as the brochure that describes the regional JH program and lists the services those Houses provide.

In other instances, specialized materials were developed. Various materials designed to appeal to and be understood by young children were originally designed for use in Tumaco, but were subsequently made available for wider distribution. Similarly, communications strategies were developed that specifically targeted indigenous and Afro-Colombian populations in various parts of the country.

Those campaigns were designed to gather as well as disseminate information, as FIU and MIJ made every effort to ensure that new Houses, when built, would be able to respond to expected needs and that ethnic, Afro-Colombian and other specially-targeted groups – such as young people and women -- local populations would view the Houses as understanding, useful and responsive to their needs.

Information gathered in the process of consultation with various groups was taken into account in developing work plans for each House and/or region, and FIU was careful to consider the input of various community groups – and reconcile potential conflicts in advance -- as it helped the Houses develop their work plans and strategies.

FIU helped the DAJ create *Comisión Inter-étnica de Acceso a la Justicia* as a mechanism for ensuring that the perspectives of indigenous people would be taken into account as the DAJ put together its access to justice policies, and a consultant on inter-ethnic justice matters consolidated the information gathered by FIU at meetings with indigenous communities throughout Colombia and presented them to MIJ personnel and other GOC officials involved in ethnic justice issues.

In addition, FIU conducted several workshops to help the GOC establish a common approach in attempting to address the needs of ethnic communities. At various times, participants included personnel from USAID, FIU, ICBF, DAJ/MIJ, the CSJ, *Oficina de Etnias del MIJ*, *Defensoría de Minorías Étnicas*, *Defensoría del Pueblo*, *Procuraduría*, as well as representatives of Afro-Colombian groups and the indigenous communities.

A PROJUS grantee helped five *Wayuu* associations in the Guajira and their leaders plan how they would be involved in the regional JH built in that area, including helping the project architect design space to meet the needs of their *palabrer*os, *Wayuu* indigenous community representatives appointed to mediate conflicts. Guidelines for how the indigenous and ordinary justice systems should interact have been developed, put in pamphlet form and shared with practitioners in both systems.

Young people were trained in peaceful coexistence mediation in Aguablanca, Cali and municipalities at the regional JH in the Norte de Cauca. In Santander de Quilichao, Corinto and Puerto Tejada, the youth mediator project has been well received by municipal authorities and plans are underway for expanding the program to some existing and several future JHs. FIU prepared a report on the perspective of young people regarding the justice system; five teaching modules used by the *Asociación de Jóvenes Mediadores de Cali*; and several short videos on the subject of juvenile justice and peaceful coexistence. The project also resulted in the creation of a web site on the subjects of juvenile justice and peaceful coexistence.

FIU consultants prepared a report on lessons learned from several projects carried out with youth and ethnic groups. The report provided discussion points for meetings involving JH coordinators, leaders of various youth and ethnic groups, and MIJ and other GOC officials. The meetings also addressed the role of ethnic groups and youth in all JHs.

Evaluations

By the end of the FIU Project, only the Sur del Tolima Regional JH had been evaluated. One of the major findings was that the quarterly census does not provide reliable information about House activities and, in particular, does not take into account the contributions of citizen information and mediation groups in rural areas in documenting cases attended and satisfactorily resolved.

Moreover, the hoped for level of coordination between traditional justice operators and the House had not been achieved. There is much better understanding of the roles to be played by formal and informal justice mechanisms, but much work remains to be done. Cases that should fall under indigenous jurisdiction are not always properly referred and, especially in some cases involving indigenous and non-indigenous parties, the traditional system has not readily accepted the conclusions of the special jurisdiction.

Future Construction

A shortfall in MIJ finances, led to a decision by the ministry to reduce the number of Houses to be built in 2009/2010 from sixteen to five. Houses were built in Nordeste Antioqueño, Bajo Cauca Antioqueño, Norte del Cauca, Itagui and Tumaco. FIU conducted the required studies and designs to the MIJ for Houses in Occidente de Caldas, Urabá, Montes de Maria and Guajira.

