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JUSTICE SECTOR STRENGTHENING ACTIVITY

ANNUAL REPORT
(OCTOBER 1, 2017 – SEPTEMBER 30, 2018)

October 22, 2018

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

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LIST OF ACRONYMS

CCI	Interinstitutional Coordination Committee
DIN	Investigation Division of the National Civilian Police
FEDAES	Bar Association of El Salvador
FUNDE	National Foundation for Development (<i>Fundación Salvadoreña para el Desarrollo</i>)
FUNIPRI	<i>Fundación la Niñez Primero</i>
FUSADES	Salvadoran Foundation for Economic and Social Development (<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>)
FY	Fiscal Year
ISD	Social Democracy Initiative (<i>Instituto Social para la Democracia</i>)
JSSA	Justice Sector Strengthening Activity
NCCEV	National Center for Children Exposed to Violence
ODAC	Citizens' Attention Office of the National Civilian Police
PBJ	Place-Based Justice
PBS	Place-Based System
SIGAP	Case Management System of the Attorney General's Office
SIS	Investigation Section of the National Civilian Police
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

In Fiscal Year (FY) 2018, the Justice Sector Strengthening Activity (JSSA or Project) continued to make significant advances in its three technical Components as a result of close collaboration and important dialogue with various Government of El Salvador counterparts, including the Executive Technical Unit of the Justice Sector Coordinating Commission, National Civilian Police, Supreme Court, Public Defender's Office, Attorney General's Office, Forensic Medicine Institute and National Judicial Council, as well as civil society organizations and other counterparts.

During this time period the Project carried out a range of activities to strengthen the criminal justice system, boost judicial transparency, forge interinstitutional links and fortify the relationship between civil society and justice sector institutions. These efforts were focused on a place-based justice (PBJ) strategy that targets six priority municipalities: San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca, and Cojutepeque. Activities in support of community policing are ongoing in two additional municipalities (Ciudad Delgado and Lourdes Colón) under the related place-based system (PBS).

In order to foster collaboration and joint policies, the Project supported the Interinstitutional Coordination Committee (CCI) and its local working groups in a comprehensive diagnostic assessment of investigation procedures, as well as a training plan – including a basic course on investigation techniques and a program for interinstitutional tutors – to address the challenges identified in the assessment. The basic course on investigation techniques was provided in April whereupon the Project coordinated and conducted other relevant training with the interinstitutional working groups and investigation teams in each of the PBJ municipalities, to include substantial on-site mentoring.

Regarding victims' assistance, the Project finalized an assessment of victim services in PBJ locations. This includes an outline proposing three models for integrated attention to victims: a one-stop center, where victims would receive medical, psychological, and legal support from all of the relevant justice sector institutions; a cluster model, which provides the same high-quality services to victims through interinstitutional coordination and a referral system; and a combined model, which would effectively integrate the cluster model with the services offered through *Ciudad Mujer*, where available. Implementation of the cluster model began in San Vicente by mapping processes, developing a training plan, and supporting institutional efforts to establish a shelter for victims of violence. Interinstitutional planning was also initiated through the local working group in San Miguel to establish a combined model to collaborate with *Ciudad Mujer* – San Miguel, as well as augment vital victim services.

JSSA activities this year in support of existing victims' assistance models include training staff of the new Unit for Specialized Attention to Women in Sonsonate; proposing a new organizational structure for the Supreme Court's victims' attention centers that would include the creation of a new Unit for Gender and Attention to Victims; providing technical assistance and training for the new specialized court jurisdiction for violence against women; establishing and strengthening of Victims' Assistance Centers in model legal offices, and training public defenders on topics such as holistic approaches to treat victims, psychological attention, resources for domestic violence, and play therapy.

In the Attorney General's Office, the JSSA helped establish a new model legal office in Sonsonate, including the donation of equipment to strengthen the complaint reception office, victim services office, and the evidence storage space; the new office is already resulting in significant prosecutorial improvements and convictions. The Project's contracting of 24 legal assistants to address the Attorney General's Office case backlog has been enormously successful in reducing the 12,696-case backlog (dating back as far as 2013) and the further advancement of thousands of investigative actions. The Project also developed improvement plans (in conjunction with the above-mentioned CCI assessment of investigation procedures) for each PBJ municipality, covering complaint reception and the development of prosecutorial requests and accusations. The implementation of these plans through the interinstitutional efforts of the Attorney General's Office, the National Civilian Police, and the Forensic Medicine Institute has led to significant organizational and investigative improvements in the PBJ municipalities.

JSSA technical and training assistance to the Forensic Medicine Institute this FY has had a dramatic impact of the effectiveness and efficiency of the institution. The development and updating of 10 key protocols is bringing the Institute into full compliance with both national and international norms for the first time in its history. In addition, the quality of the Forensic Doctor Resident Program (with 24 participants) has resulted in full accreditation as a master's degree academic program, indicating that the Forensic Medicine Institute will soon be considered professionally current in both theory and practice.

The JSSA provided quality support for community policing implementation in PBJ/PBS municipalities with over 560 police officers trained/mentored in a variety of topics, including fundamentals of community-policing implementation, group management, the development of community policing diagnostics, and implementation of operational plans. The joint National Civilian Police - Ministry of Education summer school program was carried out in 11 municipalities for 2,150 students in 35 schools. These municipalities included the eight PBJ/PBS municipalities. The program consisted of recreational activities such as sports, culture, arts and crafts, and workshops for youths on topics including first aid, sexuality, human trafficking, gender equality, children's rights, and more. In addition, the Children Exposed to Violence initiative was introduced through a successful conference to assist police responders to better meet the needs of affected children, and the Safe Streets Program planning was completed to improve safety in corridors used by schoolchildren.

A significant accomplishment this year was the launch of the Executive Technical Unit's Popular Legal Education Program, "Justice for All," which aims to strengthen children's and adolescents' knowledge

of their rights, access to justice, and the services of justice sector institutions. The inauguration event on May 22 featured an opening address by the USAID/El Salvador Mission Director, as well as a fair on access to justice. Between May and September, 4209 students participated in the Program as offered in four different schools in San Salvador, San Miguel, Sonsonate and Zacatecoluca. JSSA involvement included training facilitators and providing logistical and financial support for the program.

In the Supreme Court, the Project provided extensive support in the implementation of virtual hearings by videoconference connecting judges, prosecutors, defenders and witnesses (all physically in the courtroom) with the accused (in jail, often in a different part of the country). The objective is to help reduce impunity by speeding judicial processes and reducing the percentage of hearings cancelled due to lack of transportation for prisoners; in addition, the virtual hearings ensure that judicial processes comply with all legal deadlines and constitutional guarantees of prisoners' rights. The Project also provided technical assistance to the Supreme Court in improving access to public information. The JSSA helped design and implement two related IT portals to facilitate reception of requests for information and the provision of information: the Transparency Portal for the Supreme Court's Office of Access to Public Information (completed/launched in September), and the Judicial Documentation Portal for the Judicial Branch's Judicial Documentation Center, which is responsible for releasing information from case files (completed/launched in June). According to the national Access to Public Information Institute, the addition of these two portals resulted in the elevation of the Supreme Court by two positions (from 13th to 11th place) in the Access to Public Information rankings of public institutions.

In the Public Defender's Office, the JSSA completed a diagnostic assessment of public defense in PBJ municipalities and developed a series of training courses based on the needs identified in the assessment. Accordingly, the JSSA conducted the following 13 training courses for public defenders in the PBJ on topics such as evidence management, sentence execution, interrogation techniques, alternative sentencing, and appeals. The Project also completed small-scale remodeling and purchased equipment for the Public Defender's Office in San Vicente, Zacatecoluca, Cojutepeque and Sonsonate.

In the framework of initiatives to increase accountability and reduce corruption, the Project helped develop and update several regulations for the new Organic Law for the Attorney General's Office, including: the Attorney General's Office General Regulation, the Prosecutor Career Regulation, the Prosecutor Council Regulation, and the Prosecutor Career Plan and Promotion Scale Regulation. Activities in support of the Supreme Court's Probity Unit and Investigation Units included advances in the development of IT systems for investigating corruption among civil servants, imposition of fines, and case management in these units; technical assistance to develop a format for comprehensive investigative reports; and workshops for the Professional Investigation Unit on the sentencing phase in administrative cases. A diagnostic assessment of the Judicial Investigation Unit was also approved by the Court's Director of Planning. Proposed reforms to the Police Career Law – which would create an Integrity and Control Center within the National Civilian Police – were presented in April by the

President's Office to the Legislative Assembly's Security Committee for approval, following JSSA technical assistance in prior quarters. In addition, the Evaluation Manual for Magistrates and Judges was approved with much enthusiasm.

The still incomplete election of Constitutional Court magistrates continued to attract national attention, as this court plays a key role in fighting corruption, defending human rights and limiting abuses of power. Through two grants, the JSSA supported efforts to monitor and strengthen this election process. The Salvadoran Foundation for Economic and Social Development (FUSADES), in coordination with two civil society coalitions, carried out an extensive public awareness campaign – involving press releases, publications, ads and social media posts – demanding transparency in the selection process. The Social Democracy Initiative (ISD) monitored the National Judicial Council phase of the election process this quarter, and shared the results of its monitoring with civil society, media representatives, and Supreme Court magistrates.

Finally, the Project provided technical assistance to support a number of legal frameworks, policies and procedures that regulate the justice sector institutions. This included support for the development and implementation of strategic plans, involving the following activities: a formal presentation of the Executive Technical Unit's Strategic Plan to the members of the Justice Sector Coordinating Commission; reproducing copies of the Attorney General's Office Strategic Plan following its approval; and holding a series of workshops for the implementation and monitoring of the Supreme Court's Strategic Plan, which was developed with Project support last year. The JSSA also helped disseminate the updated Criminal Prosecution Policy by training internal trainers from the Attorney General's Office, who then led replica dissemination events. In addition, the JSSA completed its assistance for the development of a Public Defender Recruitment and Selection Manual by printing the finalized manual and its related tools; and secured final approval of the Director of the police for the National Civilian Police Doctrine Manual.

RESUMEN EJECUTIVO

En el año fiscal 2018 el Proyecto de Fortalecimiento del Sector de Justicia (JSSA por sus siglas en inglés) continuó logrando avances significativos en sus tres Componentes técnicos como resultado de la estrecha colaboración y diálogo permanente con las distintas contrapartes del Gobierno de El Salvador, incluyendo la Comisión Coordinadora del Sector Justicia de la Unidad Técnica Ejecutiva, la Policía Nacional Civil, la Corte Suprema de Justicia, la Procuraduría General de la República, la Fiscalía General de la República, el Instituto de Medicina Legal y el Consejo Nacional de la Judicatura así como con organizaciones de la sociedad civil, entre otras contrapartes.

Durante este período, el Proyecto llevó a cabo una serie de actividades para fortalecer el sistema de justicia penal, aumentar la transparencia judicial, forjar vínculos interinstitucionales y fortalecer la relación entre la sociedad civil y las instituciones del sector de justicia. Estos esfuerzos continúan siendo orientados sobre la estrategia de justicia con enfoque territorial (PBJ por sus siglas en inglés) dirigida a seis municipios prioritarios: San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca y Cojutepeque. Las actividades de Policía Comunitaria continúan en dos municipios adicionales (Ciudad Delgado y Lourdes Colón) bajo el sistema focalizado geográficamente (PBS por sus siglas en inglés).

A fin de fomentar la colaboración y las políticas conjuntas, el Proyecto apoyó al Comité de Coordinación Interinstitucional (CCI) y sus mesas de trabajo locales interinstitucionales con una evaluación diagnóstica integral de los procedimientos de investigación, así como un plan de capacitación que incluye un curso básico sobre técnicas de investigación y un programa para tutores interinstitucionales, para abordar los desafíos identificados en la evaluación. El curso básico sobre técnicas de investigación se impartió en abril, posteriormente el Proyecto coordinó y llevó a cabo otro curso relevante, con los grupos de trabajo interinstitucionales y los equipos de investigación en cada una de las municipalidades PBJ, que incluyó valiosa asistencia técnica in situ.

Con respecto a la asistencia a víctimas, el Proyecto finalizó una evaluación de los servicios que se brindan en los municipios PBJ. Esto incluye una propuesta de tres modelos para la atención integral de las víctimas: un centro de atención de ventanilla única, donde las víctimas recibirían atención médica, apoyo psicológico y legal de todas las instituciones pertinentes del sector de justicia, un modelo de clúster, el cual proporcione la misma alta calidad de los servicios a las víctimas a través de la coordinación interinstitucional y un sistema de referencia y contra referencia; y un modelo combinado, el cual podría incluir el modelo clúster con los servicios ofrecidos a través de *Ciudad Mujer*, donde sea posible. La implementación del modelo clúster inició en San Vicente mediante el mapeo de rutas, el desarrollo de un plan de capacitación y el apoyo a los esfuerzos institucionales para establecer un albergue para las víctimas de violencia. La planificación interinstitucional también se inició a través de

la mesa local en San Miguel para establecer el modelo combinado para colaborar con *Ciudad Mujer - San Miguel*, así como para aumentar los vitales servicios a las víctimas.

Las actividades del JSSA este año en apoyo a los modelos existentes de asistencia a víctimas incluyen la capacitación del personal de la nueva Unidad de Atención Especializada para las Mujeres en Sonsonate; proponer una nueva estructura organizativa para las Unidades de Atención Integral de la Corte Suprema de Justicia que incluiría la creación de una nueva Unidad de Género y Atención a Víctimas; proporcionar asistencia técnica y capacitación para los nuevos Juzgados Especializados para una Vida Libre de Violencia para las Mujeres; la mejora de las capacidades para la asistencia y respuesta a las víctimas a través del establecimiento/fortalecimiento de los Centros de Atención a Víctimas en las oficinas fiscales modelo de la Fiscal General de la República, y la capacitación de defensores públicos en tema tales como enfoques holísticos para tratar a las víctimas, atención psicológica, recursos para la violencia doméstica y terapia de juego.

En la Fiscalía General de la República, el JSSA apoyó en el establecimiento de una nueva oficina fiscal modelo en Sonsonate, que incluye la compra de equipos para fortalecer la oficina de recepción de denuncias, un Centro de Atención a Víctimas y el espacio de almacenamiento de evidencias, lo que ya está resultando en mejoras procesales significativas y condenas. La contratación del Proyecto de 24 colaboradores jurídicos para abordar la mora de casos de la Fiscalía General de la República ha tenido un enorme éxito en la reducción de la cantidad acumulada de 12,696 casos (que se remonta a 2013) y el avance adicional de miles de acciones investigativas. El Proyecto también desarrolló planes de mejora (junto con la evaluación diagnóstica de los procedimientos de investigación del CCI arriba mencionada) para cada municipio PBJ, que incluyen la recepción de denuncias y el desarrollo de requerimientos y acusaciones fiscales. La implementación de estos planes a través de los esfuerzos interinstitucionales de la Fiscalía General de la República, la Policía Nacional Civil y el Instituto de Medicina Legal, ha llevado a importantes mejoras organizativas e investigativas en los municipios PBJ.

La asistencia técnica y de capacitación del JSSA al Instituto de Medicina Legal este año fiscal ha tenido un impacto relevante en la efectividad y la eficiencia de la institución. El desarrollo y la actualización de 10 protocolos clave están llevando al Instituto al cumplimiento total de las normas nacionales e internacionales por primera vez en su historia. Además, la calidad del Programa de Certificación de Expertos en Medicina Forense (con 24 participantes) ha resultado en una acreditación completa, lo que indica que el Instituto de Medicina Legal pronto será considerado profesionalmente actualizado en lo teórico y lo práctico.

El JSSA brindó apoyo de calidad para la implementación de Policía Comunitaria en los municipios PBJ/PBS con más de 560 oficiales de policía capacitados/asesorados en una amplia variedad de temas, incluyendo aspectos fundamentales para la implementación de la Policía Comunitaria, gestión de grupos, desarrollo de diagnósticos de Policía Comunitaria e implementación de planes operativos. El programa conjunto de Escuelas de Verano de la Policía Nacional Civil y el Ministerio de Educación se llevó a cabo en 11 municipios para 2,150 estudiantes en 35 escuelas. Estos municipios incluyeron los ocho municipios PBJ/PBS. El programa consistió en actividades recreativas como deportes, cultura, artes y manualidades, y talleres para jóvenes sobre temas como primeros auxilios, sexualidad,

trata de personas, igualdad de género, derechos de los niños y más. Además, la iniciativa de Niños Expuestos a la Violencia fue iniciada a través de una conferencia exitosa para ayudar a los policías a responder mejor las necesidades de los niños afectados, y se completó la planificación del Programa Rutas Seguras para mejorar la seguridad en los corredores que utilizan los escolares.

