



USAID
DEL PUEBLO DE LOS ESTADOS
UNIDOS DE AMÉRICA

QUARTERLY TECHNICAL REPORT No. 8
Period from July 1 to September 30, 2011

Umbral [Threshold] II Program

Presented to:

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October, 2011

I. INTRODUCTION

This Quarterly Report, covering the period from July 1 to September 30, 2011, is presented by Casals & Associates, Inc. (C&A) in compliance with Contract Number DFD-I-02-08-00069-00, Umbral II Program.

This is the eighth Quarterly Report presented to USAID under Contract DFD-I—02-08-00069-00, Order 15, and reflects the progress achieved during the previous quarter in meeting the goals and objectives of the Umbral II Program. It also highlights the main annualized achievements of the Program in light of the fact that the second anniversary of the Program's implementation on September 30. In summary, it can be confirmed that the progress achieved in the majority of the Components has been highly satisfactory, with one significant exception—Component 3—where a series of delays and obstacles have occurred. This has resulted in the need to extend the Umbral II Program until April 30, 2012 in order to fulfill the very important objectives regarding the implementation of MECIP and SIAF, specifically. In a process such as that of the Umbral (both I and II) Program, which aims to implement fundamental reforms that enable participating institutions to adopt new working styles and efficiency in order to prevent corruption and impunity, progress is much more difficult. This is mainly because there is no adequate political and technical support from the principal authorities within the State organizations. Nevertheless, for almost all components, there is generally significant progress and agreement with the approved Work Plan and there is a clear tendency toward compliance with the objectives.

During the last year, a lot of work has been done in moving forward with each work front of the six Components, as well as the transversal communication cores and participation in Civil Society. To reiterate, the achievements are very encouraging, both in the Public Ministry as well as in the Supreme Court of Justice, as are the issues relating to intellectual property, where truly commendable effort has been made, mainly with regard to the work with student youth in Paraguay. Some of the main annualized advancements are summarized as follows:

In Component 1, a procedures and supervision of fiscal management manual was published and is being used in a pilot plan that covers ten Fiscal Units. Moreover, and despite a delay in implementation, the scope for the IT solution regarding line control has already been defined. The Control Unit for fiscal management with the capacity to develop risk maps on fiscal management that allow for audits to be planned in the best way possible. Inspection Software has been modified and improved. Lastly, management tools have been developed and validated in order to channel complaints in the Public Ministry.

In Component 2, significant and encouraging progress has been made: A new disciplinary agreement was finally approved, including a catalog of misdemeanors and penalties that are essential for reducing discretionality and increasing transparency in the justice administration. The Protocol for coordination of the offices of the Judicial Branch disciplinary system has been approved and is being implemented. The Protocol for following up on the auditing recommendations has been developed and approved. Officials in the Office for Complaints and the Constitutional Guarantees of the Interior are already implementing coordination mechanisms for receiving and processing complaints. The Form for Gathering Statistical Information (FRIE, according to the Spanish acronym) is being introduced in the First Instance Courts and Magistrate Courts throughout the country. Auditing software for judicial management has been modified and is operational. The General Internal Auditing Department has refurbished offices, new furniture, IT equipment and auditing software. Lastly, the Court for Contentious Administrative Proceedings has a new organizational management model that includes manuals for organization, developed and validated functions and procedures, although we must highlight our concern over the fact that these manuals have not yet been formally approved by the Supreme Court of Justice.

In Component 3, and as indicated, significant progress has been made in the implementation of MECIP, SIAF along with the account reporting outline in the regional Health Ministry Offices, but there are also significant delays that require additional time in order to be implemented, in accordance with USAID's respective decision. In summary, MECIP implementation has begun

in the five new institutions indicated for the Umbral II Program, and this implementation has continued in the seven institutions where MECIP in Umbral I has already begun. Work must be strengthened for the key MECIP standards such as process management, human skills, strategic planning, etc. Likewise, it is necessary to move forward with a plan that will fall under the responsibility of the Executive Power regarding the administration and management of MECIP, in order to guarantee its sustainability. Regarding this, management has progressed with the country's Presidential Administration, which must be continued and expanded during the extension period. The CGR Auditing Manual (TESAREKO) has been completed for implementation in the Comptroller's Office. Modification to the Account Reporting Manual for Regional Councils and Health Departments is currently in progress via public audiences that have been considered as pilot experiences. In reference to SPIR/SIAF, the following has been carried out: analysis and identification of the main information requirements for potential SPIR users; a technical and functional design had been performed for IT solutions, based on the functional requirements identified; the first functional version of SPIR was developed; analysts in the Treasury Department have received training for the Business Intelligence tools that are part of SPIR; installation and configuration of IT equipment and base applications for SPIR is under way; and functionality testing has begun for the first version of SPIR with users involved in different areas of the Treasury Department

In Component 4, development of the software has been completed for the Attention and Claims Center of the National Customs Department. Manuals for functionality and procedures for the Attention and Claims Center have also been completed and validated. And lastly, the informative guide for the National Customs Department and its services has been printed.

In Component 5, one of the most significant advances regarding the promotion and defense of intellectual property is that more than 10,000 high school students have been trained on intellectual property rights. Their level of participation and enthusiasm is truly remarkable. A demand for this type of training has arisen, which we hope may continue to be satisfied through the existing coordinated action as a result of the Umbral II Program taking place between the Ministries of Industrial Trade and Public Education. Likewise, the book containing the laws compiled on intellectual property has been produced, printed and distributed. In line with the work in educational institutions, 70 (seventy) lectures were given on training and awareness of intellectual property rights in schools in Asunción, the Central Department, the Department of Alto Paraná and the Department of Itapúa. Lastly, all content has been prepared for developing educational material on intellectual property rights for high school students.

In Component 6, the base line for the level of citizen awareness was defined in reference to the roles and services of the National Police Force (41 %). The Functional Model was approved with respect to the Information and Claims Center of the Ministry of the Interior. Additionally, manuals on functions, standards and procedures for the Information and Claims Center have been completed and validated

With respect to the Transversal Communication Core, approximately 500 notifications relating to the program were issued by different communications channels. All of these notifications were positive for the Program. For each of the six program components, other communications campaigns were implemented that included different communication channels, tools and media (events, printed material, audio-visual, radio slots, music concerts, theater). Training was provided for organizational communication to approximately 40 officials from the Program's participating institutions. Around 330 officials were trained in the communication network of the country's Public Health Ministry. Lastly, a website was developed and updated, www.programaumbra.gov.py, with more than 3,000 visits in the last month. A Fan page on Facebook was set up and now has 1,980 fans and 4 electronic bulletins have been sent out, which directly reach over 2,500 people.