The Road Ahead

The numbers of persons requesting services from the JHs understate their importance. In some areas of the country, particularly where regional Houses have been built, they are the only evidence of the presence of the state, and, when administrative services are provided efficiently or disputes are resolved peacefully, area residents begin to believe in the benefits of the rule of law. Where Houses have been in operation for any significant period of time, people have become accustomed to resolving their conflicts in a manner that promotes peaceful coexistence, as opposed to the kinds of violent solutions that only promote violent responses.

That said, it is of critical importance that the role of the JHs be formalized in appropriate legislation. Unless that is done, the question of funding will continue to be resolved on an ad hoc basis, the question of who supervises House activities -- national or local officials -- will continue to hamper their smooth operation, and their ability to provide the current array of services will depend entirely on the good will of various national, departmental and local agencies.

Alternative Dispute Resolution Mechanisms

Colombia has historically relied on alternatives to the formal justice system to help in the resolution of disputes – especially in areas of conflict and in remote, hard to reach parts of the country. The legal regime that governs the kinds of cases and solutions available from community-based ADR providers – JPs and *conciliadores en equidad* -- have not been clearly defined. That is: who may be a practitioner, what kind of training will be required, what kind of cases can be heard by each; how final are ADR solutions; can they be appealed and, if so, to whom; and how, beyond reliance on the good faith of the participants in the process, can they be enforced?

Much remains to be done in Colombia in the area of informal justice, but a great deal has been achieved during the four years of the FIU program.

ADR Policy

In 2006, FIU helped put together an ADR working group with representatives from the CSJ, EJRLB, MIJ, the *Departamento Nacional de Planeacion* (DNP), and several universities, NGOs, JPs and *conciliadores en equidad* to address some of the issues raised above, help develop a consensus for the formalization of ADR mechanisms and to help them gain acceptance and recognition by other elements of the GOC -- especially justice-related institutions.

Initially, the group discussed possible revisions to the statute governing JPs, Law 497, with the goal of better defining the JP's role, and convened a group of academicians, JPs and key CSOs to help formulate recommendations for a draft bill.

After additional suggestions were incorporated, the bill was presented to the MIJ and CSJ for their review and eventual submission to the legislature. However, the bill has not moved forward.

One of the group's major goals was to define the kinds of matters each of the two community-based ADR providers could hear. Even though no action was taken on its legislative recommendations, the process of putting together the bill helped the participants agree on ways to improve conciliation services. The meetings and discussion also helped the *Asociación de Colombianos de Conciliadores en Equidad* (ACCE), the national conciliator organization, and the MIJ develop a cordial and productive relationship.

ADR Accreditation

After more than two years of research and consultation, FIU presented the MIJ and DNP a draft decree that, when issued, will address a number of conciliation issues. It will establish a standard training curriculum, formalize basic conciliator qualifications, create a single certification mechanism for training institutions, and – to some degree, at least – identify the kinds of disputes that are within the conciliator's competence.

After several months of consideration, consultation with other GOC entities and requests for revision – all of which FIU has done in timely fashion – the draft decree remains with the MIJ.

Training

FIU has trained more than 1050 JPs and *conciliadores en equidad* in ADR techniques. The program has also developed and equipped ADR centers with computers, printers and work stations in thirteen municipalities in the Sur de Tolima, Macarena, Casanare, Nordeste Antioquia, Bajo Cauca and Norte de Cauca regions and improved the performance of similar programs in Soacha and Bogotá.

New conciliation centers were established only after an exhaustive evaluation and planning process: assessment of the type of conflicts that exist in each community to help determine the utility of ADR services; consultation with local authorities and community leaders to explain conciliation and its potential benefits; selection by the community of the persons to serve as conciliators; training and certification of the selected conciliators; formal appointment of the trainees as conciliators by local authorities; and the development of a strategy to sustain ADR services once they are established. The entire process sometimes took a year or more.

In 2008, the Soacha conciliation center was recognized as the third best program of its kind in Colombia by the CEJ, and was praised for its successful resolution of problems

involving water distribution – an issue that in the past had been the cause of frequent conflicts, and even violent deaths.

