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JUSTICE PROJECT QUARTERLY REPORT

VI QUARTERLY REPORT: OCTOBER 2009 – DECEMBER 2009

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BACKGROUND

This document presents the VI Quarterly Report for the Justice Project, as required by contract number DFD-I-07-05-00220-00/07 between USAID/DR and DAI, which is in turn based on an agreement entered into by the Government of the Dominican Republic and the United States Government.

This report covers the period between October 1, 2009 and December 31, 2009, and addresses all of the primary justice sector agencies.

ABBREVIATIONS

CARMJ	Commission for the Support of Justice Reform and Modernization (<i>Comisionado de Apoyo a la Reforma y Modernización de la Justicia</i>)
CARMJ-UA	CARMJ Analysis Unit (<i>Unidad de Análisis</i>)
CONAEJ	Commission for Implementation of the Criminal Procedures Code (<i>Comisión de Ejecución de la Reforma Procesal Penal</i>)
CPP	Criminal Procedures Code (<i>Código Procesal Penal</i>)
DAI	Development Alternatives, Inc.
DGCJ	Directorate General of Judicial Careers (<i>Dirección General de Carrera Judicial</i>)
DGH	Directorate of Human Resources (PGR) (<i>Dirección de Gestión Humana – PGR</i>)
ENJ	National Judicial School (<i>Escuela Nacional de la Judicatura</i>)
ENMP	National School of the Attorney General – National Prosecutorial School (<i>Escuela Nacional del Ministerio Público</i>)
INACIF	National Institute of Forensic Science (<i>Instituto Nacional de Ciencias Forenses</i>)
MCI	Inter-Agency Coordination Bureaus (<i>Mesas de Coordinación Interinstitucional</i>)
OJSAP	Office of Customer Service for Judicial Services (<i>Oficinas Judiciales de Servicios de Atención Permanente</i>)
ONDP	National Office of the Public Defender (<i>Oficina Nacional de la Defensa Pública</i>)
PGR	Attorney General of the Republic (Public Ministry) (<i>Procuraduría General de la República</i>)
PC	Participación Ciudadana (NGO)
PJ	Judiciary (Judicial Branch)
PMP	Performance Monitoring System
The Project	Justice Project
SCJ	Supreme Court (<i>Suprema Corte de Justicia</i>)
SII	Institutional Integrity System (<i>Sistema de Integridad Institucional</i>)
SIS	Sectoral Integrity System (<i>Sistema de Integridad Sectorial</i>)
USAID/DR	United States Agency for International Development/Dominican Republic

EXECUTIVE SUMMARY

The period covered by this quarterly report starts with the beginning of activities for Year 2 of the Project, which in essence involves the continuation of activities begun in Year 1, requiring a response to the overall USAID strategy as defined in the four principal Result Areas: a) technical and management capacity of key justice sector institutions selected to prosecute critical cases increased; b) mechanisms for internal and external supervision of justice sector reforms and operations established and strengthened; c) institutions and procedures that support justice sector independence and impartiality strengthened; d) justice sector capacity to coordinate and manage reform efforts and improve operations developed and strengthened.

This quarter began with the validation of Year 2 activities with Project counterparts and implementation of the second approved action plan which, like the preceding plan, was developed on a participative basis with all sector actors. Carried out during this period were the activities whose primary achievements are described below.

A. Management Models

1. Management Model for Criminal Courts: The inauguration of the Management Model for the Criminal Courts of the Santiago Judicial District represents a significant contribution by the USAID Justice Project, as it not only places in operation the third Management Model for Criminal Courts but also introduces into this extremely important Judicial District the fourth of the Management Models now in place in the Dominican Judicial Branch.¹

2. Management Model for the Public Defenders Office: This period saw the inauguration of two Public Defenders Offices – in the Judicial Districts of Juan Sánchez Ramírez (Cotuí) and Espaillat (Moca) – thus making it possible to expand public defender services to a current 20 judicial districts. In addition, support was provided to the ONDP to strengthen the skills and abilities of 25 individuals (personnel at the management and middle-management levels, coordinators and key administrative staff) in a coaching methodology designed to improve the management and administrative capabilities of the staff members for whom they are responsible.

3. Model for Inter-Agency Coordination: Progress recorded in implementing the Model for Inter-Agency Coordination during this period is exemplified by the II All-inclusive Session (*Encuentro Mosaico*) to address the “Consolidation of Unity”; the Session was held in the Judicial District of Santiago de los Caballeros. Of particular note is the participation by members of the management teams of the three justice sector agencies, plus that of the USAID COTR, all of who were present as activity observers and able to appreciate the extent to which inter-agency coordination had been strengthened. In addition, the presence of the District Attorney for the National District as a special guest was of particular significance, the members of the participating MCIs (Santiago, La Vega, San Francisco de Macorís and Puerto Plata) having agreed to extend him an invitation with a view toward consolidating judicial unity, as a result of which it was agreed that the III All-Inclusive Session (*Encuentro Mosaico*) will be held in the National District. As of the date of this report, a total of 54 work sessions

¹ Those for the Judicial Districts of La Vega, Espaillat (Moca) and Santiago were implemented with financial support from USAID, while those for the Judicial District of Santo Domingo Province were installed using the Judicial Branch’s own funds.

have been held with support provided by the Project and the MCIs (San Francisco de Macorís, 14; La Vega, 16; Santiago, 20; and Puerto Plata, 4).

- B. National School of the Attorney General (National Prosecutorial School):** Of considerable significance during this period is the support made available to the Public Ministry Career Path in the form of technical assistance provided to the Competitive and Merit-Based Examination for the Selection of Candidates for the Position of *Fiscalizador* (court attorney). This process was initiated by the School to cover the 90 openings for this post. The Project supported the initiative by providing technological content for the recruitment process, in which 1,206 individuals participated by responding to the public announcement of the examination. In addition, with a view toward complementing the academic strengthening of the National Prosecutorial School, the Project contracted for the provision of technical assistance by a consultant, Jorge Chavarría, to support the Management Committee appointed by the School to provide curriculum design and content development for the Initial Training Program for the Criminal Investigation Component and the "Values of the District Attorney" Human Resource Training Module, which addresses the issues of Ethics and the Integrity System in effect in the Public Ministry.
- C. Institutional Integrity System and Administrative-Judicial Regulations:** The Judicial Branch's SII (Institutional Integrity System) continues to record progress in disseminating content and increasing awareness of the Regulations Governing the Administrative Judicial Career. As of the date of this report, a total of 174 one-day workshops (*jornadas*) have been held for 4,460 judicial employees (2,721 women and 1,739 men)². During these workshops, the content of the Regulations Governing the Administrative Judicial Career, the provisions of which contain the institution's ethical values and principles, is explored in depth. The administrative judicial employees who have participated in these workshops have indicated their awareness of, and commitment to, the integrity policy by signing a letter of awareness and commitment, which is then filed in their employee file.
- D. Study and Observation Travel:** In order to strengthen the sector-based approach and the judicial employees' technical skills, two study and observation trips were programmed. The first trip involved travel to Cuernavaca, Mexico, for the purpose of developing work group creation skills by learning about group dynamics. A total of 13 individuals participated in this trip, in representation of the PGR, ENMP, DGCI, ENJ, ONDP and the Project. One immediate impact of this training exercise was the commitment of all participants to design and conduct a workshop for the training of multipliers, to be implemented next quarter. The second observation trip was made to Bogotá, Colombia, and its primary purpose was to strengthen and complement the management model for large or complex district attorneys offices, in particular as regards the latter's functions involving investigation and coordination with law enforcement agencies and specialized directorates/units dealing with complex cases. One important point noted by participants was the team- and integration-based vision adopted by law enforcement and investigative agencies, an issue that was analyzed in all of the institutions visited, as well as the Government decision, set forth in an institutional policy, to responsibly address the problem of organized crime.