8 (eight) civil society organization projects have been successfully completed for the Citizen Participation in the Transversal Communications Core. The first District Attorney Expo, organized with the support of the CIRD organization within the framework of the project, provided widespread information and material to the general public on the role performed by the Public Ministry in Paraguayan society. A theater production was held with respect to the Judicial Branch's system for filing complaints, within the framework of the SEEDS OF DEMOCRACY

project. 200 (two hundred) citizens have been trained in citizen oversight within the framework of the CEAMSO project. An Informative Guide was published on the services of the National Customs Department within the framework of the NEW EARTH project. 1765 (one thousand seven hundred sixty five) primary school children were trained in intellectual property rights with the framework of the ALTERNATIVE project. 205 (two hundred five) teachers were trained in copyrights and 10 (ten) educational institutions were awarded with equipment and books within the framework of the FOUNDATION IN ALLIANCE project. A Risk Map of the Industrial Property Department was developed within the framework of the APEP project. Lastly, several workshops were carried out on citizen safety in 5 (five) police stations in Asunción and Greater Asunción within the ALTERNATIVE project.

Later sections deal with the achievements of the Umbral II Program in more detail, both on an annual basis as well as during the quarter related to this report. If the extension of the Program is approved by USAID, mainly for addressing issues relating to Component 3, the Program will continue working in the most active way possible to continue the implementation of reforms that are part of our mandate, always aiming for the best solutions to obstacles and proposing improvements that are sustainable over time.

II. THIS YEAR'S MOST RELEVANT CUMULATIVE ACHIEVEMENTS

COMPONENT 1

- Manual developed on procedures and supervision of fiscal management.
- Pilot plan for establishing line control in the Public Ministry in the evaluation phase.
- Scopes for IT solutions regarding formulated line control.
- Control Unit for fiscal management with the capacity to produce prosecution management risk maps.
- Modified and improved inspection software.
- Management tools developed and validated for channeling complaints in the Public Ministry.

COMPONENT 2

- New disciplinary agreement that includes a list of violations and penalties.
- Coordination protocol approved and implemented for disciplinary system offices of the Judicial Branch.
- The Protocol for following up on the auditing recommendations has been developed and validated.
- Officials at the Office of Complaints and the Constitutional Guarantee Tables of the Interior implement coordination mechanisms.
- Form for gathering statistical information introduced in the First Instance Courts and Magistrate Courts throughout the country.
- Auditing software for judicial management, modified and operational.
- General Internal Auditing Department with refurbished offices, new furniture, IT equipment and auditing software.
- The Court for Contentious Administrative Proceedings with a new organizational and management model that includes manuals for organization, functions and procedures that have been developed and validated.

COMPONENT 3

- General Implementation Plan for MECIP: developed and currently in implementation.
- 12 directives responsible for implementing MECIP in the organizations with direct support from UP II trained in MECIP.
- 167 auditing officials from the 12 organizations with direct support from UP II, trained for Independent Evaluation of –MECIP-
- 12 direct support organizations from the Umbral Program for implementing MECIP with the results of self-diagnosis submitted and analyzed.
- 12 direct support organizations from the Umbral Program with Implementation Plan, developed and currently in implementation.

- Signing of an agreement between the Comptroller's Office of the Republic of Paraguay for continuity of the CGR Agreement of Colombia.
- Continuity of implementation activities for MECIP in (7) seven participating organizations of the Umbral I Program and initiation of 5 new organizations.
- Practical training in MECIP for 1,130 officials from 12 public organizations, receiving direct support from the Umbral II program.
- 1 (one) Project organized by civil society, successfully completed.
- Training for analysts and delivery of equipment and software to the Finance Office for Implementing the SPIR IT Solution.
- A redesigned Tesarekó manual with the incorporation of adjustments proposed for its improvement, submitted to the Comptroller for approval.
- 90 % progress in improving governmental auditing processes and forensic auditing.
- 80 % progress in supporting General Auditing certification of the Executive Power in ISO 9001 Standards, by means of review and updating of institutional processes defined by the organization and requirements for certification in ISO 9001 Standards. Design completed and deployment of certification processes and internal quality auditing carried out.
- 33 Officials from the Office of the Comptroller General of the Republic and from the Department of General Auditing of the Executive Power received training in quality auditing techniques.
- 30 officials from the General Finance Office of the Republic and from other bodies trained in techniques such as Trainer of Trainers for the purpose of expanding MECIP in other non-participating entities of the Umbral II Program.

COMPONENT 4

- Completion of software development for the Attention and Claims Center of the National Customs Department.
- Manuals on functions and procedures, finalized and validated, for the Attention and Claims Center.
- Informative Guide printed for the National Customs Department and its services.

COMPONENT 5

- More than 10,000 high school students trained in intellectual property rights.
- Development, printing and launching of a book containing laws regarding intellectual property.
- 70 (seventy) lectures given on training and awareness of intellectual property rights in schools in Asunción, the Department Central, the Department of Alto Paraná and the Department of Itapúa.
- Development of educational material on intellectual property rights for high school students.

COMPONENT 6:

- Definition of base line for the level of citizen awareness, regarding the roles and services for the National Police Force (41 %).
- Functional model approved with respect to the Information and Claims Center of the Ministry of the Interior.
- Manuals on functions, standards and procedures for the Information and Claims Center, completed and validated.

COMMUNICATION COMPONENT and CITIZEN PARTICIPATION

- Approximately 500 notifications relating to the Program sent via different communication channels. All of these notifications were positive. No crisis of reputation recorded with respect to the Program.
- Implementation of 6 communications campaigns for each of the six Program Components, including different channels, tools and media (events, printed material, audio-visual, radio programs, music concerts, theater).

- Training was provided for organizational communication to approximately 40 officials from the Program's participating institutions.
- Training was given to the Public Health Ministry's communicator network, approximately 330 officials.
- A website was developed and updated, www.programaumbra.gov.py, with more than 3,000 visits in the last month. A Fan page on Facebook was set up and now has 1,980 fans and 4 electronic bulletins have been sent out, which directly reach over 2,500 people.
- 8 (eight) civil society organization projects have been successfully completed.
- The first District Attorney Expo was held, organized with the support of the CIRD organization within the framework of their project
- Implementation of a theater production on the Judicial Branch's system for filing complaints, within the framework of the SEEDS OF DEMOCRACY project.
- 200 (two hundred) citizens trained in citizen oversight within the framework of the CEAMSO project.
- An Informative Guide was published on the services of the National Customs Department within the framework of the NEW EARTH project.
- 1765 (one thousand seven hundred sixty five) primary school children trained in intellectual property rights with the framework of the ALTERNATIVE project.
- 205 (two hundred five) teachers trained in copyrights and 10 (ten) educational institutions awarded with equipment and books within the framework of the FOUNDATION IN ALLIANCE project.
- Risk Map of the Industrial Property Department developed within the framework of the APEP project.
- Workshops held on citizen safety in 5 (five) police stations in Asunción and Greater Asunción within the ALTERNATIVE project.