At the request of the Colombia government, FIU undertook an extensive and comprehensive training program in La Macarena, one of Colombia's most dangerous regions. The program produced almost immediate results; the new mediators began to resolve literally hundreds of cases within a few months of completing their training.

Conciliation Services in JHs

FIU also trained conciliators in the six municipalities where FIU-built JHs already existed or were to be built (Santander de Quilichao, Puerto Tejada, Segovia, Yali, Zararosa and Caceres), and in the four municipalities (Vegachí, Tarazá, Cauca and Nechí) covered by the regional JH in Bajo Cauca and Nordeste Antioqueño.

Antioquia training programs were carried out in close coordination with the departmental government, which has worked very hard toward meeting its goal of providing conciliation training in all its municipalities.

ADR Information Center

FIU has assisted in the creation of a system that permits the MIJ to collect information on cases resolved by conciliators, and serves as a call center that local conciliators may contact for assistance and advice. As of August 2009, the system has been working successfully in twenty municipalities. The call center is increasingly able to provide conciliators with guidance and suggestions for the successful resolution of matters brought before them.

Promoting ADR

National Conciliation Day is a GOC-recognized event during which outstanding achievements by ADR practitioners around the country are recognized. FIU has assisted the government's efforts by sponsoring celebratory events around the country and donating prizes to recognize special achievements in conciliation. Nearly 300 people attended the most recent ceremony, held in Bogotá, which was covered by Colombia's major TV networks and major national and regional newspapers. The MIJ announced the winners and awarded prizes.

FIU supported ACCE's efforts to promote community conciliation services, provided a computer and assisted with the design and circulation of a newsletter and a web page to facilitate internal communication. FIU also supported national assembly meetings to bring together conciliators throughout the county to discuss conciliation cases to improve the services they provide.

In December 2009, ACCE presented a number of conclusions and recommendations in a report that was given to the MIJ and others. In its report, ACCE pointed out a number of ways in which national and local policies and practices were at odds, expressed its concern that the GOC was not investing sufficiently in conciliation and urged that the law governing conciliators be amended to permit them to be paid.

Land Titles

Although not covered by its contract, FIU was requested by AID to assist the *Ministerio de Agricultura* to design and launch the National Recuperation of Land (*Regulación de Tierras - RET*) Program. The program is intended to provide technical assistance to legalize *campesino* land titles. FIU negotiated with the *Universidad Cooperativa de Colombia* to provide legal assistance to selected claimants, mostly from the Sur de Tolima area. After the careful screening of more than 2000 applications, 135 claimants have been accepted into the program.

4. Enhanced Civil Society Participation in Justice Reform Initiatives (CLIN 04).

The goals of CLIN 4 were to promote the inclusion of justice reform issues in the agendas of civil society organizations (CSOs) organized around issues of importance to women, the young, Afro-Colombians, indigenous people and other disadvantaged populations; to encourage those CSOs to join together in coalitions and networks to increase their influence as relates to justice reform issues; and to train those coalitions and networks in the skills they will need to carry out their agendas.

Most of the work of CLIN 4 was carried out by Casals & Associates, Inc. (C&A), an FIU sub-contractor. During the four years of the JRMP, C&A worked with more than five hundred CSOs in helping create several national and regional coalitions committed to increasing access to justice for disadvantaged populations.

Building Coalitions

Representatives from all C&A-supported coalitions were helped to develop a basic understanding of justice issues – particularly those that relate to their constituencies, and were given training in coalition building, developing communications strategies and in mobilizing citizen participation. In addition, a C&A-financed web site, *Justicia Colombia*, served as an electronic network, facilitating communication between participating CSOs.

Women

Coalición Nacional de Género -- which now has chapters in Antioquia, Atlántico, Bolivar, Cauca, Chocó, Nariño and Valle -- advocates for increased access to justice by women and for reducing the levels of violence against them -- particularly within the family. The coalition provides counseling and other services to women in several parts of the country, including in many JHs, and has brought together well-established women's organizations – such as its Bogotá chapter – with newer, less experienced groups such as the many emerging Afro-Colombian branches in more isolated areas, like Quibdó. The Bogotá

chapter has strong ties to the *Personería de Bogotá*, with which it partners to present gender and justice training for justice operators.