During this period, a total of eight products were successfully developed and delivered.

² Workshops implemented as of December 17, 2009.

ISSUES PENDING FROM THE PREVIOUS REPORT:

Activities pending from the previous report are as follows: a) inauguration of the Management Model for Criminal Courts in the Santiago Judicial District, b) inauguration of the Office of the Public Defender in the Juan Sánchez Ramírez Judicial (Cotuí) District, c) inauguration of the Office of the Public Defender in the Espaillat (Moca) Judicial District, and d) delivery of the publication entitled “*Manual de Gestión del Tribunal de Ejecución de la Pena*” (“Management Manual for Sentencing Judges”). These activities were carried out during this quarter.

NEW ISSUES IDENTIFIED:

CONTEXT

During this period, the budgetary climate noted in previous reports remained unchanged, and the economic crisis continued to impact on Justice Sector agencies, leading to a situation whereby amounts budgeted and earmarked not only for the Judiciary but also for the Office of the Public Defender and the Office of the Attorney General of the Republic remain at their 2008 levels. In the area of constitutional reform, work being carried out by assemblymen and -women was completed and the respective Executive Branch proclamation has been scheduled for the month of January. The challenge lies in the carrying out that reform, since as of the date of this report, the country has no strategic plans for its implementation.

CHALLENGES TO ACHIEVEMENT OF RESULTS

The Project challenges identified in the previous report remain in effect, and involve the following issues: a) Management Models: support the expansion of Management Models for Criminal Courts, the Office of the Public Defender, and urban District Attorneys; b) consolidate the Model for Inter-Agency Coordination through the Inter-Agency Coordination Bureaus (*Mesas de Coordinación Interinstitucional*, or MCIs), and creation of the Judicial Network (JurisBook); c) increase awareness and disseminate the SII to 3,000 members of the Office of the Attorney General (district attorneys and their administrative staff); d) institutionalize the SII in the Judicial Schools; e) institutionalize the training program for disseminating awareness of the SII within the National Office of the Public Defender (ONDP), the PGR and the Judiciary (Judicial Branch); f) expand the concept of integrity throughout the justice sector; and g) promote the development of sector policies through the implementation of the Justice Sector Joint Commission.

RESULT AREA 1

TECHNICAL AND MANAGERIAL CAPABILITIES OF SELECT INSTITUTIONS OF THE JUSTICE SECTOR IMPROVED

ACTIVITY 1: INCREASE INSTITUTIONAL CAPABILITIES THROUGH A SERIES OF FOCUSED ACTIVITIES

During this quarter, the Justice Project, working jointly with national counterparts and USAID, has reaped the benefits of work carried out during the first year of the Project: operationalization of a Management Model for Criminal Courts and two Public Defender Offices, strengthening and implementation of the model for inter-agency coordination, and delivery of the publication entitled “*Manual de Gestión del Tribunal de Ejecución de la Pena*” (“Management Manual for Sentencing Judges”). In this Result Area, a total of 6 products were obtained.

Management Model for District Attorneys Offices and Strengthening of the Investigation of Complex Crimes

With Project support for the redesign of large district attorneys offices and for strengthening the investigation of complex criminal cases, the following have been implemented at various times: a) basis and conceptual design of large district attorneys offices, as developed by Jorge Chavarría, an expert in this area, and validated during the observation and study trip made to Costa Rica with members of large and complex district attorneys offices; and b) creation of the Department for the Prevention of Administrative Corruption (*Departamento de Prevención de la Corrupción Administrativa* – DPCA), and the National Directorate of Drug Trafficking and Complex Crimes and Asset Laundering Unit, on a second study trip made to Colombia, which was broken down as follows: 1) visit to the Colombian Attorney General’s Office; 2) visit to Specialized Units of the Attorney General’s Office; 3) observation and information sharing with the Technical Investigation Team, which operates in collaboration with the Attorney General’s Office and the National Police Force; 4) visit to National Police Force laboratories; 5) information sharing with the District Attorney Training School. The entire agenda was designed so that the country’s technical research teams and law enforcement personnel could work jointly with the district attorneys in large district attorney offices, where matters involving organized crime are addressed.

Management Model for Criminal Courts

On October 23, the fourth Management Model for the Judiciary’s Criminal Courts, representing the third model that the Project has introduced into the justice system, was inaugurated in the Santiago de los Caballeros Judicial District. This criminal courts system is of considerable significance within the Dominican justice system, as with implementation of the Management Model it ranks third nationally in terms of cases filed, with its ten criminal courts receiving some 12,000 petitions and/or cases filed per year. Added to this effort are the La Vega, Espaillat and Santo Domingo Judicial Districts, now operating in accordance with the new Management Model for Criminal Courts.

The inaugural proceedings were presided over by Dr. Jorge A. Subero Isa, President of the Supreme Court; officials from the Santiago Judicial Department; and representatives of the Judiciary, the La Vega, Puerto Plata and San Francisco de Macorís MCIs, and USAID, with presentations addressing the following topics: goal of the Management Model for Criminal Courts, impact on the system of administration of justice in that jurisdiction, institutional commitment to system users, etc.

Both Dr. Subero Isa and Magistrate Josefa Disla, President of the Criminal Appeals Court, expressed their thanks for the cooperation provided by the United States Agency for International Development (USAID) and the technical assistance provided by the Project. In addition, Mr. James Watson, speaking on behalf of USAID, expressed his satisfaction in being able to assist the Dominican criminal justice system, through the Project, with the launch and operationalization of the Criminal Courts in the Santiago Judicial Department. In addition, Mr. Watson recognized the substantial inter-agency coordination efforts made by the Inter-Agency Coordination Bureaus in this Judicial District, as well as in San Francisco de Macorís and La Vega, and the link between these Bureaus and the technical and decision-making units of the Office of the Attorney General of the Republic, the Supreme Court and the National Office of the Public Defender. Not only is the operability of the Criminal Procedures Code (*Código Procesal Penal* – CPP) being carried out by virtue of the individual efforts of the agencies involved, which are to be praised; also important, according to Mr. Watson, is

the “necessary coordination, cooperation and integration that will enable it to function like a true system, so that its contributions will benefit all of its users.”