III. COMPONENT 1: Strengthening of the investigative capacity of the Public Ministry

MAIN ACHIEVEMENTS DURING THE QUARTER

- Pilot plan for implementing line control during evaluation phase.
- Control Unit for fiscal management with the capacity for producing risk maps.
- Officials from the Control Unit for Fiscal Management trained in statistics applied to auditing processes.
- Scopes for the development of IT solutions for the defined control lines.

A. Progress Achieved Against Work Plan and Operational Plan (Activities Completed).

Activity 1

- The pilot plan has been implemented for establishing line control in the Public Ministry.
- Officials from the Fiscal Units that are part of the pilot plan for the correct use of the management tools designed have participated in trainings.
- Officials from the Control Unit for Fiscal Management trained in statistics applied to auditing processes.
- The Control Unit for Prosecution Management, with the Program's assistance, has produced a draft for the fiscal management risk map.
- Officials from the Inspectorate and from the Department of Penal Accusations have been trained in investigation and interview techniques.
- The scope for the IT solution has been defined, regarding line control.

Activity 2

- The CIRD lead project, called –Getting to know the District Attorney's Office: our district attorneys and the organisms for internal and disciplinary control of the Public Ministry,” has published 3 (three) articles on the project in the Virtual SC CIRD Foundation News Journal, between the months of July and August. 4 (four) TV appearances took place along with 2 (two) radio program participations. Also, a lecture/debate has been

conducted with students in the first year of the Legal and Diplomatic Sciences Faculty of the UCA. The Student Center helped organize the activity.

Communication activities (See chapter on Transversal Communication Component).

B. Uncompleted Activities

Activity 1

- Hiring of technical support for developing line control software.
- Approval by Public Ministry of case management protocol and accusations form.

C. Results/Achievements (Against Component Objectives)

Activity 1

- Control Unit for Fiscal Management with the capacity to produce fiscal management risk maps.
- Pilot plan for establishing line control in the Public Ministry, implemented and in evaluation phase.
- Officials from the Inspectorate and from the Department of Penal Accusations of the Public Ministry, trained in investigation and interview techniques.

Activity 2

- Articles published on the project, called "Getting to know the District Attorney's Office: our district attorneys and the organisms for internal and disciplinary control of the Public Ministry," in the monthly SC CIRDA Foundation News Journal. There were 4 TV appearances and radio programs. A lecture/debate was held with students from the Faculty of Legal and Diplomatic Sciences of the UCA.

D. Future Activities

- Complete the evaluation of the Pilot Plan in order to establish line control in the fiscal units affected in the capital and interior of the country.
- Initiation of IT technical support for implementing IT solutions for line control.
- Approval and implementation of protocol and a form for receiving claims in the Public Ministry.
- Validate and approve the proposal of modifications to procedures manuals of the Control Unit for Fiscal Management.

E. Performance monitoring (against component indicators)

1a. Increase in number of performance audits per year

112 audits performed between January and June, 2011. During the year 2010, 105 audits were conducted.

2a. Increase the level of citizen knowledge of the Public Ministry

Definition of the baseline on the level of citizen knowledge of the services and reforms of the Public Ministry, achieving a knowledge rate of 42%.

F. Difficulties/Obstacles (Problems Found)

The hiring of technical support for the development of software for line control has been delayed due to the fact that the Ministry's IT Department delayed the revision of the respective terms of reference. The program is currently in the process of identifying technical support.

G. List of Training Events in the Country

Activity	Objective	Participants	Date/Location	Comments
Practical training workshop for completing electronic forms.	Officials will be able to fill out electronic forms.	Officials from the Units that make up part of the pilot plan.	August 29 and 31 in the Public Ministry Training Center	The workshops met the established objectives.
Training workshop in statistics applied to auditing processes.	Officials will know the statistical topics applied to auditing processes.	Officials from the UCGF	August 30 and 31 in the Public Ministry Training Center	The workshops met the established objective.

H. Other Activities

Not verified.

IV. COMPONENT 2: Strengthening of the Court for Contentious Administrative Proceedings and the control and disciplinary systems of the Judicial Branch.

MAIN ACHIEVEMENTS DURING THE QUARTER

- New disciplinary agreement describing misdemeanors and penalties applicable, approved and in force.
- Courts across the country submitted an information gathering form on statistical information to the GDAJM.
- Officials from the disciplinary system trained in the new disciplinary agreement.
- Officials from the GDAJM and GIAD trained in statistics applied to auditing processes.
- GDAJM with auditing software modified and implemented.
- GIAD with software for auditing processes implemented and officials trained for its use.
- Coordination mechanism for disciplinary system offices implemented.
- Jurisdictional assistants from CCAP trained in Administrative Law.
- Officials from CCAP trained in knowledge of manuals for organization, functions and management procedures, produced by the Program.

A. Progress Achieved Against Work Plan and Operational Plan (Activities Completed).

Activity 1

- Coordination mechanism protocol for disciplinary system implemented.
- Disciplinary system with new disciplinary agreement in force.
- Information provided by statistical information gathering form, processed by the GDAJM with modified auditing software.

Activity 2

- Auditing software for GIAD implemented.

Activity 3

- CCAP officials trained in manuals for organization, functions and procedures produced by the Program.
- Jurisdictional Assistants from CCAP trained in Administrative Law.
- Jurisprudence database for CCAP completed.
- New IT equipment donated to CCAP by the Program.

B. Uncompleted Activities

Approval from the Supreme Court of Justice regarding manuals for organization, functions and procedures for CCAP management.

C. Results/Achievements (against component objectives)

Activity 1

- Disciplinary agreement in force, including a list of applicable violations and penalties.
- Coordination protocol implemented for disciplinary system offices.
- The use of a statistical information gathering form has been introduced.

Activity 2

- Auditing software has been implemented for the GIAD, which includes training for officials from that office.

Activity 3

- CCAP officials have been trained in the knowledge and use of manuals for organization, functions and procedures.
- Jurisdictional assistants of CCAP have been trained in administrative law.
- Completion of jurisprudence database of CCAP.
- Renovation to the CCAP offices is underway.
- The case management software development is currently in progress for the Court of the Contentious Administrative Proceedings.

D. Future Activities

- Continue renovation work at the offices of the Court of the Contentious Administrative Proceedings.
- Continue case management software development for CCAP.

E. Performance Monitoring (against component indicators)

1a. Increase the number of complaints in the country's interior

1859 claims filed in the capital from October, 2010 to September 2011. 124 claims filed in the interior of the country from October, 2010 to September, 2011.