Un logro significativo este año fue el lanzamiento del Programa de Educación Legal Popular de la Unidad Técnica Ejecutiva, “La Justicia también es para mí”, que apunta a fortalecer el conocimiento de niños y adolescentes sobre sus derechos, acceso a la justicia y los servicios de las instituciones del sector judicial. El evento de inauguración del 22 de mayo incluyó un discurso de apertura por el Director de USAID/El Salvador, así como una feria sobre el acceso a la justicia. Entre mayo y septiembre, 4209 estudiantes participaron en el programa desarrollado en cuatro distintos centros escolares en San Salvador, San Miguel, Sonsonate y Zacatecoluca. La participación del JSSA incluyó la capacitación de facilitadores y el suministro de apoyo logístico y financiero para el programa.

En la Corte Suprema de Justicia el Proyecto brindó un amplio apoyo en la implementación de audiencias por video conferencias que conectó a los jueces, fiscales, defensores y testigos (todos físicamente en la sala del tribunal) con el acusado (en la cárcel, frecuentemente en una parte diferente del país). El objetivo es ayudar a reducir la impunidad acelerando los procesos judiciales y reduciendo el porcentaje de audiencias canceladas debido a la falta de transporte para los prisioneros; además, las audiencias virtuales aseguran que los procesos judiciales cumplan con todos los plazos legales y las garantías constitucionales de los derechos de los prisioneros. El Proyecto también brindó asistencia técnica a la Corte Suprema de Justicia para mejorar el acceso a la información pública. El JSSA ayudó a diseñar e implementar dos portales informáticos para facilitar la recepción de solicitudes de información y el suministro de información: el Portal de Transparencia para la Oficina de Acceso a la Información Pública de la Corte Suprema de Justicia (completado/lanzado en septiembre) y el Portal de Documentación Judicial para el Centro de Documentación Judicial del Poder Judicial, que es responsable de divulgar la información de los expedientes de casos (completada/lanzada en junio). Según el Instituto de Acceso a la Información Pública, la adición de estos dos portales dio lugar a que la Corte Suprema de Justicia subiera dos posiciones (del 13 al 11) en el ranking de Acceso a la Información Pública de las instituciones públicas.

En la Procuraduría General de la República, el JSSA completó un diagnóstico de la defensa pública en los municipios PBJ y desarrolló una serie de cursos de capacitación basados en las necesidades identificadas en el diagnóstico. En consecuencia, el JSSA realizó los siguientes 13 cursos de capacitación para defensores públicos en los PBJ: "Manejo de evidencia en audiencias", "El rol de los defensores públicos en la fase de ejecución de la sentencia", "Ejecución de medidas para menores", "Técnicas de interrogatorio y objeciones en audiencias públicas", “Defensa en el proceso penal: sentencia alternativa y procedimientos sumarios”, “Métodos de apelación” y “Medidas sustitutivas”. El Proyecto también completó la remodelación a pequeña escala y compró equipo para la Procuraduría General de la República en San Vicente, Zacatecoluca, Cojutepeque y Sonsonate, incluidas dos áreas para defensa pública y una sala de análisis de casos.

En el marco de las iniciativas para aumentar la rendición de cuentas y reducir la corrupción, el Proyecto ayudó a desarrollar y actualizar varios reglamentos para la nueva Ley Orgánica de la Fiscalía General de la República, que incluyen: Reglamento General de la Fiscalía General de la República, Reglamento de la Carrera Fiscal, Reglamento del Consejo Fiscal y Reglamento del Plan de Carrera, Sucesión y Escalera Profesional. Las actividades en apoyo de la Unidad de Probidad y las Unidades de Investigación de la Corte Suprema de Justicia, incluyeron avances en el desarrollo de sistemas informático para investigar la corrupción entre los funcionarios públicos, la imposición de multas y la gestión de casos en estas unidades; asistencia técnica para desarrollar un formato de informe exhaustivos de investigación; y talleres para la Sección de Investigación Profesional sobre la fase de sentencia en casos administrativos. El Director de Planificación de la Corte Suprema de Justicia también aprobó una evaluación de diagnóstico de la Unidad de Investigación Judicial. Las reformas propuestas a la Ley de la Carrera Policial, que crearía un Centro de Evaluación y Control de Confianza dentro de la Policía Nacional Civil, fueron presentadas en abril por Casa Presidencial a la Comisión de Seguridad de la Asamblea Legislativa para su aprobación, luego de la asistencia técnica del JSSA en trimestres anteriores. Además, el Manual de Evaluación para Magistrados y Jueces fue aprobado con mucho entusiasmo.

La elección aún pendiente de los magistrados de la Sala de lo Constitucional continuó atrayendo la atención nacional, ya que esta Sala desempeña un papel clave en la lucha contra la corrupción, la defensa de los derechos humanos y la limitación de los abusos de poder. A través de dos donaciones, el JSSA apoyó los esfuerzos para monitorear y fortalecer este proceso de elección. La Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES), en coordinación con dos coaliciones de la sociedad civil, llevó a cabo una extensa campaña de sensibilización pública – que incluyó comunicados de prensa, publicaciones, anuncios y publicaciones en redes sociales – exigiendo transparencia en el proceso de selección. La Iniciativa Social para la Democracia (ISD) monitoreó la fase del proceso de elección del Consejo Nacional de la Judicatura y compartió los resultados de su monitoreo con la sociedad civil, los representantes de los medios y los magistrados de la Corte Suprema de Justicia.

Finalmente, el Proyecto brindó asistencia técnica para respaldar una serie de marcos legales, políticas y procedimientos que regulan las instituciones del sector justicia. Esto incluyó el apoyo para el desarrollo y la implementación de planes estratégicos, que incluyen las siguientes actividades: una presentación formal del Plan Estratégico de la Unidad Técnica Ejecutiva a los miembros de la Comisión Coordinadora del Sector de Justicia; la reproducción del Plan Estratégico de la Fiscalía General de la República después de su aprobación; y el desarrollo de una serie de talleres para la implementación y el seguimiento del Plan Estratégico de la Corte Suprema de Justicia, que se desarrolló con el apoyo del Proyecto el año pasado. El JSSA también ayudó a difundir la Política de Persecución Penal actualizada mediante la capacitación de instructores internos de la Fiscalía General de la República, quienes luego dirigieron eventos de divulgación. Además, el JSSA completó su asistencia para el desarrollo de un manual de reclutamiento y selección de defensores públicos mediante la impresión del manual finalizado y sus herramientas relacionadas; y aseguró la aprobación final del Manual de Doctrina Policial por parte del Director de la Policía Nacional Civil.

1.0 THEME I: IMPUNITY AND CRIMINAL PROCEDURES

1.1 INTERINSTITUTIONAL COORDINATION COMMITTEE (CCI) / LOCAL WORKING GROUPS

Institutional Strengthening and Planning

In a new collaboration during FY 2018, the JSSA worked closely with the Interinstitutional Coordination Committee (CCI) and its local working groups – comprised of representatives from the Attorney General’s Office, National Civilian Police and Forensic Medicine Institute, with the Supreme Court and the Public Defender’s Office as ad-hoc members – on interinstitutional strengthening and planning, as well as key manuals and procedures. To this end, the Project supported meetings of the local working groups in PBJ municipalities and assisted with the development, approval and presentation of their 2018 Work Plans. Working closely with the local working groups, the JSSA carried out a diagnostic assessment of investigation procedures from the receipt of the initial report through the development of prosecutorial requests and accusations. The diagnostic found that there is often a lack of sufficient information; for example, a homicide report might indicate that the victim was murdered, but not include details such as a description of the crime scene. Based on the findings of the diagnostic assessment, the Project also developed targeted improvement plans that among other aspects involved training of personnel from the relevant justice sector institutions. In the last quarter of FY 2018, the improvement plans were presented to the CCI and the six local working groups.

The Project also strengthened interinstitutional investigation teams to coordinate investigations of key crimes: homicides, femicides, sexual violence, domestic violence, robbery and theft. During FY 2018 the JSSA focused its efforts in Sonsonate, Zacatecoluca, San Vicente, Cojutepeque and San Miguel. The JSSA held 22 workshops covering all of the PBJ municipalities, with participation of members from the Attorney General’s Office, National Civilian Police and Forensic Medicine Institute. Through the workshops, participants coordinated on key areas to improve investigations, especially by more clearly defining the roles of each institution in the process. The Project plans to hold additional trainings on these topics in upcoming quarters.

As part of the JSSA’s efforts to improve interinstitutional coordination, a workshop was conducted in the last quarter of FY 2018 for prosecutors from the six PBJ municipalities to emphasize the

importance of crime scene examiners in homicide, femicide and sexual crime investigations. The JSSA also continued the process of purchasing equipment and materials – such as cameras, masks, gloves, lamps, tents, etc. – to strengthen crime scene management and investigations.

Manuals and Protocols

One area requiring interinstitutional coordination is evidence storage and handling. To this end, the JSSA is supporting the development or updating of institutional procedures and protocols, as well as an interinstitutional evidence handling protocol. The Project developed and then presented to the CCI a proposal for key areas that the interinstitutional protocol should include. In addition, the Project held three workshops with the Attorney General's Office and one with the National Civilian Police to begin developing these institutions' internal evidence handling procedures. The Attorney General's Office named a commission for the development of the institutional evidence handling policy, and



the JSSA supported the commission's first meeting. During the last quarter of FY 2018, the Project conducted four workshops to gather input for the development of the internal protocol. In addition, the Project held an interinstitutional training workshop on evidence handling and the chain of custody for homicides and sexual crimes for staff from the Attorney General's Office, National Civilian Police and Forensic Medicine Institute.

Similarly, the Project provided technical assistance to update the Volumes 1 and 2 of the National Civilian Police's internal Investigations Manual. The National Civilian Police named four committees with personnel from the Central Investigations Division to update these manuals. During the last quarter of FY 2018, the final version of the manual was presented to the PNC Director General. It is awaiting his final approval and signature. The approved manual is expected to be published and disseminated during the next quarter with Project assistance.

Training Initiatives

The JSSA is supporting a number of interinstitutional training initiatives in coordination with the CCI and the Training Schools of the relevant justice sector institutions. The JSSA reviewed and analyzed the information collected from workshops to identify training needs. Based on the assessment, the Project completed a training proposal that was approved by the CCI; it includes a basic course on investigation techniques, as well as a program to train interinstitutional tutors.

In April 2018, the JSSA held the first part of the basic course on investigation techniques, covering the following topics: case management and planning of investigations; interviews and receiving initial

complaints; report-writing; and crime scene processing. The eight groups – carried out in different locations to cover all PBJ municipalities – included the participation of 209 people, of which 121 were from the National Civilian Police, 64 from the Attorney General’s Office, and 24 from the Forensic Medicine Institute. During the last quarter of FY 2018, the JSSA proceeded with the second session of the course. Specifically, four three-day femicide investigation courses were conducted for 57 local working group participants from Sonsonate, Cojutepeque, Zacatecoluca and San Vicente. Specialized topics covered during this training included gender theory, structural violence, cycle of violence, investigative techniques, trial strategy, and femicide in the criminal code.

Regarding the program to train interinstitutional tutors, the Project evaluated the virtual platforms of the training schools of the Attorney General’s Office, National Judicial Council, Forensic Medicine Institute and National Civilian Police in order to analyze their capacity to host virtual trainings. As a result of this evaluation, the National Judicial Council was determined to have the most robust and user-friendly platform. In September 2018, the CCI requested and received National Judicial Council approval to utilize their virtual platform for Virtual Interinstitutional Tutor Training courses to begin during the next quarter. The JSSA also developed a proposal for the training course for virtual tutors, entitled “Distance Education Training and Use of the Training Platform,” and presented it to the CCI’s Academic Sub-Committee. The first of these courses will begin during the next reporting period.

1.2 VICTIMS’ ASSISTANCE INITIATIVES

New Inter-institutional Integrated Victims’ Assistance Model

In FY 2018, the Project shifted its priorities regarding victims’ assistance to focus on interinstitutional coordination and services. The first step in this process was an assessment of the current services provided by justice sector institutions and other key actors (municipalities, civil society, hospitals, etc.) in PBJ locations. The assessment has been used to inform JSSA activities, including the development of new models for victims’ attention.

Included in the assessment of services was an outline of two potential models for integrated attention to victims: a one-stop center and a cluster model. The JSSA developed detailed conceptual models for the one-stop center (where victims would receive medical, psychological, and legal support from all of the relevant justice sector institutions), as well as for the cluster model and combined model (which represents a mix of the one-stop center and cluster model depending on the existing interinstitutional capabilities in specific municipalities). The three proposed models were presented to USAID in September 2018.

Originally Zacatecoluca was selected for the establishment of the first one-stop center. However, after considerable review, implementation of the one-stop center in Zacatecoluca is not considered feasible at this time, as it would require the provision of a physical space and other resources that the municipality is not able to provide. Instead, the JSSA is supporting the design of a combined model aimed at strengthening existing victims’ assistance centers and the *Ciudad Mujer* one-stop center model in San Miguel, and implementing a cluster model in the municipality of San Vicente. The cluster model

still aims to provide comprehensive services to victims, with the main difference from the one-stop model being that the institutions will not be physically located in the same building. Instead, it will rely on interinstitutional coordination and a referral system in order to provide high-quality services. As indicated above, the combined model would involve the clustering of services in close coordination with *Ciudad Mujer* to achieve the broadest possible coverage of assistance.

To begin the implementation of the cluster model in San Vicente, the JSSA developed a map of processes for institutional strengthening, as well as a training plan and a plan of activities. These last two were approved by the municipal working group, and a training plan is under implementation. In July 2018, a workshop was conducted regarding the holistic treatment of victims to facilitate their personal recuperation. In September 2018, a sexual abuse workshop was conducted to discuss/improve treatment for adolescent and child victims. Officials from the National Civilian Police, the Salvadoran Institute for the Development of Women, the Attorney General's Office, the Directorate of Violence Prevention and Culture of Peace, the Ministry of Health, the Juvenile Court, the National Hospital, the Solidarity Fund for Health, the National Council for Children and Adolescents, and Family Court participated in the workshops. Additional training sessions will be conducted during the next quarter.

The JSSA also began to update and validate routes for attention to victims of violence, developing specific routes for different crimes including femicide, sexual violence and domestic violence; this included clarifying the roles of the new specialized courts for violence against women that were established in 2017. In September 2018, these routes for attention to victims were finalized and validated by the judges of the new specialized courts for violence against women. Also in San Vicente, the Project supported the efforts of the municipal working group for victims' attention to establish a shelter for women and children who are victims of violence. As a result of this collaboration, the members of the working group presented a proposal for the creation of a shelter in San Vicente to the mayor.

Strengthening Existing Victims' Assistance Services

In addition to the development of new interinstitutional models, the JSSA continues to support the victims' assistance centers established in justice sector institutions. A number of these are in coordination with the model legal offices (discussed in further detail in section 1.4 below). To this end, the Project coordinated with the Attorney General's Office to establish a new Unit for Specialized Attention to Women in the model legal office in Sonsonate. The new unit began functioning on June 1, 2018. The inauguration of the model office and specialized unit was held in August 2018 with the participation of the U.S. Ambassador to El Salvador, the Attorney General, magistrates, judges, prosecutors, police officials, and other interinstitutional representatives. Over 200 participants attended the event and were introduced to the different services provided by the new unit. Beginning in the third quarter of FY 2018, the JSSA contracted a doctor and psychologist/play therapist through December 2018, at which point they will be hired directly by the Attorney General's Office. The JSSA also held a basic training program for 23 people from the Attorney General's Office, National Civilian

Police, and Forensic Medicine Institute who make up the staff of the new unit, to ensure that they have the skills and knowledge to provide comprehensive attention to victims.

The Project continues to support the establishment of Gesell Chambers, which allow victims to testify in private, comfortable spaces outside of formal and potentially intimidating court rooms. This environment increases the likelihood that victims will attend scheduled hearings and reduces re-victimization of women and children, who do not have to face their alleged attacker again. The newly-equipped Gesell Chamber in the model legal office in Sonsonate (which began functioning in March) provided assistance to a total of 24 people from March to September. According to Attorney General's Office and Supreme Court representatives, the Sonsonate Gesell Chamber was instrumental in securing 12 convictions to date, with many others expected upon adjudication. The JSSA also held training workshops this year on use of the Gesell Chambers in San Vicente and San Francisco Gotera. A success story about the new Gesell Chamber in Sonsonate is included in Annex B.

To increase the quality of care for victims, in June the JSSA held an interinstitutional workshop for caregivers on tools for increasing resilience, reducing burnout and managing compassion fatigue. Participants were psychologists and social workers from victims' attention centers from the Attorney General's Office, Public Defender's Office, Forensic Medicine Institute and Supreme Court.

The Project developed a training program for staff of existing victims' attention centers in the Attorney General's Offices, Supreme Court, Nacional Civilian Police and Public Defender's Offices of San Salvador, San Vicente and San Miguel. The first four courses of this program were conducted by the JSSA in the aforementioned municipalities. The two-day course, "Victim Process Routes and Victimization Reduction" was directed at prosecutors, police, and Supreme Court officials. The JSSA will conduct the following six additional courses as part of this training program: Effective Coordination for Quality Institutional Attention, International Law and Human Rights of Women, Rights of Women Victims, Judicial Foundation and Arguments, Psychological Services for Just and Transformative Reparation, and Criminal Procedures and Victims with a Psychological/Social Focus. The Project expects to complete the training program by December 2018.