Ribbon-cutting during the inauguration of the Management Model for the Criminal Courts in the Santiago Judicial District. Magistrate Vielka Calderón, Appeals Court attorney (*Procuradora*); James Watson, of USAID; Dr. Jorge Subero Isa, President of the SCJ; and Magistrate Josefa del Carmen Disla, President of the Criminal Appeals Court.

Management Model for the ONDP

On November 24 and November 26, the Public Defenders Offices for the Juan Sánchez Ramírez (Cotuí) and Espaillat (Moca) Judicial Districts were inaugurated. For both Judicial Districts, it is important to take particular note of the presence in these proceedings of the Office of the Public Defender, as [this Management Model] includes not only the Criminal Courts and the Management Model for District Attorneys, but also the National Office of the Public Defender. Next quarter will see the final incorporation of the Criminal Courts in the Juan Sánchez Ramírez Judicial District, which are currently operating with numerous limitations.



Inauguration of the Office of the Public Defender in the Juan Sánchez Ramírez (Cotuí) Judicial District



Inauguration of the Office of the Public Defender in the Espaillat (Moca) Judicial District

Model for Inter-Agency Coordination

Inter-Agency coordination, viewed as a key element for improving the quality of the service provided by the criminal justice system, promotes a cultural change toward a systemic and sector-based understanding of criminal justice, a fact that was reinforced during the II All-Inclusive Session held in the Santiago de los Caballeros Judicial District on October 30 of this year.

The implementation methodology for the Model for Inter-agency Coordination consisted of three stages: a) design and implementation of the MCIs by the Judicial District; b) All-Inclusive Session; and c) high-level meeting with authorities. Despite the fact that the third stage has not yet materialized, participation by key high-level personnel from the various agencies has been secured, which led to the suggestion, tabled during the II All-Inclusive Session, to create a technical and management coordination committee. One important issue that should be stressed is Project assistance for the creation, management and operation of the Cotuí, Moca and Valverde Mao MCIs, the latter being the result of direct efforts made by the La Vega and Santiago MCIs.

During this period, the work carried out by the MCIs led to systematic work meetings as summarized in the following table:

Judicial District	Total Meetings
Santiago MCI	20
Valverde Mao MCI	5
La Vega MCI	16
Cotuí MCI	2
Moca MCI	1
San Francisco de Macorís MCI	14
Puerto Plata MCI	4
Total	62

During the II All-Inclusive Session, work continued on the original design to facilitate scenarios for joint deliberation, with a view toward sharing mutually interesting solutions for obstacles currently hampering the operationalization of the Criminal Procedures Code (CPP), i.e., analysis of critical issues impacting on management of the provision of justice services, for example, the OJSAP, notices and summons, length of the criminal procedure process, transfer of arraignees, custody of detainees, etc.

II All-Inclusive Session: Consolidation of Unity

This II All-Inclusive Session served as an opportunity for reflecting on the importance of consolidating the coordination process and bringing about unity in the Dominican Republic’s justice sector. From a geographic perspective, the Project encourages the enthusiasm of the MCIs currently in operation as regards the incorporation of other Judicial Districts, as shown in yellow and blue on the attached map.



In the inaugural proceedings, Licda. Lissette Dumit expressed her enthusiasm for the consolidation of the MCIs, as a result of which the justice system now behaves as a system all of whose component elements work in a coordinated and harmonious manner.

The Session was characterized by considerable dynamics and enthusiasm. In attendance were 28 MCI members, as well as numerous management officials from justice sector agencies: Pablo Garrido, Director General of Judicial Careers; Cecilia Cuello, General Technical Director; Thalía Goldberg, Director of the Public Ministry Management Unit; and Maritza Ramírez, Assistant Technical Director for the National Office of the Public Defender, all of who participated as observers and evaluators of the performance of the various MCIs over the course of the II All-Inclusive Session.

One significant benefit was attendance by Dr. Alejandro Moscoso Segarra, National District Prosecuting Attorney, who participated in representation of the MCI recently established in the National District which, as of that moment, became the fifth MCI to join the Judicial Network.

The opening ceremony for the II Session was carried out under the responsibility of the La Vega MCI, which provided a summary of the benefits of coordination, among which the following stand out:

- The best practices of some may be adopted by all.
- Expression of a common willingness to seeking solutions.
- Visit to and verification of the chain of custody system in place in the Office of the District Attorney of Santiago.
- We were able to meet officers and other individuals, thereby improving interpersonal relationships.
- We were able to share solutions successfully implemented by each Judicial District.

- Increased empathy among the various actors in the system.
- Search for common solutions to problems.
- Project scheduling.
- Increased procedural effectiveness.

Participants also reflected on the meaning of the concept of consolidation of unity among MCIs, supported by the words of Roberto Ledesma: *“Demostramos si estamos actuando con honestidad intelectual cuando prometemos unidad”* (“We demonstrate that we are acting with intellectual honesty when we promise unity”):

To demonstrate means:

1. To accredit, make evident, and commit to the willingness to do those things in which we all believe as members of a group.
2. To make known a fact or something that needs to be verified by viable means; to do and to test.
3. To present to others those successes achieved by colleagues using visible and measurable solutions.
4. To make known, test, accredit and provide evidence, through our actions, of those things to which we have agreed.

Intellectual honesty implies:

1. Common and coordinated actions, carried out with a common group proposal and unified criteria; it represents the consistency between what an individual says and thinks and his or her subsequent actions.
2. Honesty is synonymous with authentic, i.e., having a belief in values; honesty is demonstrated by acting in the same way in which one thinks.
3. Recognizing within ourselves our own intellectual level through our efforts to strengthen our deficiencies, basing those efforts on values in all of our actions.
4. Transparency, loyalty to principles and values, sharing what has been learned, consistency between thought and action.

Unity represents:

1. The juncture of the unification of criteria and the achievement of a common objective.
2. The actual development of knowledge, skills and abilities, by acting with the tools of operation and thought and respecting the ideas of others.
3. Acting as a team with thought processes that are both joint and genuine.
4. Being aware of the fact that separately we are unable to form a team; rather, we need to join together each individual element, thereby creating unity.
5. Solidarity, respect, support, common actions, coordination, group objectives – all add up to success.

In addition, for purposes of subsequent reflection and contribution by the MCIs to the ongoing improvement of the II All-Inclusive session, the following points were presented:

For the Santiago MCI, the major benefit of these sessions is that they strengthen consolidation of unity and promote the creation of a judicial network based on the common interest of justice sector participation and understanding. In addition, they provide a means for learning about the various activities carried out by the other MCIs and for sharing experiences. Participation of middle management personnel from the three institutions was significant, providing evidence of

institutional support and recognition. A good example to follow is that of the La Vega MCI, as regards its success in incorporating the National Police into the Bureau. This event made it possible to recognize that all MCIs face common problems and can identify solutions that can be shared.