1b. Reduce the time taken to resolve cases in the interior of the country and standardize their duration.

Accusations originating from the interior of the country processed in an average of:

2010: 137 days
2011: 97 days

Accusations originating from the Capital processed in an average of:

2010: 107 days
2011: 97 days

2a. Number of financial and administrative audits carried out based on MECIP

MECIP based audits conducted still haven't been verified. Training in MECIP for Judicial Branch officials.

2b. Develop audit based risk maps

Training plan implemented for officials of General Department of Auditing for Judicial Management. IT system implemented for GDAJM.

3a. 20 % increase in cases resolved by the Court of the Contentious Administrative Proceedings.

Leveling program for causes implemented.

731 sentences passed by CCAP between November 2010 and September 2011.

4a. Number of communications campaigns implemented

Communications plan for Judicial Branch in the process of implementation.

Circulation campaign for complaints and accusations system.

Circulation campaign for the new disciplinary agreement in implementation phase.

F. Difficulties/Obstacles (Problems Found)

The Supreme Court of Justice delays approval for manuals related to organization, functions and procedures for the Court of the Contentious Administrative Proceedings. As soon as these manuals are approved, the program must implement them and evaluate the operation of the Court of the Contentious Administrative Proceedings.

G. List of Training Events in the Country

Activity	Objective	Participants	Date/Location	Comments
Training in administrative law of CCAP Jurisdictional Assistants.	<ul style="list-style-type: none"> Jurisdictional assistants will know more about administrative law 	30 CCAP Jurisdictional Assistants.	August and September 2011	The workshops met the established objectives.
Training of officials from the Court of the Contentious Administrative Proceedings for knowledge and use of procedures manual.	<ul style="list-style-type: none"> Officials will know and use the procedures manual for CCAP 	40 CCAP officials.	August and September 2011	The workshops met the established objectives.

H. Other Activities

Circulation event for reforms produced in the CCAP aimed at lawyers from public institutions, held September 17, 201 [sic] at the Palace of Justice.

V. COMPONENT 3: Strengthening of Control Systems**MAIN ACHIEVEMENTS DURING THE QUARTER**

- Testing in finance Ministry for the SIAF – SPIR IT solution.
- Training for analysts and delivery of equipment and software to the Finance Ministry.
- Account Reporting Manual for Regional and Local Health Councils is being tested by means of the execution of public hearings, from which suggestions for modifications will be collected.
- The Tesarekó Manual ,with its incorporation of adjustments proposed for its improvement, was presented to the Comptroller for approval.
- Practical training for implementing MECIP to 700 officials from 12 institutions.
- 90 % progress in improving governmental auditing processes and forensic auditing.
- 80 % progress in achieving certification of General Auditing of the Executive Power in ISO 9001 Standards.
- 33 Officials from the Office of the Comptroller of the Republic and from General Auditing of the Executive Power trained in quality auditing techniques.
- 30 officials from the General Finance Office of the Republic and from other bodies trained in techniques such as Trainer of Trainers for the purpose of expanding MECIP in other non-participating entities of the Umbral II Program.

A. Progress Achieved Against Work Plan and Operational Plan (Activities Completed).

Activity 1:

- Re-training of Trainer for Trainers Team in MECIP.
- Technical and logistical support to 12 organizations for the implementation of MECIP.
- Support training and technical support processes to be carried out by the CGR in conjunction with the AGPE in order to extend the application of MECIP.
- Strengthening of the Office of Support to Citizen Control of the CGR, thereby improving its scope so as to promote participation, citizen control and free access to public information, via the support of two (2) Civil Society organizations.
- Execution of technical support processes to the External Auditor Team of the CGR in order to improve Governmental and Forensic Auditing Processes by 90 %.

Activity 2

- Initiation of implementation activities anticipated in the Work Plan in order to implement the SPIR tool of the SIAF.

Activity 3

- Hiring of a Civil Society organization and initiation of development of an Accounts Reporting Manual for 40 account reports from regional and local health councils in order to evaluate the effectiveness of the Councils' services for the purpose of improving these services and publishing the Accounts Reporting Manual.
- Revision of processes and procedures deployed for receiving, analyzing and responding to internal and external complaints and claims received by the MSP and BS, in order to update them and achieve subsequent automation.

Activity 4

- The signature of John Snow is coordinated permanently with the Health Ministry, the Executive Department of the Umbral II Program and USAID.

See communication chapter.

B. Uncompleted Activities

- Design, develop and implement the software or tool defined for improving auditing management of the CGR and AGPE and of Forensic Auditing.
- Completion, development and launching of the new SIAF.

- Carry out technical and IT processes for expanding SIAF.
- Initiate consultation with citizens on the needs of SIAF information.
- Structure reports jointly with citizen representatives and the Finance Ministry.
- Develop a Training Plan for the Work Team assigned to the Communications Network of MSP and BS that considers objectives, strategies, activities and indicators in accordance with the improvement proposals agreed.
- Technical support for the consolidation of Internal Control Committees for each beneficiary organization.
- Technical support for the creation, officialization and launching of the Internal Control Consultancy Council.
- Technical support for the creation, officialization and launching of the Inter-institutional Internal Control Council of the Central Administration.
- Strengthen the attention area for organizations with which the AGPE competes in its technical support processes in MECIP.
- Define jointly with the CGR and AGPE the necessary requirements for developing software and/or support tools for auditing management and follow-up of recommendations that facilitate forensic auditing.

C. Results/Achievements (against component objectives)

Activity 1

- Technical support for updating MECIP implementation plans in the 12 institutions;
- Attention for Claims and Access to Public Information of the CGR in operation.
- Execution of “Improvement in Governmental Auditing and Forensic Auditing Process” project in the CGR, from which significant improvement is expected in the generation of auditing recommendations of the CGR of the monitored organizations and in the study and report to the Public Ministry and other competent State bodies on the indications and findings of possible punishable or administrative acts that put the Public Wealth of the State at risk.

Activity 2

- Initiation of Implementation activities for SIAF improvements. 50 % progress.

Future Activities

- Carry out validation of Process Management Model, in MEC and MSPBS.
- Continue Implementation phase in the 12 organizations initiated from the Program with the support of consultants.
- Specialized training of Auditing teams from participating bodies of the Umbral II Program.
- Continue with the design and implementation of the SIAF Solution for Providing Information and Reports (SPIR).
 - Continue with the support for AGPE certification.
 - Conduct 40 account reports.

D. Performance Monitoring (Against work plan indicators)

1a. Improve the quality and quantity of responses from Paraguayan Government institutions regarding CGR auditing recommendations.