To enhance the professional capabilities of Victims Assistance Services personnel in San Salvador and San Miguel to better respond to the needs, rights, and requirements of victims, the JSSA also conducted a workshop on holistic treatment of victims' in San Vicente. Victims Assistance Services personnel from the Supreme Court, National Civilian Police, and the Public Defender's Office participated in this training.

In support of the Supreme Court's victims' attention centers, in June the Project presented a proposal for a new organizational structure to the President of the Criminal Chamber. It proposed creating a new Unit for Gender and Attention to Victims, which would include the current Gender Unit as well as the victims' attention centers and the multidisciplinary teams in specialized jurisdictions. This would ensure a comprehensive focus on victims and encourage exchanges of experience and knowledge among these areas that work on similar topics. This proposal stems from a diagnostic assessment that the JSSA completed in the second quarter.

Also in the Supreme Court, the Project is providing technical assistance and equipment for the new jurisdiction of Specialized Courts for Violence and Discrimination against Women that opened in July of 2017. In San Vicente and San Miguel, the mapping of routes of attention includes clarifying the role of the new specialized jurisdiction. The JSSA also planned a training program for judges and magistrates in this specialized jurisdiction, in coordination with the Judicial Training School. In this framework, the Project held a workshop in April to validate the proposed training plan. The training plan included courses on: Femicide Protection Systems and Intervention Mechanisms for Prevention, Criminological Aspects of Gender-Based Violence and Response in Criminal Law, and Judicial Resolutions and Sentences from the Gender Perspective. A second, practical phase would involve technical assistance to judges in the development of sentences and resolutions. In June 2018, the Project held an introductory workshop on gender theory and victimization for judges and other staff from the specialized jurisdiction; a second introductory workshop on attention to users was held in July. In addition, during the last quarter the JSSA conducted three related workshops, specifically: User Assistance with a Gender Focus (for support personnel who receive and assist users in the specialized jurisdiction); Introductory Course on Victimology (for Supreme Court personnel staffing the four Victims' Assistance Centers, multi-disciplinary teams from the specialized jurisdiction, the Gender Unit of the Supreme Court, and personnel from the Forensic Medicine Institute's User Assistance area); and an Inter-institutional Strengthening Workshop (for key personnel from the Specialized Women's Courts, Justices of the Peace, and other Court Units that provide user and victim assistance from San Salvador, San Miguel, Sonsonate, San Vicente, Cojutepeque and Zacatecoluca).

In the Forensic Medicine Institute, the JSSA supported the strengthening of Users' Attention Centers. The Project began the process of purchasing furniture and materials for a play therapy center in San Vicente and Cojutepeque. In San Miguel, the JSSA held a site visit to the new building in August to identify needs for strengthening of the Users' Attention Center. At this same time, a support proposal was developed to improve space allocation in the Center to ensure an adequate and appropriate space to receive/assist victims. The Forensic Medicine Institute is in the process of reallocating the appropriate space.

In the Public Defender's Office, the JSSA held site visits to PBJ municipalities and carried out a survey of staff from the institution to collect information on training needs. Based on the results, the Project developed a training plan that was approved by the National Coordinator of victims' attention units for the Public Defender's Office. The training courses cover topics such as gender focus, holistic approaches to treat victims, reasoning to support discrimination cases, resources for domestic violence, psychological attention, and play therapy techniques. In July 2018, the Project conducted courses on the holistic approaches to treat victims, and reasoning to support discrimination cases. A psychological attention course was conducted in August. The Project will complete the three remaining courses in the next quarter.

1.3 EXECUTIVE TECHNICAL UNIT - VICTIM AND WITNESS PROTECTION PROGRAM

In coordination with the Executive Technical Unit, the JSSA carried out a diagnostic assessment of the Victim and Witness Protection Program. The Project held a series of workshops with participants from justice sector institutions to collect information and review the findings of the analysis of the program's legal framework and regulations. Following these workshops, the JSSA completed this part of the diagnostic assessment and presented the results to the Coordinating Commission. It includes proposed reforms to the Law for the Protection of Victims and Witnesses, the Criminal Procedure Code, the Law on Public Procurement and Contracting, and the Law for Asset Seizure.

The second part of the diagnostic covers the functioning of the program, including its efficiency, effectivity and coordination mechanisms; deliverables include the diagnostic assessment, proposed improvements, and an implementation plan. The JSSA carried out site visits to the National Civilian Police and Executive Technical Unit to continue to collect information on the functioning of the program. Next quarter the Project plans to analyze the information, complete the functional assessment – including recommendations for improvement – and compile the full diagnostic for presentation to the Coordinating Commission.

1.4 ATTORNEY GENERAL'S OFFICE

Model Legal Offices



Attorney General Douglas Meléndez (left) and U.S. Ambassador Jean Manes (right) at the inauguration of the Model Legal Office in Sonsonate.

In coordination with the Attorney General's Office, the JSSA continued to support the implementation of model legal offices that include administration and management tools to promote efficient and effective office management. This model was first implemented in San Vicente and Zacatecoluca during FY 2017 and is now being replicated in the other four PBJ municipalities, starting with Sonsonate and Cojutepeque. To this end, the JSSA is providing technical assistance across a variety of areas, as well as help with remodeling and equipping offices. In Sonsonate, this FY the Project provided remodeling and equipment for the following areas: victims' assistance clinic,

witness preparation room, interview room, observation room, play therapy center, Rapid Response Unit, evidence storage space, and work stations for prosecutors. This new model legal office was inaugurated in August 2018, with the participation of the U.S. Ambassador. The new office already appears to be contributing to enhanced investigative productivity in Sonsonate. The Project is in the process of remodeling and purchasing equipment for the new office in Cojutepeque, and has been

carrying out site visits to identify needs and develop the list of requirements for Zacatecoluca and San Miguel.

The JSSA is also providing technical assistance to strengthen the Rapid Response Unit. To develop a proposed operations manual, the Project completed several fact-finding trips to the Rapid Response Units in San Miguel, Santa Ana, Sonsonate, San Vicente, and San Salvador and held four workshops to validate the proposed manual. More than 110 officials from the Attorney General's Office participated in these workshops, which were conducted in the Eastern, Mid-Central, Central, and Western Regions of the country. The JSSA presented the proposed operations manual for the Rapid Response Unit to the Attorney General in September, and expects to receive approval and begin implementing the manual next quarter. Also in September, the JSSA conducted a Negotiation Techniques workshop for prosecutors to strengthen the technical capabilities of prosecutors working Rapid Response cases in PBJ municipalities.

In the framework of implementing model procedures to improve the functioning of the prosecutors' offices in PBJ municipalities, the JSSA provided technical assistance to develop improvement plans for each of the six municipalities in coordination with the CCI, as described in section 1.1 above. This stems from an assessment analyzing the development of prosecutorial requests and accusations, as improving prosecutors' capacities in these areas will help strengthen their cases with the objective of reducing impunity in criminal procedures. The JSSA held a series of ten workshops to develop and validate improvement plans for each of the six prosecutor's offices in PBJ municipalities. The improvement plans also cover procedures for the initial reception of complaints. The improvement plans (one for each municipality) were presented in May to authorities from the Attorney General's Office, and the JSSA started to provide technical assistance for their implementation. In the last quarter of FY 2018, the Project conducted a series of meetings with the follow-up committees for the Improvement Plan of the Attorney General's Office in San Vicente, Zacatecoluca, San Miguel, Sonsonate and San Salvador. The purpose of these meetings was to ensure continued commitment to implementing the plans and provide appropriate technical assistance in formulating improved prosecutorial requests and accusations.

Also regarding complaint reception, the Project purchased IT equipment and furniture in June for the complaint reception area in the Sonsonate prosecutor's office. This included the installation of a wait system that assigns numbers to people arriving to manage lines and waiting times, as well as to better track the time spent assisting each user. During the last quarter of FY 2018, the Project also initiated the process to purchase equipment and implement the same system in San Miguel.

During this same period, the Project also conducted nine workshops on techniques and best practices for the initial phase of an investigation, as well as the meeting of prosecutorial requirements. These

“The remodeling of this prosecutor’s office reaffirms our commitment to our users, in which they receive improved services with a focus on legality and justice in the fight against impunity. The improvement also allows personnel working in the different units to operate in dignified facilities for a better performance of their responsibilities.”

ERNESTO LÓPEZ, HEAD OF THE MODEL LEGAL OFFICE IN SONSONATE.

workshops also emphasized the strengthening of police and prosecutor expertise in taking formal complaints/crime reports and the preparation of detention orders for flagrant crimes. Both police officers and prosecutors from the six PBJ municipalities participated in the workshops.

In support of evidence storage in prosecutor's offices, the Project continued to hold meetings with staff from the main evidence warehouse in San Marcos to coordinate assistance. A remodeling plan for the evidence warehouse was approved during the last quarter, therefore, the Project expects space reallocation and equipment assistance to begin in FY 2019. As a result of the workshops given to institutional staff as part of the development of the internal evidence handling protocol of the Attorney General's Office (discussed in section 1.1 above), the institution proceeded with the destruction of evidence from old cases that were completely finalized with no possibility of appeals; this helped free up space for active cases that are under investigation. In addition to its work with the main warehouse, the Project is supporting the establishment of smaller evidence storage spaces in PBJ municipalities. To this end, the Project finished equipping the evidence storage space in the Sonsonate, San Vicente and Zacatecoluca model legal offices and supported coordination meetings to link them with the electronic system of the main warehouse in San Marcos in order to ensure adequate control and management of evidence. The model legal office being planned for Cojutepeque will also include such storage spaces.

Case Backlog Reduction Program

Also as part of its technical assistance to the Attorney General's Office in the six PBJ municipalities, this FY the JSSA began implementing a new program to reduce case backlogs by contracting temporary legal assistants to be embedded in these offices for 14 months. The Project carried out a diagnostic assessment to identify the number of backlogged cases. The results of the diagnostic assessment were presented to the Attorney General along with the proposal for reducing the backlog, and the Attorney General approved proceeding with the program.

The 24 Legal Assistants were hired in October 2017, and were assigned to the six prosecutor's offices, as follows:

- San Salvador: 7 legal assistants
- San Miguel: 5 legal assistants
- Zacatecoluca: 4 legal assistants
- Sonsonate: 4 legal assistants
- San Vicente: 2 legal assistants
- Cojutepeque: 2 legal assistants

In each office, the legal assistants receive boxes of old case files and first must review the cases to identify those that pertain to the six types of crimes targeted in this program. Once each relevant case is identified, the legal assistant is responsible for reviewing the file and determining whether – and how – the case can be advanced.

This initiative has provided enormous assistance to the Attorney General's Office in reducing the daunting backlog and the further advancement of thousands of investigative actions. The legal assistants will be contracted by the JSSA through December 14, 2018.

Training Initiatives

To strengthen the management abilities of the directors of the six prosecutor's offices and managers of some of the specialized units, the Project began implementing a management training program focused on administrative procedures, indicators, organizational strategies, and other tools to better manage the work of the offices. To this end, the JSSA held five sessions of the first two-day course in the program, covering the topics of leadership, teamwork and office management; four sessions of the second course on practical tools to improve management and redesign procedures, and four sessions of the third course on institutional evaluation and quality. Although the training program was initially planned for managers of prosecutor's offices in PBJ municipalities, it was decided to also include managers from the National Civilian Police and Forensic Medicine Institute, in collaboration with the CCI. A total of 103, 122, and 80 people from these three institutions participated, respectively. The remaining two courses in the management training program will be on management of new justice models, and ethics. In addition, participants from the Attorney General's Office participated in the basic training on investigation techniques, described in section 1.1 above.

1.5 NATIONAL CIVILIAN POLICE

Investigation Units

With the goal of improving criminal investigations, the JSSA is supporting the National Civilian Police's Investigation Divisions (DINs) and Investigation Sections (SISs) in the six PBJ municipalities to strengthen investigative capacity. These activities include technical assistance to improve procedures as well as the purchase of equipment to strengthen the units. During the last quarter of FY 2018, the Project finalized the remodeling of the DINs in San Vicente, Cojutepeque, and Sonsonate; as well as five SISs of the Sonsonate Delegation (Armenia, Acajutla, Juayúa, Nahuizalco, and Izalco), and three SISs of the San Miguel Delegation (Ciudad Barrios, Chinameca, and el Tránsito). The JSSA is now completing the procurement process and expects to finish the equipping of these Units in the next quarter.

Also in support of the investigation units, the JSSA is providing technical assistance to the National Civilian Police's Central Investigations Division to develop a protocol covering the assignment of cases from DINs to SISs, with the objective of improving coordination between the two units.

Community Relations and Community Policing

As part of the PBJ implementation, the Project shifted the focus in Community Policing to the six PBJ municipalities plus two PBS municipalities, and pulled out of the remaining municipalities that had previously been receiving support in implementing the Community Policing Model.

The exit strategy for the 17 non-PBS/PBJ municipalities¹ was carried out the first quarter of FY 2018, marking the end of the JSSA’s support in these locations. The goal of the exit strategy was to ensure that the National Civilian Police in these municipalities had the tools, knowledge and community support to continue implementing the community policing model without JSSA support, ensuring the sustainability of the model. To this end, activities focused on two main areas:

- Evaluation and follow-up activities to strengthen police chiefs’ capacities to direct and evaluate the implementation of community policing in their sub-sectors.
- Community coordination: seeking out strategic partners in the community – such as local governments, civil society organizations, and community leaders – that will support the police in continuing the implementation of the community policing model.

The JSSA continued to support implementation of the Community Policing Model in the eight PBJ/PBS municipalities (San Salvador, Sonsonate, San Miguel, San Vicente, Zacatecoluca, Cojutepeque, Lourdes Colón, and Ciudad Delgado). Following collection and updating of data on risk factors and crime status, the Project finalized the rapid assessments of the status of community

“Community Policing means a change in attitude that all police should have. The need to work with children in different communities of Zacatecoluca motivates us to be creative in proposing strategic actions with the sole objective of contributing to improving living conditions of this population.”

HERBERT ORTIZ, NATIONAL CIVILIAN POLICE AGENT IN THE PREVENTION DIVISION OF THE MUNICIPALITY OF ZACATECOLUCA.

policing implementation in each municipality; this was used to identify how to focus technical assistance and to monitor progress. The JSSA also purchased basic equipment (office furniture, IT equipment, and cameras) for the three sub-delegations of San Salvador (San Jacinto, Miramonte and Centro Histórico) and for San Vicente and San Miguel. With the objective of measuring the impact of the Community Policing Model, the JSSA conducted baseline studies in community policing communities of San Salvador (including the three sub-delegations), San Miguel and San Vicente, and conducted follow-up studies in Ciudad Delgado, Zacatecoluca, Cojutepeque, Lourdes Colón and Sonsonate.

The Project provided training courses on fundamentals of community policing implementation for 19 groups of police officers in San Salvador, Cojutepeque, San Miguel, Sonsonate, San Vicente, Zacatecoluca and the three sub-delegations of San Salvador (San Jacinto, Miramonte and Centro Histórico), totaling 562 officers trained. This is part of a series of similar trainings planned for all PBJ/PBS municipalities. The Project also held six training workshops on group management for police officers in San Jacinto, Ciudad Delgado, San Salvador (Centro Histórico and Miramonte), and Sonsonate. During this past quarter the Project also conducted a workshop in the San Miguel

¹ The 17 non-PBJ/PBS municipalities where the exit strategy was implemented are: San Luis La Herradura, Suchitoto, Cara Sucia, Ciudad Barrios, Chalchuapa, Puerto de la Libertad, Jiquilisco, Olocuilta, Apopa, Ilobasco, Ciudad Arce, Conchagua, Tecoluca, Cuscatancingo, San Juan Opico, Mejicanos, and Santa Ana.

Delegation to review best practices, advances, and obstacles in implementing the Community Policing program.

To support the collection of information for diagnostics of sub-sectors, the Project printed data collection forms. In the framework of identifying and addressing risk factors in individual communities, the Project held six workshops for police officers on the development of community diagnostic assessments. The JSSA also provided ongoing technical assistance to update and implement operational plans to mitigate the risks identified in diagnostics. This includes coordinating with other entities – such as local government, community organizations, and businesses – to jointly address risk factors. To this end, the Project held a series of site visits with USAID’s Crime and Violence Prevention Project to coordinate efforts in Cojutepeque, Zacatecoluca, Sonsonate, San Miguel, Lourdes Colon, and San Salvador.