Young People

La Coalición Nacional de Jóvenes en Justa Convivencia brings together hundreds of youth groups from all over Colombia. In a major strategy meeting, member organizations mapped out strategies to help improve access to justice for young people and discussed ways to overcome the mutual distrust between young people and operators of the formal justice system. The coalition, which now has several regional chapters, has had great success in training young people in mediation skills and, in turn, having them serve as conciliators in situations involving or affecting young people. *Justa Convivencia* also receives support from the German cooperation agency, GTZ, and other international donors.

Afro-Colombians

Coalición AfroColombiana de Justicia en Chocó, headquartered in Quibdó, has united a number of Afro-Colombian community councils, women's groups and youth organizations to work together on justice issues. For the most part, the participants are grass roots organizations that – thanks to C&A – were newly exposed to justice issues and were helped to incorporate them into their existing agendas. While there have been growing pains, this coalition has demonstrated great potential. It has excellent working relationships with JHs in the San Juan and Istmina areas.

Coalición de Justicia de Cauca y Valle, includes thirty Afro-Colombian organizations from Cali, Puerto Tejada, Villarrica, Guachené, Caloto, Miranda, Corinto, Padilla, Santander de Quilichao, Suárez, Buenos Aires, Morales, Cajillo, Tambo, Mercaderes and Rosas. As relates to justice issues, the coalition focused primarily on conducting citizen oversight exercises and educational campaigns. It worked on strengthening the performance of Afro-Colombian tribunals, which are empowered to rule on many types of civil cases involving solely Afro-Colombian parties and only in parts of Colombia where the special constitutional provisions granting the tribunals that authority applies.

Indigenous People

While there were no formal indigenous coalitions established, C&A brought together eighteen different tribal groups that, for the first time, were able to discuss their common concerns about the formal justice system and, in particular, how they might work together to help practitioners of the formal justice system better understand their special jurisdiction.