Operative Work Plan for improving Governmental and Forensic Auditing processes executed with the participation of directors from the missionary areas of Governmental Auditing, Legal Department and Forensic Auditing of CGR and the supervision of the Sub-Comptroller.

1b. Increase responses to complaints from citizens from 0 (no feedback mechanism in 2007) to 75 % of responses obtained

Improvement in the re-design of the CGR website is in progress for addressing Complaints and Claims and work is being continued with respect to improving access to CGR public information, citizen attention services, encouraging citizen participation and citizen control support.

2a. 12 Offices of the Paraguayan Government Internal Auditing Department are using the new forms generated by SIAF in order to carry out their MECIP-based audits

Implementation of the IT solution has begun, with support from the Finance Ministry in order to generate control and auditing reports.

2c. 12 social and civil organizations carrying out supervision activities with information available on the Finance Ministry's web page, generated by SIAF

Work is being done to implement the IT solution, which considers an item for the generation of information and supply of reports necessary for participation and citizen control.

2d. Increase in the number of politicians in charge who use reports, provided by SIAF, on the level of management in order to make decisions

Implementation has begun for the IT solution, which is considering an item for generating information and supplying the reports necessary for making management decisions by the Finance Ministry and the primary authorities that are part of the SIAF.

3a. Increase in the number of public hearings by the Regional Councils

Civil society organization activities have begun for implementing public hearings.

3b. Increase in the response to citizen complaints by the Ministry of Health and Social Welfare (MH and SW)

Work is being carried out on the processes for receiving, analyzing and responding to complaints and claims, so that they serve as a base for their systemization.

E. Difficulties/Obstacles (problems found)

- A prolonged hiring process for consultants for implementing MECIP, in which the several institutions and organizations have different levels of participation.
- The low availability of time that executives have in some institutions may lead to considerable delays in the "MECIP implementation support in 12 State organizations" project.
- The lack of commitment of the highest authorities in some organizations for the implementation of MECIP may significantly affect the achievement of objectives of the Program, including:
 - The Ministry of Public Health
 - The Ministry of Education and Culture
 - National Congress
 - The Ministry of the Interior
 - The Ministry of Public Works and Communications
- Delays due to the lack of commitment from authorities in the Ministry of Public Health and Social Welfare.

F. List of Training Events in the Country

Activity	Objective	Participants	Date/Location	Comments
Training for internal control committees, the management team and representatives from ETICA teams in the development of agreements and ethical commitments.	Raise awareness and specify the state of the three control standards and provide guidance on their efforts against the control environment component in MECIP implementation.	110 officials from management teams, internal control committees and ethics committees from the 12 organizations.	From July 4 to 8 From July 18 to 22 From July 25 to 29 From August 22 to 26 At the organizations and Granados Park Hotel	The workshops met the established objectives.
Training in operation policies, process management model, plans and programs, risk management, controls and indicators for the 12 organizations.	Strengthen knowledge and training in implementation techniques of MECIP for the officials who make up the MECIP teams.	180 officials from missionary areas, prioritized processes, plans and programs.	From July 4 to 8 From July 18 to 22 From August 8 to 12 From August 22 to 26 From September 5 to 9 From September 12 to 23. At the organizations and Hotel Excelsior,	Workshops met the established objectives.
Training in the corporate management control component for the 12 organizations	Strengthen knowledge and training in MECIP implementation techniques for the officials who make up the MECIP teams and internal auditors.	300 officials who make up the MECIP TEAM. 150 CGR officials.	From July 11 to 15 from July 18 to 22, Quinta Ykua Sati and Hotel Excelsior	The workshops met the established objectives.
Training in the development of codes of ethics, improvement plans and codes of good governance.	Develop codes of ethics and implementation plans	230 officials from ETHICS technical teams and internal control committee.	From July 11 to 15 From September 12 to 16 Hotel Excelsior and Hotel Granados Park	The workshops met the established objectives. However, there were issues with attendance of internal control committee members.
Training in information and communication components.	Analyze diagnostics for developing communication policies and accompany the deployment and development of guidelines and guidance regarding the communication policy.	180 officials from the MECIP Team, Internal Auditing and Management Teams.	From August 22 to 26 From September 5 to 9 From September 19 to 30 Hotel Excelsior and Hotel Granados Park	The workshops met the established objectives.

Training for implementation and evaluation of the corporate evaluation control component.	Strengthen knowledge and training in MECIP implementation techniques for the officials who make up the MECIP teams and Internal Auditors.	300 officials from the CGR and 160 officials from other institutions.	From August 22 to 26 From August 29 to September 2 From September 5 to 8	The workshops met the established objectives.
Submit diagnostics, raise awareness and coordinate ethics activities.	Submit diagnostics, raise awareness and coordinate activities.	180 officials from MECIP Teams and Internal Auditors.	From August 29 to September 2	The workshops met the established objectives.

G. Other Activities

- Raising and on-going updating of the data base of key officials from each organization and with whom the component works.
- Programming and management of logistical support necessary for carrying out the events of the component.
- Monitoring of civil society projects.

VI. COMPONENT 4: Strengthening of the National Customs Department (NCD)

MAIN ACHIEVEMENTS DURING THE QUARTER

- Technical validation of the procedures manual for the Attention and Claims Center (ACC) of the National Customs Department.
- Technical validation of the procedures manual for the Attention and Claims Center (ACC) of the National Customs Department (NCD).
- Approval of software use cases for receiving and following up on complaints and claims received through the ACC and other documents: deployment plan, architecture document and organization–relationship diagram.

A. Progress Achieved Against Work Plan and Operational Plan (activities completed).

Activity 1

- The ACC organization and manual for procedures and functions were technically validated.
- A new modification was developed for the NCD stance with respect to the hierarchical position of the ACC, thereby defining that the office will continue to depend on the NCD Department of Communications.
- The development phase has been completed regarding the software for receiving ACC complaints and claims, approving the specification of requirements, deployment plan, organization–relationship document and use.

Activity 2

See specific chapter on Communication.

Activity 3

- A breakfast meeting was held with leaders from unions associated with the NCD. 26 (twenty six) authorities from unions and public institutions participated.
- The printing of the informative guide on the NCD was approved for distribution among university students who participated in informative lectures held during the last quarter.
- Signing of a manifesto regarding the implementation of ACC by 57 (fifty seven) university students who participated in workshops organized by NEW EARTH, which was presented to the NCD on August 8, 2011.

B. Uncompleted Activities

- Finalization of testing and training activities insofar as the use of software for receiving and following up on claims.
- Training courses for ACC officials.
- Effective implementation of the ACC.

C. Results/Achievements (against component objectives)**Activity 1**

- The ACC organizational chart and manual for procedures and functions were technically validated and finalized.
- Development of ACC software for receiving complaints and accusations, finalized.
- Approval of the specification of requirements, deployment plan, architecture diagram, organization–relationship diagram and software uses for the ACC.