One weakness of the event is that care must be taken to exercise stricter control over the dynamics involving competition among MCIs, so that the end result is more transparent. In addition, participants felt it important to continue to promote receptiveness and recognition of the management authority of the three institutions, as this event represents an opportunity for sharing with participants both leadership and commitment, thereby contributing to justice sector consolidation.

Members of the **San Francisco de Macorís MCI** felt that this II All-Inclusive Session was made more meaningful as a result of participation by management personnel, as it was conducted within a climate in which all participants felt that their views were being listened to with interest, to the point that responses were forthcoming on the same day, as in the case of the proposal made to the Director of the Judicial Careers, who was informed about the situation currently existing in the Judicial District as regards the high number of cases being handled and heard in the only existing Investigative Court and the request submitted for the launch and operationalization of another Investigative Court established several years ago.

Another example of progress involves the motivation that can be attained by implementing achievements successfully tested in other Judicial Districts, as is the case with the project implemented by La Vega involving the provision of food for detainees and their guards.

For the San Francisco de Macorís MCI, it is important to note that information on the length of time established for compliance with procedural deadlines helps identify the reasons for those problems and identify appropriate solutions, which will in turn contribute to improving the efficiency with which service is provided.

For the **Puerto Plata MCI**, this event was most enjoyable, as indicated by Mr. Félix Álvarez, Magistrate and Prosecuting Attorney, a first-time attendee, as he was able to observe the level of integration existing in the La Vega Judicial District.

Achievements by Judicial District:

Puerto Plata MCI:

1. Achievements
 - a. Prior to the formal installation of the MCI, Puerto Plata had reached agreements for the organization of agendas for measures of coercion, and of shifts that would make it possible for the Judiciary to be present at the application of measures of coercion, so as to increase the efficiency with which detainees are transferred and to instill coordination among the staff responsible for preventive measures [...] integration of the Office of the Public Defender to the model for holding hearings [...] agreements to ensure the presence of the Office of the Public Defender as early as the time of arrest.
 - b. Subsequent to the formal establishment and installation of the MCI:
 1. Design and implementation of the MCI structure.
 2. Design of the Workshop for Sharing the Concepts and Operationality of the Puerto Plata Management Models.

3. Implementation of the Workshops for Sharing Concepts and Operationality of the Puerto Plata Management Models, with the participation of 50 individuals (21 women and 29 men).

San Francisco de Macorís MCI:

In addition to the commitment to continue to hold meetings to resolve the problems of the Judicial District and to put forth efforts to achieve the sustainability of the MCI, the following were presented as achievements recorded and solutions implemented:

1. Access by the Office of the Public Defender to evidence held in the OJSAP.
 - a. Phase 1: Achieved.
 - b. Phase 2: Development of the Action Plan for providing access by the Office of the Public Defender to evidence held in the OJSAP.
2. Reduction in postponements.
 - a. During the May-July quarter, 96 hearings were postponed due to the failure of witnesses to appear. During the August-October quarter, postponements ceased. What is now occurring are hearing suspensions.
 - b. Of 55 hearings that were postponed for reasons attributable to the court during the May-July quarter, the corresponding figure for the August-October quarter was reduced to a mere three.
3. Identification of the Secretary responsible for coordination with the Summons Center.
4. Coordination of a common agenda for the Office of the District Attorney and the Investigative Court.
5. Working environment characterized by cordiality, respect, and acceptance and recognition of the roles played by each of the actors.

Projects under Way	Projects to be Developed
1. Coordination of the common agenda between the Office of the District Attorney and the Collegial (Multi-judge) Court on a pilot basis.	1. Elimination of logjams in the Investigative Court.
2. Strengthening of the OJSAP. Phase 2.	2. Seeking freedom for inmates beginning in the Hearings Chamber.
3. Research into hearings and the effectiveness of notices and summons.	3. Transfers of inmates located outside the Judicial District.
4. Chain and custody of evidence.	4. Common agenda.
	5. Deadlines.
	6. Abandonment of technical defense.

Santiago MCI:

Its commitment is to “guarantee the legitimacy of the MCI as a forum for discussion where solutions can be found. We commit to the sustainability of our MCI through the commitment of our individual members. We commit to respecting the rights of users through the skills and attitude we show to them.” The MCI has complied with this commitment through the results obtained and achievements recorded in the preceding quarter:

1. Functioning of the Common Agenda: Phase 1, in order to eliminate one of the reasons for the postponement of hearings.

- a. Coordination of hearings agendas when they are first set in the Collegial Courts and the Office of the Public Defender.
- b. Ongoing communication among the courts, district attorneys offices and public defenders offices, so as to coordinate hearing dates prior to their firm scheduling.
- c. Scheduling of staggered hearings (6 per day).
2. Courthouse security implemented.
 - a. Forging of a consensus with all justice system actors.
3. Application of the law in declaring abandonment of technical defense.
4. Consolidation of inter-agency lines of communication.
5. Coordination and support for the Valverde Mao Judicial District in implementing the MCI in that Judicial District.

The Santiago Judicial District shared with participants its experience with coordinating the Valverde Mao MCI and the lessons learned during this period, including the following:

1. If the actors intervening in the system do not themselves contribute and make an effort to properly carry out their assigned roles, things simply don't work.
2. Being able to transfer the spark of motivation and development to another MCI is a source of satisfaction resulting from coordination of the Santiago MCI.
3. Channeling and transmitting the importance of dialogue for resolving matters pertaining to the Judicial District empowers us.
4. Importance of the user as the center and *raison d'être* of the administration of justice.
5. Application of the common agenda is a demonstration of respect for the user.
6. Knowing and valuing the functions of each of the actors in the system generates a culture of unity and a climate of trust and effective communication.
7. Live a life of service and promote institutional commitment by giving and receiving.

La Vega MCI:

Undertakes the commitment to take joint action with all actors in the criminal process, in order to resolve all formal issues preventing the concrete administration of justice, so as to provide improved service to the user, who is the ultimate recipient of the supreme value of justice. To achieve this objective, we commit to holding regular meetings, maintaining effective communications and respecting the roles of each actor.

The commitment expressed by the members of the La Vega Judicial District MCI is reflected in the following achievements:

1. Strategic Plan for implementing the postponement of hearings as a result of transfers of arraignees and irregularities in summons and notices:
 - Location of inmates for purposes of transfer.
 - Verification of receipt by jails of requests for inmate transfers.
 - Coordination in the transfer of inmates to hearings.
 - Effective coordination in the transfer of inmates.
 - Provision of lunches for inmates and guards.
2. Coordination of the common agenda.
3. Coordination of staggered hearings (pilot plan).
4. Monitoring of the duration of preliminary and trial hearings.
5. Compliance with the term of 48 hours for presenting detainees before the Duty Magistrate (*Juez de Atención Permanente*).
6. Opening of inter-agency lines of communication.