The Project also supported evaluation activities to monitor the implementation of community policing and support the sustainability of the model, including the following:



- Ten community accountability forums, during which 1,145 community members in San Miguel, San Salvador, Ciudad Delgado and Sonsonate learned about the advances in community policing and the National Civilian Police’s preventative activities.
- One hundred eight evaluation workshops with police officers to evaluate progress and identify successes, challenges and best practices for implementation. A total of 3,626 people – including delegation chiefs, sub-delegation chiefs, and patrol officers – participated in these workshops.
- Three workshops to train 63 police officers in San Jacinto (a sub-delegation of San Salvador), Ciudad Delgado, and San Miguel in how to carry out effective community accountability fora.
- Seven evaluation workshops with National Civilian Police leadership from the Strategic Management team in San Salvador, Lourdes Colón and Ciudad Delgado, with the goal of evaluating community policing on a regional level.
- Seven work-plan preparation workshops for 175 community policing officers in San Salvador (Miramonte, Centro Histórico and San Jacinto) and Zacatecoluca.

To facilitate police interaction with citizens, homes and business, the Project printed copies of the citizen contact form, the home visit form, and the business visit form. These forms were distributed to police offices in the eight municipalities.

In addition, the JSSA sponsored a variety of outreach activities to strengthen community ties with the National Civilian Police with the goals of preventing crime, improving public perception of the police and reinforcing police presence in the communities. This FY also included community events for 31,315 people, and police-led recreational sporting events such as soccer tournaments for 4,705

children and youth. Additional information about community engagement efforts is presented in a success story in Annex B.

In November and December 2017, the JSSA supported the National Civilian Police's Summer School Program, this year named "Open Schools for Coexistence" by the Ministry of Education. The summer school program was carried out in 11 municipalities for 2,150 students in 35 schools. These municipalities include the eight PBJ/PBS municipalities, plus three others (Cuscatancingo, Ilobasco and Santa Ana) where the Project has supported community policing. The summer school program consisted of recreational activities such as sports, culture, arts and crafts, and workshops for youths on topics including first aid, sexuality, human trafficking, gender equality, children's rights, and more. In addition, the majority of the schools held a field trip to a tourist location in El Salvador and a closing ceremony in the school itself or a nearby park. Counterparts included local government institutions and civil society organizations in order to support the program's objectives and ensure sustainability after USAID support ends. The Summer School Program aims to increase students' self-esteem, promote independence and responsibility, encourage values that promote good habits and behaviors, and improve relationships between the community and the police.

In preparation for the National Civilian Police Summer School Program for FY2019, the Project conducted two workshops and numerous planning meetings in the following municipalities: San Salvador (three sub-delegations), San Miguel, Sonsonate, Lourdes Colón, Ciudad Delgado, and Zacatecoluca. As a result of the workshops and meetings, all necessary organizational and supply requirements were defined for the 34 schools that will participate in the Program.

To increase public awareness of community policing and citizens' role in public security, the Project continued to provide technical assistance to develop plans for the creation of a Citizen Academy that will help introduce citizens to the activities of the local police. The Citizen Academy – to be implemented in San Salvador, Ciudad Delgado, Sonsonate and San Miguel – will consist of a series of courses for citizens on topics such as transit laws, community policing, criminal investigations, and personal security measures. Participants will be selected through an open competition. Also to increase awareness about community policing, the JSSA completed the design for an informative brochure that will be distributed in PBJ municipalities during the first quarter of FY 2019.

A number of JSSA initiatives deal with children at risk and police interventions to address these risk factors:

- **Safe Streets program:** The Safe Streets program is intended to improve safety in corridors used by children going to and from school. As a result of JSSA technical assistance, the plan for a pilot program in Lourdes Colon was completed. The Safe Streets plan calls for the identification of risk factors (such as lack of lighting, presence of bars, obstacles in the route, abandoned buildings); coordination with government agencies, community groups, businesses, and other interested groups to address these risk factors; and instituting agreements with local businesses along the route to serve as "safe points" for schoolchildren if they feel in danger for any reason. The Project will support implementation of the plan in

Lourdes Colon in FY 2019, and has begun working with police in the sub-delegations of San Salvador Centro, San Miguel and Sonsonate to adapt the pilot plan to their territories.

- **Children Exposed to Violence:** JSSA is supporting an initiative to design a program focused on police intervention for children exposed to violence, working at both the school and community levels. To this end, the Project is working with the National Center for Children Exposed to Violence (NCCEV), a part of Yale University's Community Development-Community Police program in partnership with the New Haven Police and the Charlotte Mecklenburg Police. In September 2018, the Project sponsored travel to El Salvador by two NCCEV experts to conduct a series of visits and meetings with police, Ministry of Education, and Ministry of Health officials to review agency procedures and assess the quality of institutional responses to children exposed to violence. The experts visited two police sub-delegations in Lourdes and San Salvador (Centro Histórico) as part of the assessment process. In addition, they led a presentation on the NCCEV program to 65 participants from the National Civilian Police, the Ministry of Health, the Ministry of Education, and other USAID-funded projects (Glasswing, the Crime and Violence Prevention Program, and Juvenile Justice Program). The visit was very successful, garnering much interest in the program and significant momentum moving forward. The JSSA's next steps for this initiative are: 1. Review the NCCEV toolkit and further identify areas that could be adapted to the Salvadoran reality; 2. Assess current in-country training programs for personnel involved in assisting children exposed to violence; 3. Review and discuss current protocols used by the National Civilian Police, Attorney General's Office, Forensic Medicine Institute's Mental Health Unit, and hospitals to refer or treat children affected by crime and determine how the protocols might be strengthened or updated (these protocols include those used at schools, during the referral process, by police during arrests and searches, and during 911 or house calls); and 4. Identify and discuss best practices when dealing with children exposed to violence. The JSSA continues to coordinate with the NCCEV to plan a study tour for Salvadoran officials to visit the program in New Haven.



- **Manual for Educational Activities:** With support from its subcontractor *Fundación La Niñez Primero* (FUNIPRI), the JSSA provided technical assistance during FY2018 to develop a Manual for Educational Activities for police/community integration. The manual covers strategies for community insertion that focus on activities that police officers can carry out in the community to increase integration and trust, without relying on materials such as piñatas and sports equipment. In this way, it increases the sustainability of the model by reducing the need for funding in order to implement it. During the last quarter of FY 2018, the manual design was completed and its contents validated by the San Salvador Prevention Section of the National Civilian Police. The JSSA will support the publication of the manual and relevant training activities during the next quarter.
- **Manual for Police Intervention in Schools:** In coordination with the National Civilian Police's Prevention Division, the JSSA finalized updates to the Manual for Police Intervention in Schools, with the objective of improving relationships between the police and schools. During the last quarter of FY 2018, the JSSA conducted three workshops with police personnel to gather relevant feedback. The Manual is currently being formatted for publication in the next quarter with Project assistance.

Finally, the Project held a coordination meeting with the police chiefs in PBJ municipalities to share best practices from each delegation and integrate the various JSSA-supported initiatives, including Community Policing, Safe Streets, Educational Activities Manual, Children Exposed to Violence Program, and the Executive Technical Unit's Popular Legal Education Program (discussed in section 2.2 below), among others.

Human Rights and Ethics

In previous fiscal years, the JSSA provided extensive support to the National Civilian Police in developing, launching and disseminating an institutional Use of Force Policy. As part of the dissemination, the Project has been carrying out an ongoing series of workshops on Human Rights, Ethics, and Use of Force. The workshops, which were developed with the support of the institution's Professional Development and Human Rights Units, include hands-on activities to help participants better understand the concepts being presented. This FY, a total of twelve courses were held for 267 police officers.

1.6 SUPREME COURT

In coordination with the Supreme Court, the JSSA is evaluating the possibility of implementing innovative court administration practices based on the 24 hour court model and high risk court models that have been implemented successfully in Guatemala. The objective in implementing new models for judicial functioning and organization is to reduce impunity and judicial backlogs, allowing for cases to be resolved promptly and ensuring rapid and comprehensive justice for Salvadoran citizens.

To this end, the JSSA carried out a feasibility study with two main parts: 1) Analysis of the relevant legislation and regulations; and 2) Analysis to identify the necessary human resources, financial resources, technology, equipment and spaces. In January the activity was presented to the Justice Sector Coordinating Commission, including the analysis to date and the possibility of implementing the new models. The Coordinating Commission agreed that the directors of its member institutions and the National Civilian Police should visit Guatemala to observe the 24 hour court model and high risk court model, including aspects such as their judicial organization, functioning, budget resources, and other operational topics. During this quarter all preparations and coordination were completed for the August trip. The trip, however, was postponed at the request of USAID. In light of this development, the Project presented the feasibility study to the Supreme Court for review.

The JSSA is also providing technical assistance to the Supreme Court on a series of diagnostic assessments to improve efficiency and efficacy in courts and tribunals, strengthen the role of judges in public hearings, and reduce levels of hearing suspension. The first assessment is to review the causes of hearing suspension in order to develop a proposal to reduce levels of such suspensions. To this end, the Project carried out site visits to sentencing tribunals in all six PBJ municipalities to interview judges, review documents, and study case processes. The diagnostic assessment was completed in June, along with a corresponding proposal for improvement, and was presented to the Supreme Court. The Project will also carry out diagnostics on judicial workloads and efficiency/efficacy in sentencing tribunals and justice of the peace courts (all in PBJ municipalities). Based on the results of these full diagnostics, the JSSA will develop a plan for technical assistance – including providing training to judges – to address some of the challenges identified.

Over the past year, the Project has provided extensive support for the implementation of virtual hearings in the Supreme Court. Hearings are held over videoconference that connects the judge, prosecutor, defender and witnesses (all physically in the courtroom) with the accused (in jail, often in a different part of the country). The objective is to help reduce impunity by speeding judicial processes and reducing the percentage of hearings cancelled due to lack of transportation for prisoners; in addition, the use of virtual hearings helps ensure that judicial processes comply with all legal deadlines and constitutional guarantees of prisoners' rights. The first quarter of FY 2018, the JSSA held two events (one each in San Salvador and San Miguel) to disseminate the approved protocol for virtual hearings. During the first event, the protocol was officially signed by the President of the Supreme Court, Attorney General, Public Defender, President of the National Judicial Council, and Minister of Justice and Security. Additional participants in the events included the President of the Criminal Chamber, Deputy Attorney General, magistrates and judges, prosecutors, public defenders, and prison staff, for a total of 276 people. The JSSA also printed 5,000 copies of the approved protocol to be distributed to justice sector staff that use the videoconference system for virtual hearings. The JSSA held workshops to disseminate the Interinstitutional Protocol for Videoconference Hearings to public defenders and personnel from the Forensic Medicine Institute. The Project also worked to incorporate the videoconference system into a module of the Supreme Court's integrated judicial management system, discussed in section 2.5 below.

In addition, the Project is preparing to purchase equipment for Judicial Centers in PBJ municipalities in order to help ensure the integrity of judicial procedures. The JSSA held coordination meetings in San Salvador, San Miguel and Sonsonate to develop the list of requirements for case storage areas in these municipalities. The Project is also preparing to purchase equipment for the central videoconference system located in Santa Tecla, as well as sound booths in hearing rooms and other equipment for courtrooms in PBJ municipalities.

Also in support of the Supreme Court, the JSSA continued to collect and compile Criminal Chamber jurisprudence and precedents in the case management system that was implemented last year. This allows users from the Criminal Chamber to have rapid access to prior decisions and case law. The Project is awaiting approval from the Criminal Chamber to begin systematization and analysis of the jurisprudence collected, in order to put together a compendium of jurisprudence that is considered legal doctrine. Further progress in this activity is dependent on the design and implementation of the Document Management Module of the Court's Judicial Management System, discussed in section 2.5 below.

1.7 NATIONAL JUDICIAL COUNCIL

With the goal of training judicial operators on criminal procedures, the JSSA is collaborating with the Judicial Training School on a series of specialized courses for judges and judicial staff. The Project developed the content of the courses, with approval by the National Judicial Council. The courses will cover the following five topics:

1. Critical and evidence-based reasoning;
2. Methodology for analysis and resolution of cases regarding organized crime;
3. Structure and writing of judicial resolutions;
4. Principle problems of the application of organized crime: extortion, narcotrafficking and money laundering; and
5. Judicial direction in complex cases.

During the last quarter of FY2018, the Project conducted the first course on critical and evidence-based reasoning for two different groups – one for magistrates and judges, and the other for Court secretaries and judicial collaborators in the PBJ municipalities. The Project also developed a virtual module of the course so that the Judicial Training School can replicate them for judges and judicial staff from other municipalities in the country. In addition, per the plan, Salvadoran consultants hired by the National Judicial Council will replicate the courses for additional recipients.

1.8 FORENSIC MEDICINE INSTITUTE

In conjunction with the Supreme Court and the University of El Salvador, for the past two years the Project has been helping implement a master's degree program for the Forensic Medicine Institute, which allows government doctors to be certified as "permanent experts" as required by the Criminal Procedure Code. In the first quarter, the JSSA supported a course on autopsy techniques and professional responsibility for forty-two people, led by an international expert. The third group of

eight doctors entered the program in January and are completing courses led by the University of El Salvador. The Project held a forum in July for residents of the program and forensic doctors on gender-based violence – including topics related to femicide and other crimes – from a legal and medical perspective. Additional specialization courses are planned for FY 2019. A success story about the certification program is included in Annex B.



Also in support of the Forensic Medicine Institute, the JSSA is providing technical assistance to update a number of protocols and guides. To this end, the Project first held six meetings in San Salvador, San Miguel, San Vicente and Sonsonate with staff (including the Director, managers, and forensic experts) to identify which protocols need to be updated. Based on the results of this diagnostic assessment, the Project is updating protocols in the following areas:

- Forensic science:
 - Removal of cadavers
 - Bodily injury
 - Intoxication
 - Age determination
 - Sexual crimes
- Pathology:
 - Autopsies
 - Tissue samples
- Behavioral sciences:
 - Psychology
 - Psychiatry
 - Social work

As part of the protocol updating process in the areas of forensic science and pathology, the JSSA sponsored a series of workshops for residents from the certification program (mentioned above) and forensic doctors on the topics of autopsies and tissue samples. The workshops covered specific types of death, such as: head injuries, gunshot wounds, shaken-baby syndrome, and other causes of death. Specific emphasis was also directed at cardiac dissection, heart exams for sudden death cases, and the application of international norms regarding official causes of death. Other workshops covered cerebral extractions, cranial trauma/disease, systematic cerebral examinations, and techniques for testifying in court.

Following these workshops and other meetings to collect information, the JSSA completed the assessment and updating of the five Forensic Science Protocols and the two Pathology Protocols, as well as the associated technical guides. As part of this process, the Project conducted three validation workshops throughout the country, presenting the results to both the Interim Director of the Forensic Medicine Institute and the Director of Planning. In the first quarter of FY 2019, the results will be

presented to the Forensic Medicine Institute Council. Pending approval, the JSSA will support the dissemination process.

In addition, the Project contracted a behavioral science expert to carry out the assessment of the three Behavioral Science Protocols. Two workshops were conducted to gather and validate the information with Forensic Medicine Institute personnel and judges from the Women's Specialized Jurisdiction. The Project expects to complete these three protocols during the first quarter of FY 2019.

In a new activity, the JSSA began carrying out a Management Training Program for two groups of directors and managers from the Forensic Medicine Institute. Five courses were held from May to August on leadership, administrative management, work planning, effective application of priorities, emotional intelligence, and communication and teamwork. Two additional groups of forensic experts received a slightly different course program, and a fifth group – of behavioral scientists – received one workshop on change management.

Finally, the JSSA began the process of purchasing equipment and instruments (for the areas of pathology, attention to users, forensic clinics, and behavioral science) in the regional offices of the Forensic Medicine Institute in San Vicente, Sonsonate, and the outlying clinics of Cojutepeque and Zacatecoluca. In San Vicente and Sonsonate, JSSA support will also include remodeling spaces. Remodeling and equipping activities are expected to finalized next quarter.

1.9 CIVIL SOCIETY

The JSSA is currently pending USAID instructions for how to support civil society efforts to study the causes of impunity for different types of cases, via a study of criminal cases. This is linked to an unsolicited grant application received during the second quarter from the National Foundation for Development (FUNDE) to carry out such a study.

2.0 THEME II: ACCESS TO JUSTICE

2.1 INTER-INSTITUTIONAL INITIATIVES

The JSSA provided extensive support during FY 2017 for the implementation of an electronic notification system in the Supreme Court. During FY 2018, the Project supported the implementation of an agreement to link other institutions to this system by allowing the Criminal Chamber to send electronic notifications to the Attorney General's Office and the Public Defender's Office, reducing the need for process servers and making procedures more efficient and transparent. To this end, the JSSA held two coordination workshops with the Attorney General's Office and the Public Defender's Office, five workshops to share information about the electronic notification system with prosecutors from PBJ municipalities, as well as a separate workshop for the Attorney General and other high-level officials from the institution. During this latter event, the Attorney General formally approved the registration of prosecutors in the Supreme Court's electronic notification system.



The electronic notification system is being implemented as part of the integrated judicial management system, described in further detail in section 2.5 below.