Activity 3

- A breakfast meeting was held with 26 (twenty six) union leaders and authorities from public institutions associated with the NCD.
- Informative guide on the NCD approved, printed and distributed among university students who participated in informative lectures held during the last quarter.
- Manifesto regarding the implementation of the ACC by 57 (fifty seven) university students who participated in workshops organized by NEW EARTH, signed and presented to the National Customs Director.

D. Future Activities:

- Finalization of implementation tests for ACC software.
- Training of ACC officials for the use of the new IT tool.
- Approval of manuals for procedures and functions of the Attention and Claims Center and implementation by the office.

E. Performance monitoring (against component indicators)**1a. Increase percentage of complaints processed in a timely fashion.**

ACC procedures and functions manual, technically validated. ACC software developed and in testing phase.

2a. 2 (two) communications campaigns implemented

Positioning campaign for the VUI implemented. Video in process of being re-edited.

F. Difficulties/Obstacles (problems found)

There have been delays in approving the organizational chart and manuals for procedures and functions due to the change in the hierarchical position of ACC in the NCD organization. Completion of implementation testing has not been feasible for ACC software or activities relating to training due to a lack of effective conformation to date by the ACC. This, along with the lack of official approval of the ACC manuals, obstructs effective implementation of this office.

G. List of Training Events in the Country

No training events have been recorded.

H. Other Activities

Coordinated permanently with the technical group from the Treasury Department of the U.S. Government and with NCD authorities.

VII. COMPONENT 5: Strengthening of Intellectual Property Rights protection

MAIN ACHIEVEMENTS DURING THE QUARTER

- 5000 (five thousand) high school students trained in intellectual property rights and made aware of the damages resulting from the violation of these rights.
- 27 (twenty seven) lectures on training given in districts of the Department of Alto Paraná.
- 17 (seventeen) lectures on training given in districts of the Department of Itapúa.
- Development completed for educational material for high school students on intellectual property.

A. Progress Achieved Against Work Plan and Operational Plan (activities completed)

Activity 1:

Activity has been suspended since February 2011.

Activity 2

Communications actions detailed in the corresponding chapter (see Transversal Communication Component).

Activity 3:

- 27 (twenty seven) lectures held for high school students in public and private schools belonging to districts of the Department of Alto Paraná.
- 17 (seventeen) lectures held for high school students in public and private schools belonging to districts in the Department of Itapúa.
- 5000 (five thousand) high school students trained in intellectual property and awareness of the damages resulting from the violation of these rights.
- The PARAGUAY ORIGINAL facebook page, with 1677 fans, is kept up to date.
- Approval to conduct surveys in order to determine the level of knowledge that young people have with regard to intellectual property so as to verify the achievement of the final indicator.

Tasks related to the UTE have been suspended since February 2011.

B. Uncompleted Activities

Activities 1 and 4:

Tasks corresponding to Activities 1 and 4 were resumed on November 15, 2010 with the signing of the new decree of UTE. Subsequently, anticipated tasks have been suspended since the beginning of February, 2011.

Activity 3:

Activities corresponding to the design and implementation of a web site for filing claims regarding violations of intellectual property rights have been suspended due to a lack of definition of UTE operation.

C. Results/Achievements (against component objectives)

Activity 1:

Activity suspended since February 2011.

Activity 3:

- 27 (twenty seven) lectures held for high school students in public and private schools belonging to districts in the Department of Alto Paraná.
- 17 (seventeen) lectures held for high school students in public and private schools belonging to districts in the Department of Itapúa.
- Materials for circulating intellectual property (comics, stickers) distributed during all training lectures given to students.
- More than 5000 (five thousand) high school students trained in intellectual property rights and made aware of the damages resulting from the violation of these rights.
- The PARAGUAY ORIGINAL facebook page, with 1677 fans, is kept up to date.

D. Future Activities

- Editing, diagramming, illustration and printing of educational material on intellectual property for high school students.
- Survey conducted on the level of education in students with regard to intellectual property issues in order to determine the final indicator.

E. Performance monitoring (against component indicators)**1a. Increase in average annual value of fake products seized during each operation**

Activity has been suspended since February 2011.

1b. Increase in the number of operations

Activity has been suspended since February 2011.

2a. Improvement in the percentage of the level of education in students with regard to intellectual property rights

Baseline determined (77.9 % of lack of knowledge regarding intellectual property rights). 1000 high school educators trained in intellectual property rights. More than 10,000 students trained in intellectual property rights and made aware of the damages resulting from the violation of these rights. Surveys being conducted for defining indicator compliance.

F. Difficulties/Obstacles (problems found)

Delays associated with the definition of UTE feasibility and its conformation with new personnel seriously affect the tasks anticipated in the work plan. Activities have, once again, been suspended since February 2011. Technically, it is not feasible to carry out the activities anticipated in the work plan.

Tasks relating to editing, diagramming, illustration and printing of educational material on intellectual property rights depend on the timely approval of the document by the Ministry of Education.

G. List of Training Events in the Country

No training events have been recorded.

H. Other Activities

Permanent coordination with MIC and MEC technicians, both for holding lectures in schools across the country as well as for producing training material on intellectual property rights aimed at high school students.

VIII. COMPONENT 6: Strengthening of the National Police Force**MAIN ACHIEVEMENTS DURING THE QUARTER**

- Organizational chart and operations manual for the Citizen Information and Claims Center of the Ministry of the Interior, technically approved.
- Manual on standards and procedures for the Citizen Information and Claims Center of the Ministry of the Interior, technically approved.
- Definition of the baseline for the level of citizen awareness on the roles and services regarding the National Police Force (41 %).
- Production and printing of a leaflet on the services of the National Police within the framework of the ALTERNATIVE project.

A. Progress Achieved Against Work Plan and Operational Plan (activities completed)

Activity 1

- Production finalized for operations manual of the Interior Ministry's CICC, presented for official approval on September 10, 2011.
- Production finalized for Standards and Procedures Manual of the Interior Ministry's CICC, obtaining technical approval for official presentation to the Interior Ministry.
- Change in hierarchical dependence requested in CICC such that it is directly dependent on the Vice-Ministry for Internal Security via article dated September 10, 2011.
- The new organizational chart and operations and procedures manual presented to directors and authorities of the Interior Ministry related to CICC.

Activity 2

- Definition of the baseline determined for the level of citizen awareness regarding the National Police Force (41 %).
- Technical proposal presented for conducting surveys in order to determine the indicator's achievement regarding the level of citizen awareness with respect to the National Police force.

Communications actions detailed in corresponding chapter (see Transversal Communication Component).