7. Forwarding of appeals documents, and responses to appeals filed by the Office of the District Attorney, to the Court Attorney for his/her information. In process.
8. Notification of files by the Office of the District Attorney to the parties. In process.
9. Communication of files to the Investigative Judge by the District Attorney. In process.
10. The Office of the District Attorney presents the charge with a copy of all items of evidence, for notification to all other parties.
11. The Office of the District Attorney attaches a copy of resolutions for review or appeals of measures of coercion in order to determine the procedural status of the arraignee and the detention center where he/she is located.
12. Meeting of all actors for presentation of the Bureau (*mesa*) and projects.
13. Implementation of the "Hearing Postponement" project.
14. Meeting of departmental authorities to achieve increased effectiveness in the transfer of inmates.

The La Vega Judicial District conducts statistical monitoring of the measures that it applies; the figures presented in the II All-Inclusive Session were as follows:



<ul style="list-style-type: none"> • Medición: 17/08/09 al 17/09/09 Audiencias aplazadas por falta de traslado: 46 	<ul style="list-style-type: none"> • En el trimestre abril-junio la ONDP conoció 173 audiencias.
<ul style="list-style-type: none"> • Medición: 18/09/09 al 18/10/09 Audiencias aplazadas por falta de traslado: 14 	<ul style="list-style-type: none"> • En el trimestre Julio-Septiembre la ONDP conoció 192 audiencias.

Achievements in Numbers:

<ul style="list-style-type: none"> • Measurement: 08/17/09 to 09/17/09 Hearings postponed for transportation failure: 46 	<ul style="list-style-type: none"> • During the April-June quarter, the ONDP held 173 hearings.
<ul style="list-style-type: none"> • Measurement: 09/18/09 to 10/18/09 Hearings postponed for transportation failure: 14 	<ul style="list-style-type: none"> • During the July-September quarter, the ONDP held 192 hearings.

When viewed as a balance sheet for the work carried out using the model for inter-agency coordination, USAID has deemed the result obtained sufficiently noteworthy to appear as a success story, which was accordingly forwarded to USAID for subsequent publication.

“Inter-Agency Collaboration Improves Delivery of Criminal Justice in the Dominican Republic”

Before receiving support from USAID, the Dominican Republic’s criminal justice system was stymied by a lack of coordination among the responsible institutions. Absent formal agreements and a sector-wide vision of criminal justice, the courts, prosecutors, public defenders, and police carried out their responsibilities independently and without standardization, resulting in poor customer service, limited effectiveness and considerable delays. To address these deficiencies, the Dominican legislature promulgated a new criminal procedure code in 2002, with implementation starting in 2004, converting a French civil tradition to an accusatory model, and addressing core challenges that impaired the efficient and effective delivery of criminal justice.

To implement these changes and improve collaboration across all institutions of the justice sector, the Justice Project of USAID is building Interagency Coordination Bureaus (*Mesas de Coordinación Interinstitucional*, or MCI) in judicial districts across the country. These bureaus were started with an official agreement signed by the Supreme Court, the Attorney General, the National Police, and the Office of the Public Defender. The MCIs were conceived as a tool to not only define and clarify each institution’s roles and responsibilities, but to cultivate a collaborative approach to serving citizens’ needs in the criminal justice system.



**Sectoral Integrity
Workshop sponsored by
the MCI of Santiago**

In 2009, USAID’s Justice Project piloted three MCIs in the judicial districts of Santiago de los Caballeros, La Vega, and San Francisco de Macorís. For each MCI, judges, prosecutors, defenders, and administrative staff meet regularly to discuss shared challenges and develop joint solutions to sector-wide problems, such as the postponement of hearings, courthouse security, interpersonal conflict, and case processing delays. In the past year, the MCIs have undertaken numerous projects to remedy these challenges, including the development of an inter-agency working group to reduce continuances, the creation of a daily status report on inmates and prison transfers and the reduction of the bureaucratic steps needed to assign public defenders to cases. In these districts, the MCIs have transformed a culture of “working in isolation” into a team-based approach, while still respecting the functional independence of each member institution.

Although the MCIs have helped develop immediate solutions to address major challenges, their lasting success lies in the unprecedented judicial network that has emerged from this process. Through the 43 MCI meetings that took place in 2009, criminal justice personnel have established formal and informal relationships, breaking down inter-agency barriers and building improved lines of communication within each institution’s hierarchy. The results have been immediate; the success of MCIs in Santiago de los Caballeros, La Vega and San Francisco de Macorís have prompted the judicial districts of Puerto Plata and the National District (which includes the capital Santo Domingo) to request MCIs, and USAID is planning for this expansion in the coming year. Most significant, however, are the benefits the MCIs provide to citizens. By promoting a coordinated approach to criminal justice, and a culture dedicated to customer

service and teamwork, the MCIs have compelled the Dominican justice sector to provide more responsive, and more effective delivery of justice for the Dominican people.”

List of Participants in the II All-Inclusive Session

Name	Position Held	Judicial District/ Institution
1	President of the Criminal Chamber of the Appeals Court	Santiago
2	Court Attorney	Santiago
3	Coordinator in the Office of the Public Defender	Santiago
4	President of the Criminal Chamber of the Appeals Court	La Vega
5	Coordinator in the Office of the Public Defender	La Vega
6	Criminal Courts Secretary	La Vega
7	Court Attorney in the Court of Appeals	La Vega
8	President of the Criminal Chamber of the Appeals Court	San Francisco de Macorís
9	President of the Collegial Court	San Francisco de Macorís
10	Court Attorney in the Court of Appeals	San Francisco de Macorís
11	Assistant District Attorney	San Francisco de Macorís
12	Court Attorney	San Francisco de Macorís
13	Public Defender	San Francisco de Macorís
14	President of the Criminal Chamber of the Appeals Court	Puerto Plata
15	Coordinator in the Office of the Public Defender	Puerto Plata
16	Court Attorney in the Appeals Court	Puerto Plata
17	Court Attorney	Puerto Plata
18	Court Attorney	National District
19	Court Attorney in the Appeals Court	Santiago

	Name	Position Held	Judicial District/ Institution
20		President of the Criminal Chamber	Santiago
21		Coordinator of the Investigative Court and OJSAP	Santiago
22		First Substitute in the Criminal Chamber of the Appeals Court	Santiago
23		Courts Coordinator and President of the Labor Court	Santiago
24		Public Ministry Procedural Director	PGR
25		Director of Judicial Careers	Judicial Branch
26		Assistant Technical Director	ONDP
27		Colonel	National Police
28		Lieutenant	National Police

Summary of Attendance at the II All-Inclusive Session	
Judges	9
Prosecuting Attorneys	9
Public Defenders	4
Secretary	1
Guests	5

Case Management and Follow-up System:

During this period, a contract was signed with consultant Eduardo Spotorno, who is working on development of a Judicial Network (JurisBook) to support the Model for Inter-Agency Coordination in the MCIs of the Judicial Districts identified, in order to: a) complement the work efforts of prosecuting attorneys, judges and defense attorneys through the addition of tools to facilitate their assigned duties; b) supply information tools for those processes not covered by currently existing systems of justice administration, by providing strictly public information, as opposed to investigative information; c) provide strategic support to the plans being implemented by the MCIs, with the network serving as a platform for collaborative and distributive efforts, making it possible to channel group synergy, enthusiasm, and the sharing of projects, initiatives and solutions; d) take advantage of the broad dissemination of collaborative work tools within the network and in social interaction; e) generate a professional community around the administration of justice; f) improve

quality in the administration of justice through the use of distance training tools; and g) disseminate the results of these efforts through the publication of administration of justice statistics.