2.2 EXECUTIVE TECHNICAL UNIT

In a new activity this FY, the JSSA supported the Executive Technical Unit's Popular Legal Education Program, called "Justice for All." This program – implemented in coordination with the Ministry of Education – includes training and awareness activities for teachers, workshops on popular legal education, leadership training, legal and psychological support, and exhibitions on access to justice. The objectives are to strengthen children's and adolescents' knowledge of justice sector institutions and their functions, and to introduce them to their rights of access to justice and due process through an interactive methodology. During the week-long intervention in each school, justice sector officials

led preventative activities for each grade on topics including children’s rights, juvenile criminal law, extortion, drug dealing, and domestic and social violence, among others.

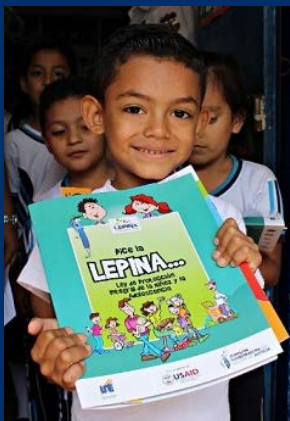
To this end, the JSSA carried out 14 training events for justice sector personnel (from the Executive Technical Unit, Attorney General’s Office, Judicial Branch, and Public Defense Institute) and schoolteachers to serve as facilitators of the program. The inauguration event was held on May 22 with the participation of the President of the Supreme Court, the Secretary of the Ministry of Education, the Public Defender of the Republic, and the Mission Director of USAID/El Salvador.

During the week of May 21, the JSSA supported the first round of the program for all 500 students (pre-K to Grade 12) of Capitán General Gerardo Barrios School in San Salvador. In July and August, the JSSA supported three additional programs: one in San Miguel at the Ofelia Herrera School (for 1,785 students), one in Sonsonate at the República de Haití School (for 1,222 students), and one in Zacatecoluca at the Catarino de Jesús Ortíz School (for 702 students). The schools are in high-risk zones, with students considered at risk for gang involvement, drugs, teenage pregnancy and sexual violence. During the first quarter of FY 2019 the Project will sponsor one additional program in Cojutepeque.

SPOTLIGHT: POPULAR LEGAL EDUCATION PROGRAM

“The program allowed me to learn how the justice sector institutions function and the services that they offer. In this way, we have been granted our rights as children and adolescents to know how access to justice should work. I am taking on the challenge of becoming a multiplying agent of the information that I received in order to help my friends and neighbors when they most need it.”

ALEXANDER RIVAS MELGAR, 9TH GRADE STUDENT IN THE CATARINO DE JESÚS ORTIZ SCHOOL AND STUDENT LEADER WHO ATTENDED THE POPULAR LEGAL EDUCATION PROGRAM, “JUSTICE FOR ALL,” IN ZACATECOLUCA.



Left: A student in San Miguel shows off his copy of a booklet about children’s rights during the Executive Technical Unit’s Popular Legal Education Program “Justice for All.” Right: A workshop as part of the program in the municipality of Zacatecoluca.

2.3 ATTORNEY GENERAL'S OFFICE

During the last quarter of FY2018, the Project provided key technical support to the Attorney General's Office in the development of a mobile application to assist citizens in avoiding telephonic extortion threats, as well as the subsequent investigation of the threats. The application alerts the citizen users that an incoming call is being sent from a known or suspected extortionist and cautions them against taking the call. The application also enables investigators from the Attorney General's Office to access pertinent data on the user's phone from outside callers that may be incriminating to help meet the criminal threshold for extortion. Through this application, information can be linked directly to the case management system (SIGAP) for investigative and administrative purposes.

In addition, the JSSA also provided similar technical support in the creation of a domestic violence application to assist in reporting and investigating of such crimes. As designed, the victim can upload relevant photographs and video/audio recordings for use in filing an abuse report with the authorities, as well a brief description of the facts. Upon filing the official abuse and/or violence report, the victim can send the stored information electronically to assist in the complaint and subsequent investigation. The application will also save any telephone calls or text messages related to the abuse as evidence of the crime.

The aforementioned applications are awaiting the final approval of the Attorney General prior to implementation. His approval is expected in October 2018.

2.4 NATIONAL CIVILIAN POLICE

In the National Civilian Police, the JSSA is supporting efforts to strengthen the complaint reception system with the goal of expanding access to justice. Currently, the majority of police officers believe that only Citizens' Attention Offices (ODACs) are authorized to file reports from citizens; as a consequence, citizens who arrive at a police station or post to report crimes are sent to the nearest ODAC, which might not be close or convenient. As such, training regular police officers on how to file complaints will increase access to justice for citizens. This year the JSSA completed a plan for this initiative, in coordination with the committee named by the National Civilian Police. As outlined in the plan, the Project plans to support training for police officers in PBJ municipalities. This training is scheduled to begin the first quarter of FY 2019.

During the last quarter of FY2018, the Project also initiated the remodeling and equipment purchase process for the ODAC in San Miguel.

2.5 SUPREME COURT OF JUSTICE

With the goal of strengthening court administration and access to justice, the JSSA continued to support the Supreme Court and the Forensic Medicine Institute in the implementation of Users' Attention Centers and expansion of their functions. This FY the Project completed the strengthening of the Users' Attention Center in the Isidro Menendez Judicial Center in San Salvador, including remodeling and equipping the space. The strengthened Users' Attention Center now has expanded

space and additional personnel (11 staff, increased from 2 previously). This Center was also the first to implement the expanded functions for Users' Attention Centers, including the following: registration of lawyers in the electronic notification system, reception of police information on detained persons, a user registry system, access to information, and other areas. A user registry system is installed and functioning in all such Centers across the country, allowing national access to information on cases and detainees; previously, each Users' Attention Center could only provide information about cases in that particular judicial center. The registry system includes information on detainees – such as where they are being held and when the court date is scheduled – that can be provided to families and other relevant parties, marking the first time that El Salvador has a national-level system consolidating this type of information. As part of the implementation process, the Project continues to make adjustments to the system. The JSSA plans to support trainings in PBJ municipalities on the use of the system once the required adjustments are finalized. The Project will also provide equipment and training to strengthen the Users' Attention Centers in Usulután and in Chalchuapa once the Supreme Court moves to the new building. (This is the completion of an activity that began in FY 2017 in non-PBJ municipalities.)

With the goal of modernizing court procedures and reducing case processing times, the JSSA is supporting the Supreme Court in the implementation of a comprehensive electronic case management system. This was piloted in the Criminal Chamber with a system called PROTEUS, and is now being expanded to cover criminal courts and sentencing tribunals in PBJ municipalities. The JSSA held eight workshops with staff from the Criminal Chamber and the Court's IT department, as well as magistrates and judicial staff in PBJ municipalities, to begin developing the case management system by adjusting PROTEUS to the processes in the lower courts. Implementation began with the modules on notification (which includes the electronic notification system) and hearing management (which includes the videoconference system discussed in section 1.6 above).

The JSSA carried out site visits to 13 courts and tribunals in San Miguel, Sonsonate, San Vicente, Cojutepeque and Zacatecoluca to coordinate the installation of the notification system, which was completed in July. During the last quarter of FY 2018, the JSSA conducted on-site training for Supreme Court personnel tasked with using the electronic notification system. The dissemination of the module will take place once final Supreme Court approval is secured. (See section 2.1 above for information on linking other justice sector institutions to the electronic notification system.) The Project also sponsored two workshops to further develop and validate the hearing management module, to include both in-person and videoconference hearings. Supreme Court personnel from the Criminal Chamber, the IT Department, and the Planning Unit were in attendance. An additional workshop was conducted to share the advances of the hearing management and document management modules with Supreme Court officials (magistrates, sentencing judges, court secretaries, and judicial collaborators) from San Salvador, San Vicente, and San Miguel.

In collaboration with the Judicial Training School, the JSSA completed a second cycle of the Judicial Management Training Program, which focuses on the use of technology to modernize processes. The goal is to improve court management to make processes more efficient. Four courses were held this

fiscal year, each for one group of judges in San Salvador and another group in San Miguel: Judicial Management, Effectivity and Organization; Information Technology and Management; Change Management for Organizational Restructuring of Victims' Assistance Centers; and Alternative Practices for Decongestion of Tribunals. A total of 47 judges and magistrates completed the program and graduated during the closing event on March 15.

The Project also completed final technical assistance in support of restorative justice for youth in conflict with the law. These activities were in coordination with the Restorative Justice Committee, comprised of members from the Supreme Court's Juvenile Justice Office, Public Defender's Office, Salvadoran Institute for the Integrated Protection of Childhood and Adolescence, civil society organizations and local governments. The revised Restorative Justice Manual – which was drafted by the Committee with JSSA support in FY 2016 and then updated in the first quarter in FY 2018 – was reviewed and approved by the President of the Supreme Court's Criminal Chamber.

In a new activity this FY, the JSSA provided technical assistance to the Criminal Chamber to develop detailed profiles – including technical competencies – for several judicial positions. Having detailed profiles will allow the Court to identify needs for training of current staff in order to ensure that they meet all required competencies. To this end, the Project held coordination meetings and workshops to develop these profiles. The profiles will be presented to Criminal Chamber officials in the first quarter of FY 2019 for final approval.

In September 2018, the JSSA also finalized a general training-needs assessment for the Criminal Chamber, as well as a proposal for a training program to be implemented. The approval of the President of the Supreme Court's Criminal Chamber is expected during the next quarter.

2.6 PUBLIC DEFENDER'S OFFICE

To strengthen public defense and increase access to justice, the JSSA conducted a diagnostic assessment of the current status of public defense in the PBJ municipalities. The assessment covered infrastructure, training needs, workload, equipment needs, use of technology and coordination between the regional Public Defender's Offices and other justice sector institutions. In the framework of training activities, the JSSA held the following courses:

- Two courses – each for two groups of public defenders – on “Evidence Management in Hearings.”
- One specialized course on “the Role of public defenders in sentence execution.”
- One specialized course on “Execution of measures for minors.”
- One course on “Techniques for interrogation and objections in public hearings.”
- One course on “Defense in the criminal process: alternative sentencing and summary procedures.”
- Five sessions of a three-day course on “Methods for appeals.”
- Two courses on “Alternative Measures.”

Regarding remodeling and equipping of offices, this FY the Project completed small-scale remodeling and purchased equipment for the Public Defender's Office in San Vicente, Zacatecoluca, Cojutepeque and Sonsonate, including two areas for public defense and one case analysis room. During the final quarter of FY 2018, the JSSA completed the equipment purchase process for the San Miguel Public Defender's Office. The equipment will be delivered the next quarter. In addition, the JSSA began identifying needs for remodeling and equipment for the Public Defender's Office in San Salvador. Also, the above-mentioned remodeling of police DINs in Sonsonate, San Vicente and Cojutepeque include spaces reserved for public defenders and prosecutors.

2.7 FORENSIC MEDICINE INSTITUTE

In support of the Forensic Medicine Institute, the JSSA is helping to improve the case file management system, which will be linked to the Supreme Court's case management system discussed above. This FY the Project held more than 20 workshops to identify and map procedures in the municipalities of San Vicente, Cojutepeque, San Miguel, Sonsonate and Zacatecoluca, and covering the four key areas of forensic clinic, attention to users, behavioral science, and pathology. During the next quarter the Project will finalize the mapping of procedures and processes in San Salvador. The results of the mapped processes in each municipality will be used in developing the IT system. In a series of coordination meetings with the Supreme Court's IT Department, it was decided that the case file management system will be piloted in the forensic clinic in San Salvador.

The Project is also preparing to establish and strengthen Users' Attention Centers in the Forensic Medicine Institute's offices in PBJ municipalities. To this end, this FY the Project began the process of purchasing equipment and furniture for play therapy centers in Sonsonate and San Vicente.

3.0 THEME III: TRANSPARENCY AND ANTICORRUPTION

3.1 ATTORNEY GENERAL'S OFFICE

In the Attorney General's Office, the JSSA is supporting a series of new activities with the Inspector General's Office in order to strengthen internal controls and increase transparency and accountability of institutional personnel. To this end, the Project held a series of specialized courses on the following topics: Report Preparation Techniques, Administrative Sanctioning Procedures in the Prosecutorial Disciplinary Regimen, Development of Administrative Resolutions, Contradictions and Gaps in the Prosecutorial Disciplinary Regimen; and Internal Controls. Participants in each course included staff from Inspector General's Office and other key actors from the Attorney General's Office. The Project also continued to advance in the development of a case management system for the Inspector General's Office in order to improve procedures for investigations and management. The programmers made progress in the development of the technical structure, database, coding, record keeping, and compliance control, as well as linking the system with the SIGAP. The testing of the systems was also completed. The system is scheduled to come online during the first quarter of FY 2019.

In light of changes to the administrative sanctioning procedures that are included in the proposed new Organic Law for the Attorney General's Office (discussed in more detail in section 4.2 below), the JSSA is supporting the development of two new regulations and the updating of four existing regulations. Following workshops to analyze and develop regulations, the JSSA has completed four of the six contemplated regulations: 1. Attorney General's Office General Regulation; 2. Prosecutor Career Regulation (new), 3. Prosecutor Council Regulation; and 4. Prosecutor Career Plan and Promotion Scale Regulation. These four regulations are pending final approval by the Attorney General. The two regulations still under development with Project assistance are the Administrative Manual of Personnel Procedures and Employee Conduct, and the Regulation of Auditing Norms and Procedures (new).

The JSSA finalized the technical assistance to update and improve the Transparency Portal of the Attorney General's Office. Although the institution had a Transparency Portal, it was not very easy to use. Accordingly, the Project provided support to increase the ease of use by adding a search function,

creating additional categories, and optimizing the layout, among other changes. The improved portal facilitates citizen access to the information generated by the Attorney General's Office.

Finally, key actors from the Anti-Corruption Unit of the Attorney General's Office participated in trainings on financial analysis along with the Supreme Court's Probity Unit; these trainings are described in more detail in section 3.3 below.

3.2 NATIONAL CIVILIAN POLICE

During FY 2017, the Project began providing technical assistance for the creation of an Integrity Evaluation and Control Center within the National Civilian Police. The purpose is to vet police officers, with the goals of strengthening human rights, transparency and integrity; reducing corruption; and increasing professionalism within the institution. Once the center is fully functioning, each police officer will be required to take a series of tests – psychological, drugs, social environment, and polygraph – every five years; any results indicating potential corruption or links to organized crime will be referred to the institution's Internal Affairs Unit for investigation. As a first step for the creation of the new center, there must be a legal reform to add a mandate for it to the Police Career Law and Disciplinary Regulations. In April 2018, the President's Office presented the proposed reforms to the Police Career Law to the Legislative Assembly's Security Committee for approval. As of September 2018, the JSSA is awaiting additional instructions from USAID before proceeding further on this activity, inasmuch as the next step would require a high-level workshop with legislators and National Security Council members to advance the law.

3.3 SUPREME COURT OF JUSTICE

Investigation of Corruption and Illicit Enrichment

With the goal of promoting anti-corruption activities, the JSSA has been providing ongoing support to the Supreme Court's Probity Unit and Investigation Units. An inauguration event for the remodeled and strengthened Probity Unit was held in October 2017 for more than 100 participants, including the United States Ambassador and USAID representatives, the President and magistrates of the Supreme Court, and Judicial Branch officials. The JSSA also held a training session for 22 staff members assigned to the Probity Unit, including some that were recently hired. The objective of the training was to provide general orientation regarding the Unit's responsibilities and functions in order to make its processes more efficient and transparent.

Regarding equipment for the Probity Unit, the Project previously provided extensive equipment, which will be used in meetings to review case files. In response to a request from the Court, the Project has begun the process of purchasing a server, which will be used to house data from all of the relevant units. A related activity in the Probity Unit includes support for its two IT systems: one for investigation processes for civil servants suspected of illicit enrichment, and one for the imposition of fines for violations of the Illicit Enrichment Law. To this end, the Project completed the analysis of

the systems and began the development of the corresponding IT modules, including a revision of the proposed processes and development of an outline for the database.



A specialized course on Financial Investigation Methods for the Supreme Court's Probity Unit and the Attorney General's Office.

The JSSA supported a series of specialized courses for two groups of civil servants from the Probity Unit of the Supreme Court and the Anti-Corruption Unit of the Attorney General's Office. Following three meetings to develop and validate the courses, the project carried out courses on Economic Crimes and Money Laundering in Public Administration, Crimes against Public Administration, Stock Market Law, Forensic Auditing, Methods of

Financial Investigation Part I, Part II, and Part III, and case studies on Financial Investigation Methods. In addition, twelve specialized focus groups – six each for the Probity Unit and the Specialized Anti-Corruption unit – were held on Forensic Auditing, Financial Analysis for Practical Case Guidance; and Financial Analysis for the Solution of Corruption Cases. During the first quarter of FY 2019 the Project will sponsor a course on Banking Laws.

In a new activity with the Probity Unit, the JSSA supported the development and validation of a format for final investigative report with all of the elements necessary to ensure that the information obtained by the Probity Unit can be used by the Attorney General's Office. During the last quarter of FY 2018, the format outline of the report was completed, as well as a guide for completion of the report. The format for the report will be validated during the next quarter and practical case instruction will be provided to ensure successful implementation.