Activity 3

- 6 (six) workshops held on the preventive paradigm in police stations which participate in the ALTERNATIVE project.
- 3 (three) workshops held on planning for preventive actions at the police stations participating in the ALTERNATIVE project.
- Approval and printing of information leaflet on the services of the National Police force by the ALTERNATIVE organization.

B. Uncompleted Activities

Activity 1:

- Training courses for officials in the Complaints Office.

Activity 3:

- Work with universities and secondary schools on the work of the National Police force.

C. Results/Achievements (against component objectives)

Activity 1

- Organizational chart and operations manual for the Ministry of the Interior CICC, technically approved.

- Standards and procedures manual for the Interior Ministry's CICC, technically approved.

Activity 2

- Definition of the baseline for the level of citizen awareness regarding the National Police Force (41 %).

Activity 3

- 6 (six) workshops held on the preventive paradigm at the police stations participating in the ALTERNATIVE project.
- 3 (three) workshops held on planning for preventive actions at the police stations participate in the ALTERNATIVE project.
- Approval of informative leaflet on the services of the National Police force produced by the ALTERNATIVE organization.

D. Future Activities

- Official approval of operations and procedures manual for CICC.
- Approval of a new hierarchical position for CICC.
- Effective implementation of CICC.

E. Performance Monitoring (against component indicators)

1a. Increase in level of citizen awareness regarding the National Police force

Baseline determined: 41 % knowledge. Surveys being conducted for defining the compliance of indicator.

F. Difficulties/Obstacles (problems found)

Delays in analyzing the technical proposal for strengthening the Citizen Claims Center due to changes in the governmental counterpart and a lack of definition with respect to direct contact with this issue. This factor directly affects the effective implementation of the Citizen Information and Claims Center which also obstructs training courses from being held.

G. List of Training Events in the Country

No training events have been recorded.

H. Other Activities

Coordinated permanently with the technical group from the Justice Department of the U.S. Government and with NP and MI authorities.

IX. TRANSVERSAL COMPONENT: Citizen Communication and Participation

MAIN ACHIEVEMENTS DURING THE QUARTER

- Completion of training given to 300 officials of the MSP and BS communicator network.
- Organization of District Attorney Expo, with high level institutional presence from 4 institutions (Public Ministry, Interior Ministry, National Police and Judicial Branch) as well as OSCs related to the area. More than 1,500 people visited.
- Updating of the Program's website and fan page.
- 3 electronic bulletins sent and database updated.
- Implementation of coordinated communications actions in relation to the press in order to position the reforms from the different components. (USAID, providers of technical support, Executive dept. and institutions). Articles published in newspapers, radio, television, news websites and institutional websites.

A. Progress Achieved Against Work Plan and Operational Plan (activities completed)

COMPONENT 0

- Support for continuous updating of the Umbral Program website and facebook page.
- Production and distribution of 3 electronic bulletins from the Umbral Program to a database of over 4,000 people.
- Development of the "Program Closing Ceremony".

COMPONENT 1

- Support for the development and implementation of a District Attorney Expo, which joined the four most relevant institutions in the justice sector: the Public Ministry, the Judicial Branch, the Ministry of the Interior and the National Police force. This was part of the Project known as "Getting to know the PM", implemented by the CIRDA, but it was given more range and scope. More than 1,500 young people visited it.
- Organization of a mock oral and public trial involving the participation of real judges, defenders and prosecutors. More than 250 people attended.
- 7 showings of the theater production "Anikena nde pokovi", produced especially to raise awareness regarding the functions of the Public Ministry.
- Support for the development of an audio-visual program regarding the PM, conducted within the framework of the "Getting to Know the District Attorney" project, developed by the CIRDA.
- Lecture/debate in the Universidad Americana on "The science applied to investigation in the Public Ministry" within the framework of the CIRDA project (131 participants).
- Lecture/debate in the Universidad Autónoma de Asunción, on "Economic Offenses and Anti-corruption" within the framework of the CIRDA project (173 participants).
- Development and distribution of the following materials:
 - 2,500 Leaflets: Evidence Deposit Model
 - 2,500 Leaflets: Forensic Laboratory
 - 2,500 Leaflets: Intellectual Property offenses
 - 2,500 Leaflets: Unit for Economic Offenses and Anti-corruption.
 - 20,000 Flyers: Roles and functions of institutions in charge of applying justice.
 - 6,000 Leaflets: the Citizen's Guide to the Public Ministry.
 - 1,500 Programs: the Guide to the District Attorney Expo.
 - 500 District Attorney Expo Posters

COMPONENT 2

- Implementation of a circulation campaign for the Complaints and Claims System of the JB in the country's interior.
- Redesign, installation and support for the website's data migration.
- Performance of the theater production "Dolores' inheritance" in order to raise awareness on the importance of the Complaints and Claims System of the JB during the closing ceremony in Coronel Oviedo.
- Publication of a book titled "A Compendium of Disciplinary Agreements".
- Coordination of participation in District Attorney Expo, with the presence of judges and participants related to justice (the Court President attended the opening ceremony).
- Delivery of audio equipment for DirCom of the Judicial Branch.
- Initiation of training for institutional spokespersons.
- Held second workshop called "Disciplinary System of the Judicial Branch: Operation of the Office for Complaints and Accusations" aimed at magistrates, judicial officials and the legal community in general, held in the Auditorio of the Palacio de Justicia de Asunción, on July 7, within the framework of the "Seeds of Democracy" project.
- Held the second seminar called "Disciplinary System of the Judicial Branch: Operation of the Office for Complaints and Claims" aimed at teachers, students, lawyers and the legal and academic community in general, held in the main room at the School of Law, Universidad Católica de Asunción, on August 18 within the framework of the "Semillas para la Democracia [Seeds for Democracy]" project.

- Broadcasting of three radio slots by Radio Fe and Alegría. A total of 3 daily broadcasts from Monday to Saturday during 4 weeks or 24 days in total, at the following times: 07:00 a.m./11:00 a.m./06:00 p.m., from August 5 to September 1 within the framework of the “Seeds for Democracy” project.

COMPONENT 3

- Completion of consultancy in the Universidad Católica for training in basic communication tools for the MSP and BS network of communicators, 11 workshops for 300 officials from all over the country.
- Production of campaign materials regarding circulation of reforms on medication logistics. (6 posters, 2 radio slots and 1 TV spot).
- Delivery of equipment within the framework of the Communications Plan for DirCom of the Public Health and Social Welfare Ministry.
- Development of a sub-site that provides information on medication logistics reforms, with inclusion of information on bidding and prices.
- Initiation of a consultancy for producing the Manual on Access to CGR Information.
- Initiation of consultancy for the development of a glossary of auditing terms for CGR.
- Initiation of the re-designing of the Citizen Control website.
- Modifications to the MECIP Manual.
- Delivery of equipment within the framework of the Communications Plan for DirCom of the Office of the Comptroller General of the Republic.
- Conducted 2 (two) training workshops on citizen oversight within the framework of the project corresponding to CEAMSO.
- A breakfast meeting was held with journalists aimed at launching the Citizen Oversight Manual within the framework of the CEAMSO project with the CGR.
- The closing ceremony for the CEAMSO project was held and certificates were presented on August 31, 2011 in the presence of the Comptroller General of the Republic.