ACTIVIDAD 2: HUMAN RESOURCE STRENGTHENING AND TRAINING

The Justice Project has continued to strengthen institutional training programs developed by a) the National Judiciary School (ENJ), and b) the National Prosecutorial School (ENMP), focusing on practical and innovative aspects of the sector, such as the ongoing improvement of institutional capacities. This has been achieved by strengthening teaching and operating staff, with a view toward multiplying and expanding knowledge using educational techniques for adults.

National Judiciary School – ENJ

Support and assistance provided to the ENJ continue to focus on the two phases outlined in the preceding report: a) technical assistance for improving the simple methodology for teaching adults, and b) implementation of the methodology designed, by means of workshops within the ENJ educational model. To strengthen these two components, three members of the ENJ participated in the study trip to Cuernavaca, Mexico, where they expanded and strengthened their skills in managing group dynamics for application in all of the School’s educational programs.

National Prosecutorial School – ENMP

Working jointly with the ENMP, the Project carried out three activities focusing on institutional strengthening. The first included the contracting of expert Jorge Chavarría, who was responsible for providing technical assistance to the Steering Committee for the Initial Training Program (PIF), with a view toward carrying out the following: 1. preparatory workshop for curriculum design of the Module for Human Education in the area of “Principles, Duties, Values and Attitudes of the Prosecuting Attorney”; 2. design of thematic components for the Initial Training Program; 3. guide to minimum content for teaching personnel; and 4. preparatory workshop for curriculum design of the Criminal Investigation component.

The second activity involved strengthening the ENMP as regards its function in the process for selecting candidates for court attorneys (*fiscalizadores*) by contracting expert Claudia Chez. This consultant developed a web application that is flexible, robust, secure, stable, and susceptible to scale-up, and will enable the ENMP to update, consult and access files for participants in competitive and merit-based examinations, for the purpose of facilitating decision-making during the evaluation of candidates to work in the Public Ministry [and] selecting the candidates most qualified to enter the Initial Training Program (PIF).

The third activity, like the one carried out in the ENJ, saw the participation of Lic. Martha Rodríguez, ENMP Academic Director, and Myrna Ortiz, Court Attorney and member of the PIF Steering Committee, in training provided in the area of group dynamics and management in Cuernavaca, Mexico, as part of the team that will disseminate the materials learned to the sector level.

List of RA. 1 Products	
Product No. 1	Management Model for District Attorneys Offices and Strengthening of the Investigation of Complex Crimes
Product No. 2	Management Model for the Criminal Courts

Product No. 3	Management Model for the ONDP
Product No. 4	Model for Inter-Agency Coordination
Product No. 5	System for Case Follow-up and Management
Product No. 6	National Prosecutorial School

RESULT AREA 2

MECHANISMS FOR THE INTERNAL AND EXTERNAL SUPERVISION OF JUSTICE SECTOR REFORM AND OPERATIONS ESTABLISHED AND STRENGTHENED

Justice Project technical assistance in this area has been programmed for implementation during the initial quarters of Year 2 of the Project. Activities will be a continuation of those already begun. The primary focus of the Project continues to be on: a) improving capacity for internal auditing in the Judiciary, as well as in the Service Monitoring Office, a unit of the National Office of the Public Defender; b) providing assistance to the Judiciary's Office of Public Information Access; and c) expanding the Institutional Integrity System, as described further below.

ACTIVITY 1: DEVELOP INTERNAL AUDITING CAPACITIES

For the month of March, the Justice Project has scheduled a consultancy by expert Jorge Chavarría, which will focus on members of the current staff of the Judiciary, the ONDP and the PGR responsible for auditing or supervision, to enable them to continue to receive training in the investigation of cases involving administrative discipline.

ACTIVITY 2: DESIGN AND IMPLEMENT AN OFFICE OF PUBLIC INFORMATION ACCESS

The second stage of the Project, launched in conjunction with the Judiciary and involving the review and adaptation of the Judiciary's Office of Public Information Access and the General Law Governing Free Access to Public Information, is scheduled for the month of April, under the direction of expert Gustavo Montalvo, who conducted the initial assessment and suggested next steps. During this period, terms of reference were developed, and in due time a consensus will be obtained within the institution with regard thereto.

ACTIVITY 3: EXPANSION OF THE INSTITUTIONAL INTEGRITY SYSTEM

During Year 1 of the Project, expansion of the Institutional Integrity System (SII) focused primarily on the Judiciary, an agency which, by means of Resolution of the Full Session of the Supreme Court No. 2006-2009 dated July 30, 2009, is mandated numerous objectives: *"... the Judiciary ... seeks to align all of its human resources with the principles of integrity, transparency, and functional and institutional conscientiousness, which serve as the basis for the system of justice that the Judiciary owes to society."*³

Based on the Supreme Court resolution, and with the collaboration of the Directorate General for Judicial Careers and expert personnel from that Directorate, the ENJ and the Project technical team,

³ Resolution No. 2006-2009, Supreme Court, Dominican Republic.

workshops continued to be held in order to disseminate and obtain a commitment to applying and respecting the Regulations Governing the Administrative Judicial Career, as well as to strengthen knowledge of the SII. Through December 2009, 174 4-hour workshops have been held for 4,460 administrative judicial public servants (2,721 women and 1,739 men)⁴, of a total of 189 programmed; this activity is scheduled to be completed in January 2010.

In addition, working in collaboration with the Directorate for Human Capital and the ENMP, the Project intends to disseminate the SII, during this second year of the Project, to some 300 members of the Public Ministry from 32 District Attorneys Offices, including administrative employees of those offices, as part of the Induction Program, based on the experience planned and implemented by the Judicial Branch.

Sectoral Integrity System:

As previously indicated, a sector-based vision prevails in all Project activities; for this reason, in order to proceed with expansion of the Sectoral Integrity System (SIS), a minimum of eight sector workshops were programmed, to be held as part of the work carried out by the MCIs. These workshops will be designed and implemented by the sector facilitators who have received Project training. The workshops will be scheduled for implementation in February-March.

RESULT AREA 3

INSTITUTIONS AND PROCEDURES SUPPORTING THE INDEPENDENCE AND IMPARTIALITY OF THE JUSTICE SECTOR STRENGTHENED

ACTIVITY 1: USE OF STUDY TOURS: A) TRAINING IN GROUP DYNAMICS AND B) OBSERVATION OF COMPLEX DISTRICT ATTORNEYS OFFICES

a) Training in Group Dynamics

1. Background:

One of the development and implementation strategies of the USAID Justice Project has involved strengthening the technical capacities of the numerous justice sector institutions. Toward this end, the training of trainers methodology was visualized as a means for transferring learning technology to Justice Sector institutions, in order to expand institutional capacity and improve training programs.