In February 2018, the Supreme Court's Constitutional Chamber declared unconstitutional the Probity Law that was passed by the Legislative Assembly in December 2015; as part of this decision, it ruled that only the Supreme Court has the standing to present new proposals on this topic. As a result, the Supreme Court requested JSSA support in developing a new proposal. (See Section 3.5 below for further information on civil society involvement with the Probity Law.)

Also in the framework of increasing transparency and fighting corruption, the JSSA helped the Supreme Court's Professional Investigation Unit to develop practical investigation guides for eight different types of offenses. These include guidelines on areas such as how to carry out the investigation and what type of evidence is needed to prove each crime. The Project held a series of workshops to develop and validate the eight guides, as well as to train staff in their application.

The JSSA also carried out a diagnostic assessment of the Professional Investigation Unit in the areas of human resources, organizational structure, functioning, physical infrastructure, workload and

financial resources. The assessment included an analysis of procedures, study of the unit's workload, human resources and material needs of the unit, a redesigned organizational structure for the unit, administrative manuals, recommendations for improvement, and an implementation plan.

Because the diagnostic assessment identified the need for an IT system, the JSSA completed a systems analysis and began the development of modules for a new IT system based on the unique requirements of legal professionals. To date, progress has been made in analysis and documentation of new workflows, revision of outlines, creation of source codes in the database, and development of functional modules for the system.

The Project also implemented ten practical workshops for staff from the Professional Investigation Unit on procedural, substantive and foundational aspects regarding the phases of admission and evidence in administrative cases, and four workshops regarding the sentencing phase. The JSSA also held four additional workshops to validate the new models developed.

In the Judicial Investigation Unit, this year the JSSA completed the diagnostic assessment of the unit, including an analysis of procedures and organizational structures, study of the unit's workload, human resources and material needs, and recommendations for improvement. The assessment was approved by the Supreme Court's Director of Planning and is now being implemented. The Project also contracted two consultants to conduct the process analysis for the development of a new IT system for the unit. Finally, the JSSA carried out specialized trainings for staff from the Judicial Investigation Unit, each for two groups of personnel: Procedural Aspects of the Disciplinary Area of the Judicial Career; Substantive Aspects of the Judicial Career Law; and Procedural Norms Applicable to the Judicial Investigation Department's Disciplinary Procedures. During the last quarter of FY 2018, the Project also supported seven two-day courses on Judicial Pleadings, and Legal Support and the Written Preparation of Administrative Resolutions. Course participants included staff from the Probity Unit, the Judicial Investigations Direction, and the Professional Investigations Section of the Court. As a result of the courses key resolution models for the Judicial Investigations Direction were formulated, including the following: Instruction of Procedures, Preventative Measures, and Final Resolution.

Process Distribution and Access to Information

The Project has provided extensive support to the Supreme Court to establish and strengthen Process Distribution Offices, which include a computerized case-distribution system that centralizes case reception functions in one office and assigns judicial cases in a random and equitable manner, allowing caseloads to be properly distributed among judges and preventing attorneys from 'shopping' for a specific judge. As such, it contributes to reducing corruption and increasing transparency. The third quarter the Project held a workshop to validate improvements to the IT system for receiving and distributing cases.

In several existing Process Distribution Offices, the JSSA supported efforts to expand the functions of these offices to additional courts, which would increase access to justice for citizens and reduce excessive workloads in some courts. Progress was made this year in the following offices:

- San Miguel: The Supreme Court approved an expansion of the functions of the Process Distribution Office to distribute processes for the peace courts in this municipality. The Project will help remodel and equip this expanded office, once the Supreme Court finishes identifying the equipment needs and space requirements for the office.
- Sonsonate: Following Supreme Court approval, the JSSA successfully expanded the functions of the Process Distribution Office to distribute processes for the peace courts in Izalco, Caluco, Nahuilingo and San Antonio del Monte. The expansion allows for a more equal and efficient distribution of judgement notifications for suspects awaiting trial resolution in the Izalco Penitentiary. Prior to this expansion, the Izalco Peace Court was overwhelmed with the sole responsibility for all notifications on a national level. With the expansion of capabilities pertinent notifications are now equally divided among the four Peace Courts.
- San Salvador: The JSSA provided technical assistance to the Process Distribution office in preparing a proposal that was presented to the Supreme Court, requesting approval to expand the functions of the Office to cover San Salvador’s 15 peace courts. The Supreme Court approved the proposal in September 2018 and is currently identifying equipment and space allocation needs.

With the objective of strengthening accountability, the Project provided ongoing technical assistance to the Supreme Court in improving access to public information. To this end, this year the JSSA continued to advance in the design and implementation of three related IT portals to facilitate reception of requests for information and the provision of information:

- 1) A Transparency Portal for the Supreme Court’s Office of Access to Public Information, which is responsible for releasing administrative information from the Supreme Court and its units. The JSSA completed the development of the Portal and held an inauguration event at the Supreme Court in September. Over 140 people participated in the event, which included a practical demonstration for users. Those in attendance included the President and magistrates of the Supreme Court, as well as several Ambassadors and other key justice sector officials. In addition, the Project conducted four Portal training sessions for 91 Supreme Court personnel to ensure its effective and efficient use. An important accomplishment of the Portal is the increased accessibility for average citizens, who can now request information and conduct business with the Court online.
- 2) A Judicial Documentation Portal for the Judicial Branch’s Judicial Documentation Center, which is responsible for releasing information from case files. The design was completed in the second quarter and the Portal development was completed during the last quarter. In



The JSSA supported the development of a new Transparency Portal for the Supreme Court.

August, the Project conducted a series of introductory workshops for key Supreme Court personnel, IT staff, and Judicial Documentation Center personnel.

- 3) A public information IT system to decentralize the reception of information requests. This stems from a diagnostic assessment completed by the Project in FY 2016, which recommended that information requests be received through the Users' Attention Centers as auxiliary units of the Office of Access to Public Information. In September, the Project conducted two training courses on the Access to Public Information Management System. The basic requirements/policies of the Access to Public Information Institute and the use of the Transparency Portal were extensively covered in the courses. Over 80 Supreme Court personnel from the central and mid-central regions attended (particularly Users' Attention Center operators).

Also regarding access to public information, the JSSA continued to carry out a series of training courses on the topic for magistrates, judges and other judicial personnel. This year the Project held nine courses on Access to Public Information and Protection of Personal Data (held in San Salvador, Ahuachapán and San Miguel to cover all four zones of the country); three courses on Access to Public Information; and three courses on generating maximum publicity/promoting access to public information from Tribunals for magistrates, judges and judicial staff from PBJ municipalities and from key units of the Supreme Court. In addition, three courses on the Right to Access to Public Information (Legislation and National Jurisprudence) were taught by the Institute for Access to Public Information with JSSA assistance.

“As civil servants working in the area of public and official information, it is necessary that we have up-to-date knowledge in this area. Today, I can say that we have sped up delivery times from the moment we receive a request to when we complete it.”

**JOSÉ VICENTE PÉREZ CUBÍAS,
HUMAN RESOURCES EMPLOYEE IN
THE SUPREME COURT.**

Finally, the Project continued to work on an Accountability Manual for the Judicial Branch by carrying out interviews, collecting information, and developing the structure of the manual. Interviews were held with staff from the Court's Strategic Planning Directorate, various Secretariats, and the Office of Access to Public Information. The JSSA expects to complete the Manual in the next quarter. Relevant training will be conducted in January and February of 2019.

3.4 NATIONAL JUDICIAL COUNCIL

The JSSA supported the National Judicial Council in a variety of activities aimed at making the selection and evaluation of magistrates and judges more fair and transparent. During FY 2017 the Project developed a selection manual for magistrates and judges, including Supreme Court magistrates. This FY the Project printed 3,000 copies of the approved manual to be distributed to lawyers, judges, and magistrates, and held three trainings and dissemination sessions in San Salvador, Ahuachapán (Western zone of the country) and San Miguel (Eastern Zone) for a total of 308 potential candidates to be judges or magistrates. In addition, the National Judicial Council requested JSSA support in

developing a similar manual regarding the evaluation of magistrates and judges. To this end, the Project held thirty-two workshops with key personnel and judicial evaluators to collect information, analyze evaluation indicators, develop and validate the Evaluation Manual. The manual was completed during the final quarter of FY 2018 and approved by the National Judicial Council. Relevant training will begin during the first quarter of FY 2019.

The Project also provided technical assistance for a series of activities regarding the judicial career system:

- **Jurisprudence manual and reforms to the Judicial Career Law:** The second quarter the JSSA developed a compendium of jurisprudence on the judicial disciplinary system, showing how the courts have applied the Judicial Career Law in their decisions. This compendium allows the Judicial Investigation Unit to better support the resolutions they issue, and also helps identify potential reforms needed to the Judicial Career Law. The compendium was presented to the Supreme Court's Judicial Investigation Unit in March.
- **Training on the disciplinary system:** The JSSA carried out a course in May on judicial disciplinary procedures for two groups of magistrates and judges from PBJ municipalities; an online version designed by the Project allows the National Judicial Council to replicate the course in additional municipalities.
- **Courses on forensic auditing:** The Project also coordinated with the National Judicial Council on the design of courses for judges on forensic auditing and financial analysis, in order to increase their knowledge of topics relating to the fight against corruption. In July and August the Project conducted four courses on forensic auditing and financial analysis for judges and magistrates from the PBJ municipalities.

3.5 CIVIL SOCIETY AND PUBLIC CAMPAIGNS

In February, the Supreme Court's Constitutional Chamber issued a unanimous ruling that declared unconstitutional the Probity Law passed by the Legislative Assembly in 2015. According to this ruling, only the Supreme Court has standing to request legislation regarding illicit enrichment, given that this falls under the Court's competencies according to the Constitution. This ruling invalidated the Probity Law, returning the Illicit Enrichment Law to force.

The ruling also establishes that only the Supreme Court has the standing to request legislation on this topic, and as such limits the opportunities for civil society participation in the process. The JSSA-supported Civil Society Coalition² has taken an active role in recent years, including denouncing the Probity Law and submitting the unconstitutionality claim to the Supreme Court. The Coalition plans to present its proposal for a new, stronger Probity Law to the Supreme Court's Probity Unit. As

² The Civil Society Coalition consists of eight organizations: the Salvadoran Foundation for Economic and Social Development (FUSADES); Democracy, Transparency and Justice Foundation (DTJ); Social Democracy Initiative (ISD); National Foundation for Development (FUNDE); Francisco Gavidia University; National Association of Private Enterprise; Legal Studies Center; and Citizen Action.

mentioned in section 3.3 above, the Supreme Court has requested JSSA support for the development of its own proposal for a new Probity Law, which will ideally take into consideration the proposal by the Civil Society Coalition.

To raise awareness of themes relating to transparency and anti-corruption, in December 2017 the Project supported Transparency Week, led by the Consortium for Transparency and the Fight against Corruption.³ In particular, the JSSA provided materials for Transparency Week and sponsored the participation of the international expert Sonia Rubio to lead two events on transparency mechanisms in second-level elections (appointments by the Legislative Assembly), to encourage the selection of candidates that are capable, independent and committed to a democratic system and individual liberties. Additionally, the JSSA collaborated with the Consortium for Transparency and the Fight against Corruption to design and print an educational brochure about the importance of second-level elections, including the election of Supreme Court magistrates. The JSSA printed 1,500 copies of the brochure, which the Consortium distributed at its events with civil society organizations and universities.

In light of the elections for Supreme Court magistrates, the JSSA supported four events the first quarter to raise public awareness of the topic:

- An event in October with FUSADES and the Central American University entitled “2018 Supreme Court Elections: The Importance of Magistrates’ Profiles” for more than 150 people.
- An event with FUSADES in November explored mechanisms for re-establishing staggered elections of Supreme Court Magistrates, which would require constitutional reform; participants were approximately 50 academics and civil society representatives.
- A discussion session entitled “Justice in Times of Democracy: Judicial Selection in El Salvador” led by the international expert Sonia Rubio and supported by FUSADES and the National Judicial Council.
- A public event entitled “The Constitutional Chamber We Need” for academics, students and civil society, supported by Francisco Gavidia University, DTJ, Techo, FUSADES and the Legal Studies Center.

This year the JSSA awarded grants to two civil society organizations to monitor and strengthen the election process for Supreme Court magistrates:

- Social Democracy Initiative (ISD) with the objective of strengthening the integrity and transparency of the election and selection process for Supreme Court magistrates, as well as promoting citizen oversight and participation in the election process. In March, ISD trained law students to be election observers and subsequently carried out monitoring of all eight voting centers for the bar association (FEDAES) phase. ISD also published a report and social

³ The Consortium for Transparency and the Fight against Corruption consists of five organizations, the last two of which are new this year: FUSADES, FUNDE, DTJ, the Legal Studies Center, and Techo.

media posts on the results of the monitoring of the first phase of the election process. The results of this monitoring were also shared with media and representatives of the National Judicial Council, FEDAES, and civil society representatives during a presentation event in March. Also the third quarter, ISD monitored the National Judicial Council phase of the selection process, during which the Council selected a list of 15 candidates (these 15 candidates, along with the 15 selected by FEDAES, were presented to the Legislative Assembly to select five magistrates.) The reports of this monitoring were shared with media and civil society representatives during a presentation event in May, as well as with Supreme Court Magistrates.

In preparation for the final phase of the election process, ISD supported the formation of an Advisory Board comprised by representatives from the law schools of nine universities.⁴ The purpose of the Advisory Board is to oversee the Legislative Assembly's selection process and to promote the use of appropriate methodological tools to evaluate candidates. The Board held an inaugural event followed by a series of meetings, during which it developed a matrix for the evaluation of candidates. This proposed matrix – along with questions for the candidates – were submitted to the Legislative Assembly's sub-committee in charge of the evaluation of candidates. In July the ISD presented its second grant report. Inasmuch as the legislature has yet to select the new magistrates of the Supreme Court, ISD cited the success of the public character of the candidate interviews and the quality of the interview process. In addition, the report provided a detailed analysis of political attempts to influence the process, as well as the public dissatisfaction with the current situation. The contents of the report were presented to the public during a press conference. Throughout the quarter ISD continued to monitor and advocate through the media, press conferences, social media, and directly with the Political Commission of the Legislative Assembly for a transparent and timely outcome.

- FUSADES with the objective of contributing to monitoring the election process for Supreme Court magistrates, ensure that the phases comply with constitutional requirements, and promote citizen oversight of this process through a public awareness campaign. This grant was signed at the end of March. FUSADES carried out an extensive public awareness campaign the third quarter to promote citizen oversight of the election process; the campaign involved press releases, newspaper publications, radio spots, digital banners, and social media posts demanding transparency in the selection process. Regarding evaluation of the candidates being considered, FUSADES participated as observers in interviews of the candidates by a sub-committee of the Legislative Assembly and by the digital media Factum, and submitted questions for the candidates to the Supreme Court. Sixteen of the candidates signed an integrity commitment developed by FUSADES, in which they promise that if they are elected they will act independently and with the highest ethical standards. In addition, FUSADES held the following events:

⁴ The universities are: Francisco Gavidia, Modular Abierta, Sonsonate, Pedagógica de El Salvador, Politécnica de El Salvador, Gerardo Barrios, Salvadoreña Alberto Masferrer, Católica de El Salvador and Dr. Andrés Bello.

- A meeting with the Legislative Assembly's Political Commission to discuss the election process and interviews with candidates.
- A forum with students of the Advanced School of Business and Economics about the election of magistrates and its impact in the democratic process, with the President of the National Judicial Council as an invited speaker.
- An activity with the Association of Law Students of Central American University to analyze the election process.
- Two events on the need for independent and ethical magistrates, led by international invited expert Ursula Indacochea from the Due Process of Law Foundation.
- A conversational forum for youth with the participation of Global Shapers and Citizens for an Independent Court, and members of the Political Commission of the Legislative Assembly and Political Sub-Commission, and
- Participated in an interview session with the Political Sub-Commission and Supreme Court Magistrate candidates.

Many of these activities were also supported by the Consortium for Transparency and the Fight against Corruption and by Citizens for an Independent Court.

4.0 THEME IV: LEGAL FRAMEWORK, POLICIES AND PROCEDURES

4.1 EXECUTIVE TECHNICAL UNIT

During FY 2017, the JSSA began providing support for the development of the Strategic Plan of the

Executive Technical Unit. To this end, from October to December 2017 the Project held eight workshops with personnel from the Executive Technical Unit and its intersectoral working groups to develop and validate strategic objectives, actions and risk matrices. The Strategic Plan was approved in the second quarter by the Justice Sector Coordinating Commission. In April and May 2018, the Project held a dissemination workshop and a formal event to present the Strategic Plan to the members of the Coordinating Commission. In the last quarter of FY 2018, the Project printed 1,000 copies of the plan for further dissemination. One additional dissemination event will be conducted in the next quarter.

SPOTLIGHT: ANNOTATED CRIMINAL PROCEDURE CODE

“The Annotated Criminal Procedure Code is an effort of synthesis as well as precise jurisprudential and bibliographic references. This makes it a useful reference framework to interpret and apply criminal procedural legislation in El Salvador.”