COMPONENT 4

- Re-editing of the VUI video.
- Printing of informative guide on services and reforms in the NCD within the framework of the New Earth project.
- A breakfast meeting was held on July 20, 2011 between NCD authorities and unions and public institutions associated with the NCD within the framework of the New Earth project.
- A declaration of interest regarding the implementation of the Attention and Claims Center (ACC) of the NCD was submitted to the National Customs Director on August 8, within the framework of the New Earth project.

COMPONENT 5

- Update of the PARAGUAY ORIGINAL facebook page, which has 1677 fans.
- 40 (forty) monitoring visits were made to educational institutions participating in the “Fundación en Alianza” project, with 4 (four) visits per institution.
- Prizes were awarded to 10 (ten) educational institutions honoring the commitment of respecting intellectual property rights within the framework of the “Alliance” project. Prizes consisted of notebooks, projectors, book sets for a value of PYG 4,000.00 for each institution.
- 18 (eighteen) educational institutions received a certificate for their commitment to intellectual property rights within the framework of the “Alternative” project.
- A risk map and compliance matrix for the Industrial Property Department was approved within the framework of the APEP project.
- It was made up of a multi-sector table between DGPI and the private sector for monitoring the compliance matrix of the risk map for the Industrial Property Department within the framework of the APEP project.
- The manual for the application of the risk map tool was produced and approved as well as for the implementation of intervention recommendations in the Industrial Property Department within the framework of the APEP project.

COMPONENT 6

- Development of an internal affairs campaign, including posters and radio slots.
- Incorporation of the MI and the NP in the District Attorney Expo.
- Presentation of material on “Roles and functions” for use during training.
- Donation of equipment to DirCom of the Interior Ministry.
- 6 (six) preventive workshops held on preventive paradigms in police stations participating in the ALTERNATIVE project.
- 3 (three) workshops held on planning for security actions in police stations participating in the ALTERNATIVE project.
- Production of a leaflet on the roles and services of the National Police within the framework of the ALTERNATIVE project.

B. Uncompleted Activities

- Delivery of equipment to be donated within the framework of the Communication Plan in the Public Ministry.

C. Results/Achievements (against component objectives)

- Notifications are routinely circulated on the reforms being carried out at institutions supported the Umbral Program.
- A website and Facebook fan page is operational, with official news and information on the Program.
- An electronic news bulletin for the Program is produced.
- Communication campaigns were implemented in C1, C2 and C6.

D. Future Activities

- Completion of Pro Justice material; a summary of results obtained in Component 1.
- Official presentation of re-designed Judicial Branch site.
- The book titled “Compendium of Disciplinary Agreements” was printed.
- Completion of the re-design of the CGR's Citizen Control site.
- Development and presentation of the access to CGR information manual.
- Development and presentation of glossary of auditing terms for CGR.
- Completion of trainings for institutional spokespersons of the Judicial Branch, the Ministry of Public Health and Social Welfare and the Public Ministry.
- On-going circulation of results.

E. Performance Monitoring (against component indicators)

C1

2a. Increase the level of the citizen's knowledge regarding the Public Ministry

Material produced and distributed through the Public Ministry, the National Police and the Supreme Court of Justice, which relates to the reinforcement of knowledge of the main roles of these institutions.

6 circulation materials on the main functions and reforms carried out in the PM.

The “Justice Expo”, took place with the attendance of more than 1,500 citizens and high institutional authorities.

Circulation supported in internal and external means regarding reforms implemented with support from the Umbral Program.

C2

4a. Number of communications campaigns implemented

Circulation campaign for complaints and accusations system being implemented.

Mechanisms relating to internal communication of the Program's results implemented via regular electronic bulletins and wall mounted journals in the Palacio de Justicia.
Campaign developed for positioning the Disciplinary Agreement.

C3

Inclusion in the MSP and BS website regarding information on the purchase and pricing of medication.

C4**2a. 2 (two) communications campaigns implemented**

VUI campaign implemented. Circulation campaign on reforms implemented.

C6**1a. Increase in the level of citizen awareness regarding National Police force**

Circulation campaign developed for a claims line regarding National Police force international affairs. Support of implementation of actions through OSCs.

F. Difficulties/Obstacles (problems found)

Some activities have not yet been implemented and so communication activities cannot be carried out.

G. List of Training Events in the Country

Activity	Objective	Participants	Date/Location	Comments
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	69	07/08/11 08:00 a.m. – 03:00 p.m. UCA Main Hall Asunción	In the presence of the Minister, Vice-Minister and main Director generals.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	27	07/15/11 08:00 a.m. – 03:00 p.m. UCA Main Hall Asunción	Officials from Central, Paraguari and Chaco Sur took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	23	07/22/11 08:00 a.m. – 03:00 p.m. UCA Misiones	Officials from Misiones and Ñeembucú took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	25	07/29/11 08:00 a.m. – 03:00 p.m. UCA Guairá	Officials from Guairá and Caazapá took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	18	08/12/11 08:00 a.m. – 03:00 p.m. UCA Hernandarias	Officials from Alto Paraná, Canindeyú took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	11	08/05/11 08:00 a.m. – 03:00 p.m. UCA	Officials from Itapúa took part.

Activity	Objective	Participants	Date/Location	Comments
	communication.		Encarnación	
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	44	08/19/11 08:00 a.m. – 03:00 p.m. UCA Concepción	Officials from Concepción, San Pedro, Amambay and Chaco Norte took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	24	09/02/11 08:00 a.m. – 03:00 p.m. UCA Coronel Oviedo	Officials from Caaguazú took part.
Communication workshop. Communication plan	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	25	09/20/11 08:00 a.m. – 03:00 p.m. Hospital San Lorenzo	
Communication workshop. Communication plan	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	29	09/23/11 08:00 a.m. – 03:00 p.m. Pilar Regional Hospital	Officials from Ñeembucú took part.
Communication workshop.	To strengthen the capacities of members of the health communicator network working on basic concepts of institutional communication.	11	09/27/11 08:00 a.m. – 03:00 p.m. UCA Hernandarias	
Spokesperson workshop.	Improve the capacities of the main institutional spokespersons.	26	09/30/11 08:00 a.m. – 01:00 p.m. Palace of Justice	