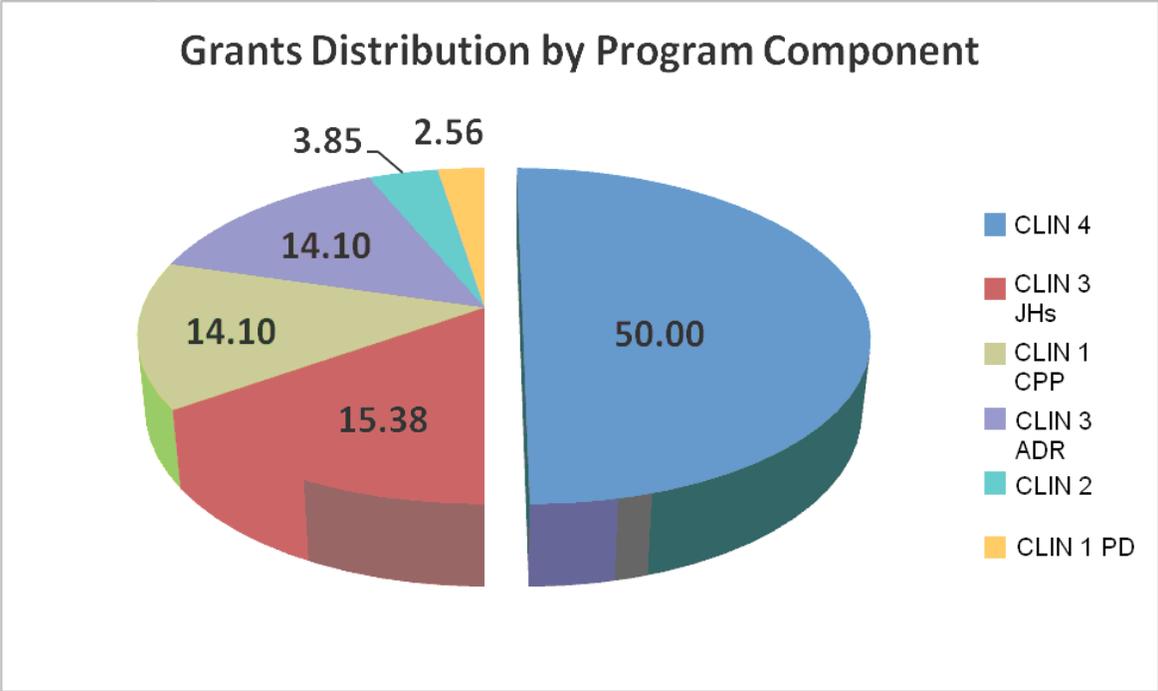
Citizen Oversight

Red Nacional de Veedurías Ciudadanas, which consists of a number of regional citizen oversight groups from various parts of Colombia, was formally brought into existence in March 2010, and relied on C&A's "*Justicia para Todas y Todos*" manual to help them

standardize their procedures so their data would be more useful. The manual is the first publication of its type in Latin America.

The Small Grants Program