DELMER EDMUNDO RODRÍGUEZ, MEMBER OF THE DRAFTING TEAM FOR THE ANNOTATED CRIMINAL PROCEDURAL CODE.



Presentation of the Annotated Criminal Procedure Code.

During the third quarter, the Judicial Training School completed the formatting of the Annotated Criminal Procedure Code developed with extensive technical assistance from the JSSA. In September the Project sponsored the presentation of the two-volume Annotated Criminal Procedure Code on behalf of the Justice Sector Coordinating Commission. This event was the culmination of several years of work focused on the practical

application of the Criminal Procedure Code (in force since January 1, 2011). Over 315 officials from the justice sector and media participated in this long-awaited event. The JSSA will conduct three regional dissemination events during the next quarter.

4.2 ATTORNEY GENERAL'S OFFICE

In support of the Attorney General's Office, the Project provided technical assistance to update the Organic Law and its regulations. This year the JSSA held five meetings with the technical committee named by the Attorney General for the development of the law. The proposal for a new Organic Law is currently pending presentation by the Attorney General to the Legislative Assembly. The Project advanced in the review and updating of related regulations and manuals, as discussed in section 3.1 above.



Presentation of the 2018-2022 Institutional Strategic Plan of the Attorney General's Office.

The JSSA also provided technical assistance to develop the Strategic Plan 2018-2022 for the Attorney General's Office, including a situational diagnostic, strategic objectives, five annual operative plans, indicators, a risk matrix, and contingency plans. To this end, the Project held 22 workshops to develop, review and disseminate these products with personnel from the Attorney General's Office and fourteen workshops on topics such as design and validation of strategic indicators, strategic initiatives, administrative and legal risk matrices, and revision of operative plans. The Strategic Plan and all of its components were validated and approved by the Attorney General's Office the third quarter, and the Project printed posters about the new mission and vision, posters on the institutional values, and 350 copies of the Strategic Plan. During the last quarter of FY 2018, the JSSA also supported a "launching" event to introduce the Plan, as well as eight separate dissemination events throughout the country.



Workshop to raise awareness of the Criminal Prosecution Policy in the metropolitan zone.

The JSSA previously provided technical assistance to the Attorney General's Office in updating the Criminal Prosecution Policy, which is required by law to be updated annually but had not previously been revised since its creation in 2010. The updated policy establishes unified intervention criteria for investigation of cases nationwide. This year the Project published 5,000 copies of the policy, which were distributed to prosecutor's offices around the country. In addition, the JSSA held seven dissemination workshops to spread awareness of the new policy to 185 people from the Attorney General's Office, and held coordination meetings with the Training School of the Attorney General's Office to plan dissemination strategy.

In April the Project began dissemination of the updated Criminal Prosecution Policy through two workshops to train internal trainers from the institution. These trainers then replicated the dissemination workshop through 18 events from June through August. The Project also held a series of eight workshops and meetings to develop an implementation plan and a control matrix to follow up on the implementation.



Staff from the Attorney General's Office participate in the development of the Criminal Prosecution Policy regarding violence against women and other vulnerable groups.

In addition to the overall Criminal Prosecution Policy, the Project is supporting the development of a more targeted policy that focuses on violence against women and other vulnerable groups. In this framework, the JSSA held a series of workshops and meetings to collect inputs and validate the policy. Participants included officials from the children, youth, and women's technical working group, civil society, female legislative representatives, Attorney General's Office key officials, and

representatives of other public institutions. In addition, four regional presentation events were conducted for the proposed policy and implementation plan with prosecutors, Institutional Gender Committee representatives, administrative directors, and legal advisors. In September, the Criminal Prosecution Policy for Violence against Women was presented to the Attorney General for his review and approval. Final approval is expected in the first quarter of FY 2019, whereupon the Project will publish and disseminate the Policy.

The JSSA is also providing technical assistance to strengthen the newly-named Directorate of Analysis, Investigative Techniques and Information (effective September 2018) and the case management system (SIGAP) of the Attorney General's Office, in order to optimize the investigation and prosecution process. During the last quarter of FY 2018, the JSSA also finalized the space allocation improvements for the Directorate and donated the requested software licenses for the Analysis and Statistical Units. The donation of additional equipment will be finalized during the first quarter of FY 2019.

The JSSA also provided technical assistance to the Statistics Unit to utilize donated software to statistically track and assess criminal behavior on a municipal level, resulting in the development of a list of top-20 crimes (ranked per incidence). As a result of this study, the Attorney General's Office, working with the Project and the local interinstitutional working groups, is now preparing a specific strategy for addressing crime in the PBJ communities. The specific PBJ strategies should be completed in the first quarter of FY 2019.

Finally, in September the Project conducted a workshop to develop a proposal for the creation of a strategic analysis group within the Analysis Unit. The purpose of the strategic analysis group is to recommend investigative strategies based upon criminal behavior in specific municipal or regional areas. A total of 45 prosecutors and other officials participated. The strategic analysis group is in the development stage.

4.3 NATIONAL CIVILIAN POLICE

In support of the National Civilian Police, the Project has carried out annual climate surveys to determine the perception of the police image both internally by its personnel, as well as externally by the public. This year the JSSA continued to support the Technical Secretariat in implementing recommendations for institutional improvements based on the needs and deficiencies noted in last year's surveys, and the Director issued an order to establish institutional regulations formalizing some of the recommended changes. In December 2017 the Project (through its sub-contractor Analitika) carried out another external survey to measure public opinion of the National Civilian Police performance. The results were presented to the Director of the National Civilian Police and his senior staff in January 2018. In addition, the Project carried out a series of 12 workshops for 559 police officers across the country to disseminate the results of the public perception survey and evaluate the impact of the Strategic Plan. The Project also held meetings with the Planning Unit and regional police chiefs to develop an implementation plan for activities to improve public perception and performance, based on the results from the public opinion survey. Also in support of the Planning Unit, the Project purchased office and IT equipment to strengthen the unit's capacities.

During FY 2017, the JSSA supported the development of a Police Doctrine Manual that outlines the institution's leadership strategy, code of conduct and institutional values, among other areas. Based on this, this year the Project held a leadership courses for 23 police command officers (sub-inspector and above) in Ciudad Delgado, Lourdes Colón, San Salvador, San Juan Opico and Sonsonate, covering the doctrine manual, leadership, and community policing. The JSSA also carried out six site visits to municipalities to monitor and follow up on the implementation of the leadership concepts covered during previous leadership seminars. During the last quarter of FY 2018, final revisions were completed and the Director approved the Manual. During the first quarter of FY 2019, the Manual will be published and disseminated with Project assistance.

Given the well-established links between police mental health – particularly PTSD – and use of force, the Project is supporting a series of activities to address mental health of the police force with the goal of improving the functioning of the police force and ensuring respect for human rights. To this end, the JSSA held meetings with the National Civilian Police's Social Welfare Unit to determine the scope of an upcoming diagnostic on mental health within the institution, which will also include recommendations for improvements. The creation of a police mental health unit was approved by the Director of the National Civilian Police and is pending approval by the Ministry of Justice. During this last quarter, the JSSA conducted a self-help workshop for police psychologists and social workers in the metropolitan region. In addition, the Project conducted several seminars with police officials

and police mental-health professionals to develop a self-help training program to be implemented by the Mental Health Unit. During the next quarter, additional seminars will be conducted with police mental-health professionals in the PBJ municipalities to validate the program.

4.4 SUPREME COURT OF JUSTICE

In response to a request from the Supreme Court, the JSSA held a series of thirty-seven workshops for the dissemination and implementation of the Supreme Court's Strategic Plan 2017-2021, which was developed with Project support last year. These workshops covered topics such as organizational change management, project management, and strategy execution, and were for various groups including directors, department managers, and staff from judicial centers.

This year the JSSA advanced in developing an IT system to monitor the implementation of the Supreme Court's Strategic Plan 2017-2021. The design of the system was completed, and the third quarter the Project contracted a consultant for the development of the remaining IT modules. As of September the administration and security modules have been completed.

In order to improve efficiency and management of the Supreme Court, the need was identified to merge the institution's two human resources departments. Currently, the Human Resources Unit handles HR for tribunals, while the Central Technical Unit handles HR for all administrative personnel; however, the two departments have very similar functions and it is inefficient to have this duplication of labor. To this end, the JSSA held three workshops – one each with directors, administrative and financial staff, and magistrates and judges – to complete a diagnostic assessment of the HR functions of the Court, including an assessment of merging these two departments as part of the creation of an Institutional Directorate of Human Talent. During the last quarter of FY 2018, the diagnostic assessment was approved by the Supreme Court's Director of Planning. Accordingly, the Project assisted in revising the internal processes of the old units and completing the Operations Manual of the Institutional Directorate of Human Talent. In addition, the Project sponsored two workshops for Court officials to develop and review the new procedures of the new Directorate. The creation of the new Directorate is pending final approval by the Supreme Court.

4.5 FORENSIC MEDICINE INSTITUTE

In support of the Forensic Medicine Institute, during FY 2017 the Project carried out a diagnostic assessment of the institution, which was presented to the Supreme Court's Modernization Commission in the first quarter of FY 2018 and approved.

As part of the mapping of processes in regional offices and clinics of the Forensic Medicine Institute (described in section 2.7 above), the JSSA is providing technical assistance to re-engineer some processes and develop improvement plans. This was advanced through the series of more than 20 workshops to identify and map processes in San Vicente, Cojutepeque, San Miguel, Sonsonate and Zacatecoluca. Following the process reengineering, the JSSA will also support updates to the Strategic Plan and a proposal for an organizational restructuring of the institution. With Project assistance, the

Strategic Plan should be completed in the first quarter of FY 2019. Once completed and approved, the JSSA will provide technical support for the Annual Operations Plan.

4.6 PUBLIC DEFENDER'S OFFICE

The Strategic Plan 2017-2021 for the Public Defender's Office – including institutional objectives, strategic activities, and key indicators – was developed and approved last year with JSSA support. The first quarter of FY 2018, the Project published the Strategic Plan, as well as held three workshops for staff from the institution on project management, process design, and strategies and execution. In January, the Project held a workshop on Process Documentation, which was the final session in a series of events supporting the implementation of the Strategic Plan.

Over the past year, the JSSA provided extensive technical assistance to update the selection system for public defenders, as part of the compliance with the *Agapito* sentence issued by the Inter-American Court of Human Rights. The Recruitment and Selection Manual was approved by the Public Defender's Office last year. In November 2017, the Project held three workshops to socialize the manual with a total of 120 public defenders across the country. This activity was completed with the publication of the Recruitment and Selection Manual and its related tools and manuals, including an Induction Manual, catalog of competencies, position profiles, and a welcome guide for new public defenders.

Also as part of the compliance with the *Agapito* sentence, the Project carried out a consultancy to develop a Public Defender's Manual to establish standardized procedures that protect the rights of the accused. The JSSA held one workshop on situations that affect technical defense, two workshops to validate the manual, and three dissemination workshops once it was complete. This manual is still pending final approval by the Public Defender's Office, at which point the Project will publish it.

4.7 NATIONAL JUDICIAL COUNCIL

In support of the National Judicial Council, the JSSA provided technical assistance last year for the development of the institution's Strategic Plan covering 2018-2022, the operative plan for 2018, and a risk matrix. All three products were presented to the National Judicial Council for approval the first quarter of FY 2018. The Project also carried out workshops to provide technical assistance and training to help the institution's Planning Unit develop tools to monitor and control the implementation of the Strategic Plan.

5.0 MONITORING, EVALUATION AND LEARNING

In FY 2018, the JSSA continued to make significant advances in achievement of the expected results, as documented by the Project indicators. Detailed information concerning all indicators is reported in the annual Monitoring, Evaluation and Learning Plan Report, submitted separately.

JSSA WORK PLAN

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub-Component	FY 2018				FY 2019		Coverage	% Complete to Date	Notes
			Q1	Q2	Q3	Q4	Q1	Q2			
1	I. IMPUNITY/CRIMINAL PROCEDURE										
1.1	Interinstitutional Coordination Committee (CCI) / Local Working Groups										
1.1.1	<i>Institutional strengthening and planning</i>										
1.1.1.1	Provide technical assistance to strengthen the National-level Interinstitutional Coordination Committee and its Local Working Groups in PBJ municipalities. (This work will focus on cases of homicide, femicide, sexual crimes, domestic and sexual violence, theft and robbery.)	1.1						PBJ	60		
1.1.1.2	Provide technical assistance for the development and implementation of work plans for each of the Local Working Groups in the 6 PBJ municipalities.	1.2						PBJ	45		
1.1.1.3	Support the creation and strengthening of FGR/PNC teams in each PBJ municipality to coordinate investigations of the selected crimes.	1.2						PBJ	35		
1.1.1.4	Provide equipment to secure crime scenes and collect evidence (Crime Scene Investigation of the PNC, IML).	1.2						PBJ	30		
1.1.1.5	Provide support and equipment to PNC, IML and FGR personnel to ensure their safety during the management of crime scenes.	1.2						PBJ	30		
1.1.2	<i>Key manuals and protocols (FGR, PNC, CSJ, IML, PGR)</i>										
1.1.2.1	<i>Evidence and Crime Scenes</i>										
1.1.2.1A	Provide technical assistance and support to the CCI to design, publish and disseminate an Interinstitutional Evidence Handling Protocol.	1.1						National	15		
1.1.2.1B	Provide technical assistance and support to the FGR, PNC, CSJ, IML, and Hospital Network to design, publish and disseminate internal protocols on evidence handling.	1.1						National	25		
1.1.2.1C	Provide technical assistance and support to the CCI to implement the Interinstitutional Evidence Handling Protocol and internal protocols for each institution.	1.1						PBJ	0		
1.1.2.1D	Technical assistance in updating, publishing and disseminating the Crime Scene Processing Manual.	1.2						National	0		
1.1.2.1E	Support the implementation of the Crime Scene Processing Manual.	1.2						PBJ	0		
1.1.2.2	<i>Investigations</i>										
1.1.2.2A	Provide technical assistance in updating, publishing and disseminating the Joint Investigative Procedures Manual.	1.2						National	20		
1.1.2.2B	Technical assistance in updating, publishing and disseminating Volumes 1 and 2 of the PNC Investigations Manual.	1.2						National	85		
1.1.2.2C	Technical assistance in implementing the Joint Investigative Procedures Manual and the PNC Investigations Manual.	1.2						PBJ & PBS	0		
1.1.2.2D	Technical assistance in updating, publishing and disseminating the Femicide Investigation Protocol.	1.2						National			
1.1.2.2E	Support the implementation of the Femicide Investigation Protocol.	1.2						PBJ & PBS			
1.1.3	<i>Inter-institutional Capacity Building Program</i>										
1.1.3.1	Provide technical assistance to develop a training program for interinstitutional tutors.	1.2						National	100	Activity completed in Q4 FY 2018.	
1.1.3.2	Support the development of a training module for interinstitutional tutors.	1.2						PBJ	100	Activity completed in Q4 FY 2018.	
1.1.3.3	Provide technical assistance to develop a program for the training and accreditation of virtual interinstitutional tutors.	1.2						National	45		
1.1.3.4	Provide support to update and equip the FGR/CNJ virtual platform to provide interinstitutional training programs.	1.2						National	45		