To achieve these goals, activities have been carried out that focus on providing training to institutional personnel in adult training techniques, among which the workshop-seminar on group dynamics is particularly noteworthy, as it constitutes a simple training methodology considered to be highly effective by the National Judiciary School, the National Prosecutorial School, the PGR's

⁴ Workshops implemented through December 31, 2009.

Directorate of Human Management, the Judiciary's Directorate of Judicial Career Affairs, and the Technical Subdirector of the National Office of the Public Defender. The workshop was held in Cuernavaca, Morelos, Mexico, from November 10 to 13, 2009.

2. Objective:

To strengthen the capacities of key staff members in the management of group dynamics for providing training to personnel in Justice Sector institutions.

3. Result:

During the course of the workshop, it was clearly established that group dynamics are collective learning techniques that make it possible to take full advantage of the potential of each individual participant by providing a knowledge of methods and tools favoring "group action" that will impact on their behavior and emotions.

During the course of the workshop, it was possible to feel, undergo and experience the various stages involved in this simple training method, to the extent that it was possible to differentiate among various types of dynamics, classified by the depth to which they reach: training; learning; and functional, cognitive or emotional orientation. This dynamic training method consists of three phases:

- a) Preparation: includes the selection of the appropriate dynamic and its subsequent adaptation to the central topic.
- b) Organization of the dynamic: covers the setting, consideration of the desired environment, development and delivery of clear instructions to participants, and verification of their understanding of those instructions, until such time as the role of the facilitator becomes that of observer, with the provision of support and the verification of results.
- c) Reflection: this phase involves gathering data and selecting key information that will make it possible to project a generalization of group learning.

During the workshop, emphasis was placed on the ethical conduct of the facilitator, stressing the following subject areas, among others: 1) customer service, 2) conflict of interest, 3) principles and values, 4) processes, methods and tools, 5) effective management of the process, and 6) confidentiality, the facilitator's Code of Ethics having been analyzed and reflected upon previously.

Following completion of the training trip, a meeting was held with the 13 participants in which the latter shared their experiences and an explanation was provided of the sector commitment to disseminating this knowledge within the various agencies involved, by means of the specific activities described in the trip report, in addition to assuming responsibility for designing a workshop for training sector facilitators to disseminate the Sectoral Integrity System in the Judicial Districts where the Justice Project is supporting implementation of the Models already developed, as well as in the Inter-Agency Coordination Bureaus.

Outcome of the meeting with participants in the Workshop on Group Dynamics

- **ENJ:** Impact on the ENJ involved the training of trainers to disseminate the material learned. During the first quarter of 2010, the training of trainers workshop will be held at the ENJ.

- **Directorate of Judicial Career Affairs:** Provide the material learned to the 22 facilitators, an activity scheduled to be completed in January 2010.
- **ENMP:** Link what was learned to classroom processes. Work with consultant Humberto Insfran. Work involving reflection and closure.
 - Introduce dynamics for developing skills linked to the court attorney (*fiscalizador*) profile, which are in turn consistent with objectives.
 - Maintain group integration through Twitter.
- **Human Management:** This is a more tangible type of application for implementation in all of the agency's projects.
 - Disseminate the SII
 - Implement in the agency's various projects
 - Introduce the dynamics into management meetings
- **ONDP:** Integrate dynamics into the ONDP's activities.
- **Sector Commitment:** Design a workshop for sector facilitators that can be used by each agency, both in its daily activities and for purposes of disseminating the SIS, in accordance with the following consensual activities:
 - Planning and needs detection for the Sector Facilitators Workshop
 - Design and implementation: January 27, 2010

4. Participants:

Name of Participant	Position Held	Institution
1.	Director of Judicial Career Affairs	Judiciary/Directorate General of Judicial Careers
2.	Assistant to the Director of Judicial Career Affairs	Judiciary/Directorate General of Judicial Career
3.	Assistant in the Human Capital Development Division	Judiciary/Directorate General of Judicial Career
4.	Manager of Civil Domain Projects	Judiciary/National Judiciary School
5.	Manager of Criminal Domain Projects	Judiciary /National Judiciary School
6.	Manager of Directorate Projects	Judiciary /National Judiciary School
7.	Manager of Academic Affairs	Office of the Attorney General of the Republic/National Prosecutorial School

8.	Assistant District Attorney for Santiago Province	Office of the Attorney General of the Republic/National Prosecutorial School
9.	Director of Human Management	PGR
10.	Directorate of Communications and Protocol	PGR
11.	Public Defender	ONDP
12.	Public Defender	ONDP
13.	Director	Justice Project

It is particularly interesting to note that each of the agencies submitted a report in which they commit to designing and working on sector-oriented activities.

b) Observation of Complex District Attorneys Offices

The objectives of the observation trip to Colombia’s Office of the Attorney General and to units providing support to the investigation of organized crime and complex felonies are as follows:

- a) Observe the Office of the District Attorney for Complex Felonies: structure, communication, coordination and connectivity in terms of operability and functioning for the prosecution of felonies in the area of transnational organized crime.
- b) Share experiences with the Technical Investigative Unit: training, link to the District Attorney’s Office, operability, training.
- c) Share experiences with members of the Constitutional Court: background, organization, operational management, functioning, strengths and weaknesses.

Participating in the above activity were magistrates Hotoniel Bonilla, National Director for the Prevention of Corruption; Frank Soto, Director General of Drug Trafficking and Complex Crimes; and Daniel Miranda Villalona, Director of the Asset Laundering Unit. Visits were made to the following specialized units within the Office of the District Attorney: National Anti-Terrorism Unit, Technical Investigation Unit, National Unit for Asset Laundering and Loss of Ownership Rights, National Human Rights Unit, Directorate General of District Attorneys Offices, Criminal Investigation and Forensic Sciences School, Anti-Drug Trafficking and Maritime Interdiction Unit, Directorate of Criminal Investigation (DIJIN), Judicial Police Force Directorate (attached to the DIJIN), and the National Narcotics Division. Particularly important was the visit made to the Interim Attorney General, who indicated his appreciation for the visit and requested that his best wishes be passed on to the Attorney General of the Republic.

Following observation of the way in which the Colombian Government has addressed its problems, the following suggestions are made:

- Increase awareness of the need to design and implement a general policy for government prosecution of organized crime and complex felonies;
- Create a specialized investigative unit to be placed at the service of the Judiciary;
- Strengthen areas of investigation that are supportive of the work of the Attorney General;
- Improve ties between security units and the Judiciary;

- Coordinate strategic actions between specialized directorates and units of the PGR, on the one hand, and large and medium-sized District Attorneys Offices, on the other;
- Promote the introduction of specialized district attorneys from the PGR's specialized directorates into large and medium-sized Attorney General Offices.