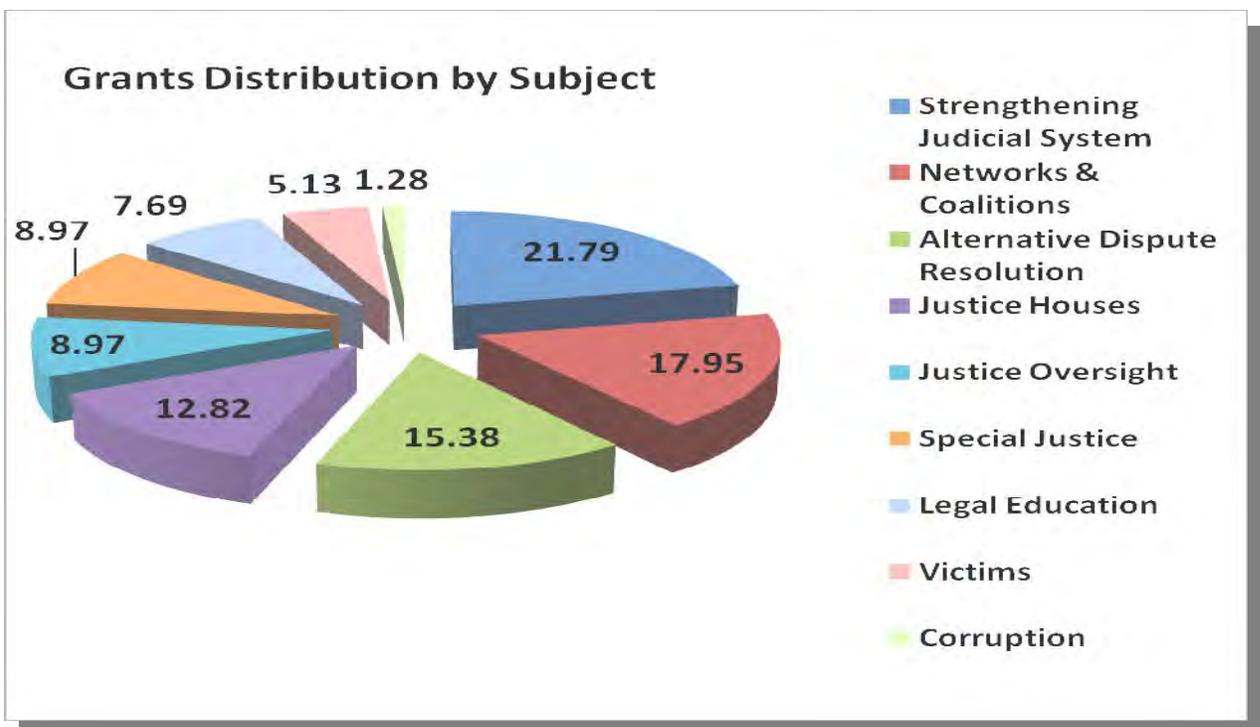
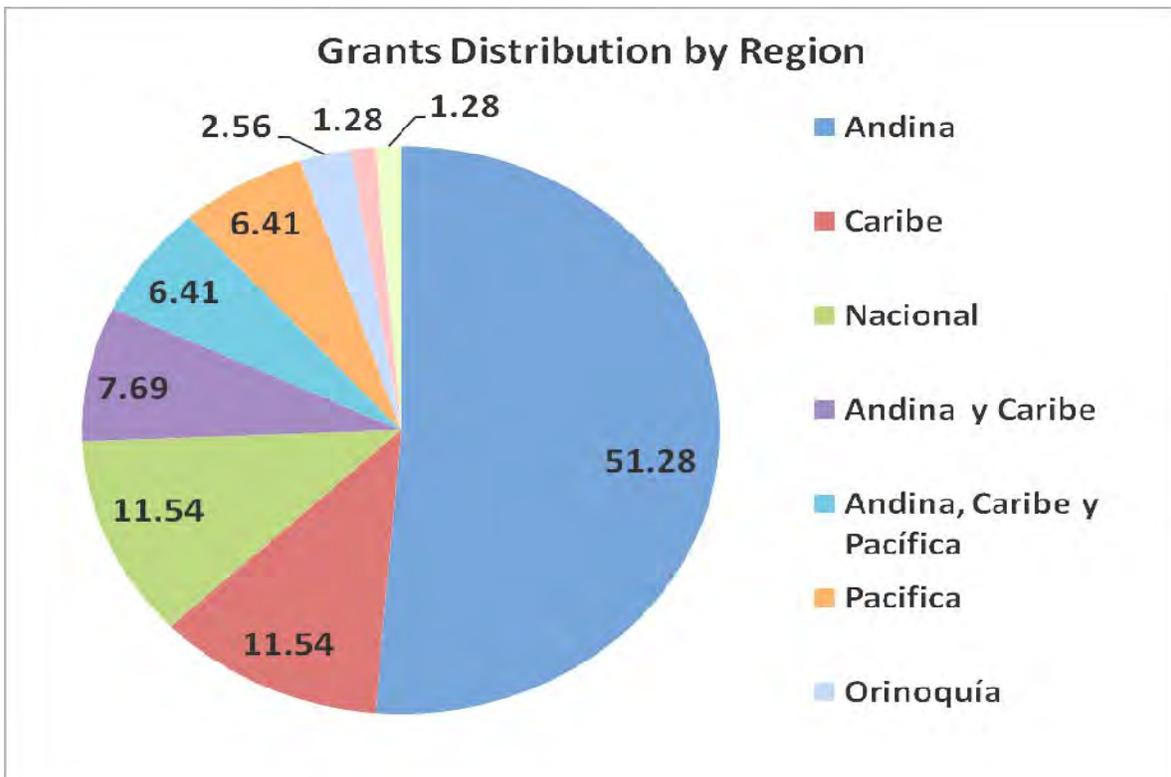
The small grants program (PROJUS) was primarily designed to provide funding for CSOs involved in justice issues and to support the activities of other CLINS. PROJUS awarded 78 grants totaling USD\$2,195,000 across all components. These grants contributed to strengthening GOC institutions as well as supported civil society initiatives in many parts of the country.



The civil society component (CLIN 4) implemented half of the grants, while JH and ADR activities (CLIN 3) accounted for nearly thirty percent. CLIN 1 also relied substantially on grants to augment its activities.

Grants were awarded in four of Colombia’s five geographic regions (none were awarded in the Amazon), with the majority going to the Andean Region – especially to CSOs in large metropolitan areas such as Bogotá, Medellín and Cali. One CLIN 4 Bogotá grant was used to produce more than ten radio shows on justice reform issues -- which are available at (www.respondanet.com) -- and have been downloaded by several radio stations and a variety of CSOs.

Several grants in the Caribbean region dealt with women’s and Afro-Colombian issues. Others, such as a grant implemented by *La Fundación Cívico-Social Pro Cartagena* (FUNCICAR). FUNCICAR trained more than sixty citizens and seventy justice operators and conducted nine monitoring exercises that served to improve the quality of justice services provided in Cartagena. This grantee, like all others involved in monitoring exercises, used the *Justicia Para Todas y Todos* manual.



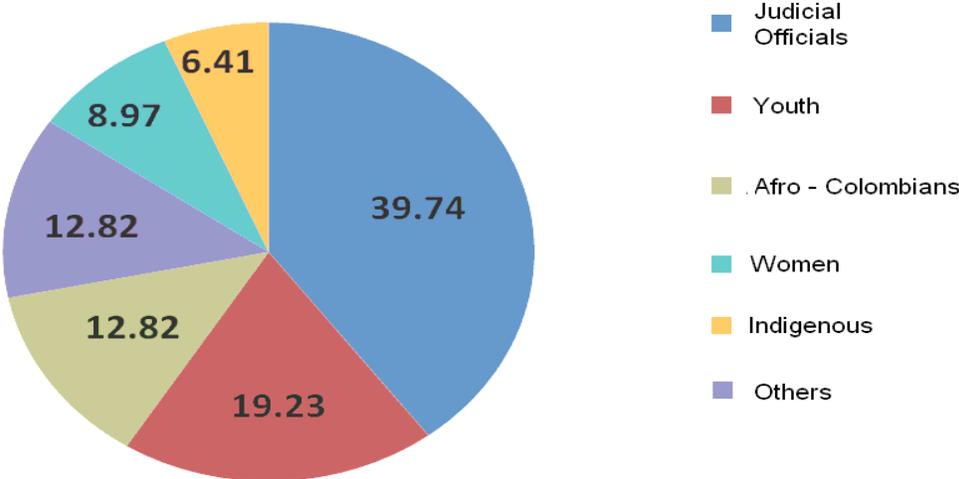
Grant subject matter was varied. Twenty-two percent of the awards supported justice institutions, with ADR projects receiving the largest share. Other topics, such as those

dealing with the special jurisdictions of indigenous people and Afro-Colombians, received a smaller percentage of awards, but permitted the program to reach out to traditionally marginalized groups.

Grants to groups working on special justice issues, indigenous populations in this case, produced two important documents. The first, “*Justicia Propia Entre los Arhuacos*” was the product of a grant to the *Confederacion Indigena Tayrona*, and the other, “*Tramas y Urdimbre, Consonancia y disonancia entre la justicia propia de los Pueblos Indigenas y el Sistema Judicial Colombiano,*” was the work of the *Asociación de Cabildos Indígenas del Norte del Cauca*.

Similarly, while grants awarded to groups focussing on corruption topics were limited, they were important in helping define the areas of greatest vulnerability in the Colombian justice system. One such grant was executed by *Transparencia por Colombia* jointly with CEJ, two well-known Bogotá CSOs.

Grants Distribution by Sectors



Broken down by sector, most grants provided training for judicial officials, in particular, grant funds were used to train conciliators, to develop mediation mechanisms, support Victim Assistance Centers and JHs. Youth organizations received almost twenty percent of all grants, several of which went to the *Coalición Nacional de Jóvenes en Justa Convivencia*, which worked with youth groups in several departments.

6. Other Contractor Functions -- Communication Support

Erich de la Fuente Communications, Inc. (EDF) was sub-contracted by FIU to carry out a communications strategy in support of a number of Project activities. While some regular publications were intended primarily for the information of FIU partner organizations and others (the JRMP quarterly newsletter, case studies, success stories, etc.), most EDF projects were carried out in support of project components.

EDF designed several products based on the specific requirements of each component activity and its intended target population:

- Information campaigns to inform area residents of the kinds of services available at their local JHs.
- Pamphlets directed at indigenous populations and traditional justice operators, explaining the special jurisdiction granted by the Colombian constitution.
- DVD and other programs to help Colombian children and young people learn about their justice system, including the filming of the FIU-produced musical viewed by over 39,200 children “*Rataplan Rataplan*,” and others, such as “*Presente, pasado y futuro judicial de la juventud colombiana*” and “*Decálogo de Acceso a la Justicia*.”
- A variety of training materials, public information messages, pamphlets, posters and other products for various programs, such as *conciliadores en equidad*, to the *Defensoria Del Pueblo*, the *Centro de Atencion a Victimas*..
- An evaluative report on the operation of Colombian law clinics, “*Informe de gestión de Clínicas Legales en Colombia*”.