A feedback meeting was held with observation trip participants, with an agreement reached to carry out two activities during the next quarter: 1) meeting with participants on the observation trips to Costa Rica and Colombia to establish appropriate ties between the urban District Attorneys Offices and the specialized directorates of the Office of the Attorney General of the Republic, and 2) coordinate implementation of a workshop to design efficient ways to address complex crimes, to be held during the month of February.

ACTIVITY 2: IMPROVEMENT OF MERIT-BASED SELECTION, PERFORMANCE EVALUATION, PROMOTION AND OTHER ISSUES INVOLVING MANAGEMENT OF JUSTICE SECTOR ACTORS

This activity is scheduled to be implemented in the months of June-July, toward which end terms of reference have been developed for the eventual contracting of Dr. Rosa Solís.

ACTIVITY 3: INDEPENDENT NATIONAL PUBLIC DEFENDERS OFFICE

Beginning on January 1, 2010, the ONDP will acquire its own legal existence as an institution created and governed by public law and will be assigned a budget line item in accordance with the Law Governing Public Expenditures. In addition, on January 26, the date on which the new Constitution will be announced, the public defender service will be constitutionalized within a justice system unit that will be granted administrative and operating autonomy. The result of this will be that, despite the departure of the Judiciary as an autonomous agency, this transition will lead to adjustments involving, among other things, capital structure, staff, full implementation of the administrative subdirectorate, and assumption of roles of the Public Defenders Council, as these were functions previously assigned to the Supreme Court.

In addition, representatives of the ONDP participated in the above-mentioned training event on group dynamics. The most important aspect of this training was that these public defenders will transfer what they have learned to their members, and it is they who will provide training, during the ONDP SII workshop, to members joining the institution. In addition, they will participate jointly in sector activities with participants in that training event.

The workshop on executive coaching was held at the ONDP, with the participation of 25 individuals, including representatives from the Directorate, the Technical and Administrative Subdirectorate, and coordinators from the various departments. The objective of the workshop was to provide basic coaching tools and show participants how to develop and use team skills and abilities.

List of RA. 3 Products	
Product No. 7	Training in group dynamics
Product No. 8	Coaching for ONDP coordinators

INDICATORS:

Presented below are indicator updates available as of the date of this report.

SUMMARY TABLE OF INDICATORS WITH DATA FROM OCTOBER-DECEMBER 2009

RA 1. 1: Technical and management capacity of selected institutions of the justice sector to process critical cases improved	Base line 2008	Goal 2009	Goal 2010	Goal 2011
<ul style="list-style-type: none"> • Indicator 1: Number of Justice Sector offices operating with the new Management Model. 	31	13	4	9
<ul style="list-style-type: none"> • Indicator 2: Milestones showing progress in the implementation of the Management Model and coordination of the Criminal Procedures Code (CPP). 	-	3	5	6
<ul style="list-style-type: none"> • Indicator 3: Number of Judicial Districts using the Management Model and showing integrated coordination. 	1	6	7	9
<ul style="list-style-type: none"> • Indicator 4: Number of inter-agency committees created in Judicial Districts. 	2	5	7	9
<ul style="list-style-type: none"> • Indicator 5: Length in days of the criminal process, from the time of arraignment to initial sentencing. 	197	180	160	120
<ul style="list-style-type: none"> • Indicator 6: Number of low-income individuals and marginal communities that have received legal aid by virtue of assistance provided by USAID. 	19,385	20,166	21,266	22,316
<ul style="list-style-type: none"> • Indicator 7: Number of Justice Sector operators trained. 	1,678	1,000	1,300	500
RA 1. 2: Mechanisms for the internal and external supervision of justice sector reform and operations established and strengthened				
<ul style="list-style-type: none"> • Indicator 8: Number of accusations recorded and processed in accordance with the procedures adopted. 	TBD	TBD	TBD	TBD
<ul style="list-style-type: none"> • Indicator 9: Milestones reflecting progress in implementing the Institutional Integrity System in the Justice Sector. 	2	4	6	7
RA 1. 3: Institutions and procedures that support the independence and impartiality of the justice sector strengthened				
<ul style="list-style-type: none"> • Indicator 10: Number of individuals in Justice Sector agencies evaluated with regard to their performance by means of institutional mechanisms. 	1,674	2,174	2,674	3,174
<ul style="list-style-type: none"> • Indicator 11: Number of prosecuting attorneys, judges and public defenders entering the judicial career. 	1116	412	90	90
RA 1. 4: Capacity within the justice sector to coordinate and manage reform efforts developed and reinforced				
<ul style="list-style-type: none"> • Indicator 12: Inter-agency Coordination Commission in operation. 	-	2	5	6
Subgrant:				
<ul style="list-style-type: none"> • Indicator 13: Number of national and local agreements signed with a commitment to maintaining and expanding Community Justice Centers (<i>Casas Comunitarias de Justicia</i>). 	6	2	2	
<ul style="list-style-type: none"> • Indicator 14: Milestones reflecting the level of expansion of Community Justice Centers. 	-	2	2	
<ul style="list-style-type: none"> • Indicator 15: Percentage of Community Justice Center costs covered by other agencies. 	50%	80%	100%	

SUBGRANT ENVISAGED IN THE CONTRACT

During the quarter, in addition to normal Project activities, meetings were held to establish coordination among the Community Justice Centers. The month of November witnessed the conclusion of the first stage of the Training Course on Mediation, in which 35 professionals and community leaders participated and which set the stage for implementation of the practices of observation and co-mediation in the Community Justice Centers in the cities of La Vega and Santiago.

A promotional media blitz was carried out that included coverage by the written and televised press, all of which deemed the Community Justice Centers to be a positive element within the negative environment in which the country currently finds itself immersed.

SANTIAGO

This quarter saw the reopening of Santiago's Community Justice Center, following three years of operation [sic]. This reopening involved: a) relocation of the Justice Center to a larger site that is more appropriate for its current number of users, b) establishment of a specialized unit to deal with cases of intra-family and gender violence, c) signage, and d) steps to increase the availability of resources for ensuring the sustainability of the Centers based on public and private involvement in the their reopening.

LA VEGA

With the participation of Dr. Radhamés Jiménez Peña, Attorney General of the Republic; Dr. Perfecto Acosta, Court Attorney (*Procurador Fiscal*) for Santo Domingo Province; Euclides Sánchez, Senator for La Vega Province; Lic. Víctor González, Court Attorney (*Procurador*) for the La Vega Appeals Court; Arq. Isaac Polanco, President of the Mining Fund Council; Lic. Francisco Deschamps, President of the La Vega Savings and Loan Association and other officials, together with municipal and civil society representatives from the Region of Cibao Central, the La Vega Community Justice Center was officially inaugurated, an event that was seen as a significant model for facilitating citizen access to justice. In addition, participating authorities confirmed their commitment and identified the type of support that they will provide in order to guarantee, in a joint and coordinated manner, the sustainability of the project.