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1.1.3.5	Support the development, creation, implementation and equipping of web sites of the IML and PNC and respective virtual training programs.	1.2					National	40			
1.1.3.6	Carry out a brief diagnostic of interinstitutional training needs.	1.2					PBJ & PBS	100	Activity completed in Q4 FY 2018.		
1.1.3.7	Provide technical assistance to develop and implement interinstitutional modules for justice sector operators in the following areas:	1.2					PBJ & PBS				
1.1.3.7A	Reception of complaints (PNC, FGR)	1.2					PBJ & PBS	40			
1.1.3.7B	Interviews (PNC, FGR)	1.2					PBJ & PBS	40			
1.1.3.7C	Investigations (PNC, FGR, IML)	1.2					PBJ & PBS	30			
1.1.3.7D	Case Management (PNC, FGR)	1.2					PBJ & PBS	30			
1.1.3.7E	Homicides (PNC, FGR, IML, CSJ, PGR)	1.2					PBJ & PBS	10			
1.1.3.7F	Femicides (PNC, FGR, IML, CSJ, PGR)	1.2					PBJ & PBS	50			
1.1.3.7G	Crime Scene (PNC, FGR, IML, CSJ)	1.2					PBJ & PBS	30			
1.1.3.7H	Chain of Custody of Evidence (PNC, FGR, IML, CSJ)	1.2					PBJ & PBS	30			
1.1.3.7I	Technical Report-Writing (PNC, FGR, IML, CSJ)	1.2					PBJ & PBS	40			
1.1.3.7J	Oral Techniques (PNC, FGR, IML, CSJ, PGR)	1.2					PBJ & PBS	10			
1.2	Victims' Assistance Initiatives										
1.2.1	<i>New Inter-institutional Integrated Victims' Assistance Model / One-Stop Center</i>										
1.2.1.1	Rapid assessment of regulatory framework and current services provided by justice sector institutions and other key actors (municipalities, civil society, hospitals, etc.) in PBJ locations.	1.1					PBJ	100	Activity completed in Q4 FY 2018.		
1.2.1.2	Support the development of a perception study, including recommendations from users, in order to improve services provided in victims' assistance centers located in PBJ municipalities, including those supported by the Ministry of Justice and municipalities	1.1					PBJ	20	Activity on-hold due to similar initiative by NORC.		
1.2.1.3	Design a new inter-institutional one-stop victims' assistance center model.	1.1					National	95			
1.2.1.4	Provide technical assistance for the design and dissemination of an interinstitutional protocol for attention to victims under the one-stop victims' assistance center model.	1.1					National	50			
1.2.1.5	Support strengthening of CSOs so that these organizations form part of the service network of the one-stop victims' assistance center model.	1.1					PBJ	20			
1.2.1.6	Support the implementation of 2 shelters led by local governments with interinstitutional support in order to shelter women, children and adolescents in various situations of violence, as part of the implementation of the new model.	1.1					PBJ	0			
1.2.1.7	Establish the one-stop victims' assistance center model in at least 2 municipalities.	1.1					PBJ	25			
1.2.1.8	Provide technical assistance and support for the development and implementation of interinstitutional training activities for attention, treatment, recuperation and empowerment of victims.	1.1					PBJ	60			
1.2.1.9	Support follow-up activities to monitor the functioning of the one-stop victims' assistance centers.	1.1					PBJ	0			
1.2.1.10	Evaluate the impact of the pilots to define potential expansion and strengthening of the model.	1.1					PBJ	0			
1.2.1.11	Provide technical assistance and support to security and justice sector institutions to design mobile apps that allow them to receive requests for help from victims in immediate risk, including a way to locate them via GPS.	1.1					PBJ	10	Activity on-hold due to similar initiative by UNDP/RedFem.		
1.2.2	<i>Strengthening of Existing Victims' Assistance Centers/Services</i>										
1.2.2.1	Attorney General's Office										

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1.2.2.1A	Support the strengthening of 4 victims' assistance centers (UAEM) of the FGR, with an interinstitutional focus (San Salvador, San Vicente, San Miguel and Sonsonate).	1.1						PBJ	65		
1.2.2.2	National Civilian Police										
1.2.2.2A	Support the strengthening of 3 ODAC-UNIMUJER of the National Civilian Police, with an interinstitutional focus (San Salvador, San Vicente and Cojutepeque).	1.1						PBJ	65		
1.2.2.2B	Provide technical assistance to the Citizen Attention Unit and Specialized Teams for Criminal Investigation of Violence against Women (EVIM) to strengthen investigative coordination of cases.	1.1						PBJ	10		
1.2.2.3	Supreme Court										
1.2.2.3A	Support the strengthening of 2 victims' assistance centers (UAI) of the Supreme Court, with an interinstitutional focus (San Salvador and San Miguel).	1.1						PBJ	50		
1.2.2.3B	Victims' assistance case management										
1.2.2.3B(1)	Provide technical assistance to develop an IT system for victims' assistance in coordination with the specialized attention units of the Supreme Court.	1.2						National	20		
1.2.2.3B(2)	Provide technical assistance and support to update the interinstitutional agreement for attention to victims in the victims' assistance centers (UAI) of the Supreme Court.	1.1						National	10		
1.2.2.3B(3)	Provide technical assistance and support to reactivate the Interinstitutional Committee for Attention to Victims in the Supreme Court's victims assistance centers (UAI), in order to strengthen coordination between the institutions that provide attention and people in vulnerable situations.	1.1						National	10		
1.2.2.4	Forensic Medicine Institute										
1.2.2.4A	Support the strengthening of 4 victims' assistance centers (AVCAS) in the IML, with an interinstitutional focus (San Salvador, San Vicente, San Miguel and Cojutepeque).	1.1						PBJ	20		
1.2.2.5	Public Defender's Office										
1.2.2.5A	Support the strengthening of 6 victims' assistance centers (UAEM) of the Public Defender's Office, with an interinstitutional focus (San Salvador, San Miguel, San Vicente, Sonsonate, Zacatecoluca and Cojutepeque).	1.1						PBJ	50		
1.2.2.6	Strengthen the use of Gesell Chambers - FGR/CSJ										
1.2.2.6A	Support coordination workshops between the FGR and Supreme Court to ensure appropriate and efficient use of Gesell Chambers in the criminal process.	1.1						PBJ	25		
1.2.2.6B	Support the establishment of Gesell Chambers in CSJ or FGR offices (Zacatecoluca and Cojutepeque).	1.1						PBJ	20		
1.2.2.6C	Support the strengthening of Gesell Chambers installed in the CSJ and FGR (San Salvador, San Vicente, San Miguel and Sonsonate).	1.1						PBJ	50		
1.2.2.7	Victims case tracking system (information sharing)										
1.2.2.7A	Develop a National, interinstitutional IT system to track attention to victims using a unified number for the case file and the person.	1.1						National	0		
1.2.2.7B	Provide technical assistance for the design and implementation of an interinstitutional system of reference and counter-reference.	1.1						PBJ	15		
1.2.2.7C	Provide technical assistance and support for the establishment of a victims' assistance network using the system of reference and counter-reference.	1.1						PBJ	10		
1.2.2.8	CSJ - Specialized Courts for Violence and Discrimination against Women										
1.2.2.8A	Technical assistance to ensure that the work of the one-stop centers and other victims' assistance centers are linked to the Specialized Courts and Justice of the Peace Courts.	1.1						PBJ	25		
1.2.2.8B	Develop and implement a specialized training program for the new Jurisdiction for the Protection of Women and anti-Discrimination, directed towards justice sector operators.	1.1						PBJ	35		
1.2.2.8C	Provide technical assistance for the design of spaces that comply with specialized requirements for attention to women, children and adolescents.	1.1						National	0		

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			1.2.2.8D	Limited support in the donation of equipment, furniture, and remodeling of spaces for the specialized courts in San Salvador and San Miguel.	1.1						
1.2.2.8E	Support activities to promote the rights of women and people in vulnerable situations.	1.1						PBJ	10		
1.2.2.8F	Design a public awareness campaign about the new jurisdiction, in coordination with the UTE.	1.1						National	0		
1.2.2.8G	Carry out a study tour to learn about other experiences implementing Specialized Courtrooms for Gender-based Violence Cases.	1.1						PBJ	0	Activity suspended.	
1.3	Executive Technical Unit - Victims and Witness Protection Program										
1.3.1	Carry out an evaluation of the normative laws of the Victims and Witness Protection Program in order to propose reforms.	1.1						National	100	Activity completed in Q4 FY 2018.	
1.3.2	Provide technical assistance in carrying out a diagnostic assessment on the current state of the Program and potential improvements.	1.1						National	90		
1.3.4	Support the implementation of improvements to the Program.	1.1						National	0		
1.4	Attorney General's Office										
1.4.1	Model Legal Office										
1.4.1.1	Strengthening the Rapid Response Units										
1.4.1.1A	Technical assistance to update the Rapid Response Units Manual.	1.2						National	60		
1.4.1.1B	Technical assistance to strengthen the Rapid Response Units via training and equipment.	1.2						PBJ	30		
1.4.1.2	Case Backlog Reduction Program										
1.4.1.2A	Design and validate a practical program to reduce the backlog of cases of homicide, femicide, sexual violence, domestic violence, theft and robbery.	1.2						PBJ	100	Activity completed in Q1 FY 2018.	
1.4.1.2B	Hire temporary personnel to assist updating case files and reduce the backlog.	1.2						PBJ	100	Activity completed in Q1 FY 2018.	
1.4.1.2C	Implement the case backlog reduction program in PBJ municipalities.	1.2						PBJ	80		
1.4.1.3	Modernization of offices and processes of the Complaint Reception Units										
1.4.1.3A	Provide technical assistance to improve the process of receiving complaints, notices and reports in the Complaint Reception Units.	1.2						PBJ	45		
1.4.1.3B	Support the remodeling of spaces and equipping of Complaint Reception Units.	1.2						PBJ	45		
1.4.1.3C	Support the implementation of a wait system for attention to users, including the equipping of attention stations linked to the SIGAP.	1.2						PBJ	50		
1.4.1.3D	Develop a training program to strengthen complaint reception and consultations with users.	1.2						PBJ	35		
1.4.1.4	Prosecutor's Office Management Program										
1.4.1.4A	Technical assistance in the development of a training program on management of prosecutor's offices.	1.1						PBJ	100	Activity completed in Q3 FY 2018.	
1.4.1.4B	Implement the training program in the selected municipalities.	1.1						PBJ	55		
1.4.1.5	Prosecutors' Mentorship Program										
1.4.1.5A	Support the implementation of a mentorship program for new prosecutors working in the following units: Life; Patrimony; Rapid Response; Specialized Attention; and Children and Adolescents.	1.1						PBJ			
1.4.1.6	Temporary evidence warehouse in the FGR (based on internal protocol mentioned above)										
1.4.1.6A	Support the remodeling of spaces and equipping of a temporary evidence warehouse in San Marcos.	1.2						National	30		
1.4.1.6B	Support the remodeling and equipping of temporary evidence warehouses in prosecutor's offices in PBJ municipalities.	1.2						PBJ	60		

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1.4.2	FGR Training School										
1.4.2.1	Provide technical assistance for a diagnostic of training needs for career prosecutors in the FGR.	1.1						PBJ	100	Activity completed in Q4 FY 2018.	
1.4.2.2	Design and implement training activities for career prosecutors working in the PBJ municipalities based on the results of the diagnostic of training needs.	1.1						PBJ	20		
1.4.2.3	Provide technical assistance and equipment for the Jurisprudential Analysis Unit expected to be supervised by the FGR Training School.	1.1						National	0		
1.5	National Civilian Police										
1.5.1	Investigations Sub-Direction										
1.5.1.1	Investigation Division (DIN)										
1.5.1.1A	Support equipping and remodeling of infrastructure to strengthen the investigative capacity of the DINs.	1.2						PBJ	70		
1.5.1.1B	Provide technical assistance and training of DIN personnel to strengthen investigative capacity.	1.2						PBJ	60		
1.5.1.2	Investigation Section (SIS)										
1.5.1.2A	Support equipping and remodeling of infrastructure to strengthen the investigative capacity of the SISs.	1.2						PBJ & non-PBJ	80		
1.5.1.2B	Provide technical assistance and training of SIS personnel to strengthen investigative capacity.	1.2						PBJ & non-PBJ	60		
1.5.2	Secretariat of Community Relations										
1.5.2.1	Community Policing Unit										
1.5.2.1A	Rapid assessment of status of implementation of Community Policing in PBJ/PBS municipalities.	1.3						PBJ & PBS	100	Activity completed in Q2 FY 2018.	
1.5.2.1B	Provide basic IT equipment and furniture for the implementation of Community Policing in PBJ/PBS municipalities.	1.3						PBJ & PBS	80		
1.5.2.1C	Carry out baseline and follow-up surveys in selected municipalities to measure changes in community perceptions of the National Civilian Police. (Activity corresponds to contractual indicator)	1.3						PBJ & PBS	70		
1.5.2.1D	Implement JSSA's exit strategy from non-PBJ/PBS municipalities currently receiving support to implement community policing activities.	1.3						non-PBJ/PBS	100	Activity completed in Q1 FY 2018.	
1.5.2.2	Community Policing Implementation Cycle in PBJ/PBS Municipalities										
1.5.2.2A	Phase 1 - Capacity Building										
1.5.2.2A(1)	Training on basic aspects of the implementation of the Community Policing Model.	1.3						PBJ & PBS	90		
1.5.2.2A(2)	Training on group management for the implementation of Community Policing.	1.3						PBJ & PBS	90		
1.5.2.2A(3)	Carry out workshops and seminars to exchange experiences among different areas of the police in order to share best practices, successes, challenges, etc. to facilitate community policing implementation.	1.3						PBJ & PBS	60		
1.5.2.2B	Phase 2 - Community Diagnostics										
1.5.2.2B(1)	Carry out workshops on the development of community diagnostics.	1.3						PBJ & PBS	80		
1.5.2.2B(2)	Provide technical assistance in completing community diagnostics of selected sub-sectors.	1.3						PBJ & PBS	70		
1.5.2.2B(3)	Support the publication and distribution of the diagnostic assessment forms (pre-diagnostic).	1.3						PBJ & PBS	100	Activity completed in Q3 FY 2018.	
1.5.2.2C	Phase 3 - Operational Plans										

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1.5.2.2C(1)	Carry out workshops with police personnel to develop operational work plans for the sub-sectors.	1.3							PBJ & PBS	70	
1.5.2.2D	Phase 4 - Implementation of Operational Plans										
1.5.2.2D(1)	Provide technical assistance for follow-up and implementation of the operational plans.	1.3							PBJ & PBS	60	
1.5.2.2D(2)	Provide technical assistance and materials to eliminate or address community risk factors identified in the operational plans.	1.3							PBJ & PBS	50	
1.5.2.2E	Phase 5 - Evaluation and Supervision										
1.5.2.2E(1)	Provide technical assistance in the implementation of citizen accountability forums and internal police accountability meetings.	1.3							PBJ & PBS	60	
1.5.2.2E(2)	Provide technical assistance in the Community Policing Evaluation being carried out by the PNC's Strategic Planning Team.	1.3							PBJ & PBS	60	
1.5.2.3	Analysis of Community Policing Statistics and Crime Data										
1.5.2.3A	Diagnostic assessment to determine needs for improvement in interpretation and analysis of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	5	
1.5.2.3B	Provide technical assistance to develop a methodology for interpretation, analysis and correlation of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	0	
1.5.2.3C	Provide technical assistance and training to improve interpretation and analysis of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	0	
1.5.2.4	Improve relationships between the PNC and local communities										
1.5.2.4A	Design and implement a citizen police academy program to integrate community leaders and civil society representatives in PNC initiatives.	1.3							PBJ & PBS	40	
1.5.2.4B	Hold workshops to introduce the Municipal Violence Prevention Committees to community policing.	1.3							PBJ & PBS	0	
1.5.2.4C	Support the PNC in meetings and activities with the Municipal Violence Prevention Committees.	1.3							PBJ & PBS	0	
1.5.2.4D	Provide technical assistance to integrate the PNC in initiatives promoted by the Outreach Centers (CDAs).	1.3							PBJ & PBS	10	
1.5.2.4E	Accompany the PNC in the implementation of community activities such as sporting activities, cultural events and social events.	1.3							PBJ & PBS	70	
1.5.2.4F	Provide technical assistance to implement the Safe Streets program in priority sectors determined in the Plan El Salvador Seguro.	1.3							PBJ & PBS	50	
1.5.2.4G	Develop and print an informative brochure on Community Policing.	1.3							National	60	
1.5.2.4H	Print data collection forms (house visits, citizen contact and business contact forms) as part of the Community Policing model.	1.3							PBJ & PBS	100	Activity completed in Q2 FY 2018.
1.5.2.4I	Develop a Manual for Educational Activities for PNC/community integration activities.	1.3							National	90	
1.5.2.4J	Provide training in the use of the Manual for Educational Activities.	1.3							PBJ & PBS	0	
1.5.2.5	Improve relationships between the PNC and schools (in coordination with USAID's Education for Children and Youth Project)										
1.5.2.5A	Provide technical assistance, strategic planning and materials for the implementation of the Summer School Program.	1.3							PBJ & PBS	60	
1.5.2.5B	Support and accompany the PNC in implementing activities in schools (such as sports, cultural and social activities).	1.3							PBJ & PBS	70	
1.5.2.5C	Provide technical assistance for the development, socialization and implementation of the Manual for Police Intervention in Schools.	1.3							National	80	
1.5.3	Human Rights Unit										

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1.5.3.1	Support the implementation of workshops on human rights, ethics and use of force for investigators and police officers in PBJ/PBS areas.	1.1							PBJ & PBS	20	
1.5.4	Sub-Direction of Public Security - Prevention Division										
1.5.4.1	Program for Police Intervention for Children Exposed to Violence (NEV)										
1.5.4.1A	Design a program focused on police intervention for children exposed to violence (working at the school level and the community level), considering aspects of use of force, human rights and victimization.	1.3							National	25	
1.5.4.1B	Carry out a study tour to New Haven or Charlotte to learn about their experiences in implementing a similar program.	1.3							National	25	
1.5.4.1C	Publish materials on the program.	1.3							National	0	
1.5.4.1D	Train police officers on how to manage and intervene in cases of school violence, as well as in the identification and management of domestic violence situations and victims of sexual violence.	1.3							PBJ	0	
1.5.4.1E	Provide technical assistance to implement the program in at least 2 municipalities.	1.3							PBJ	0	
1.6	Supreme Court										
1.6.1	Institutional Strengthening - Courts and Tribunals										
1.6.1.1	New 24 hour and High Risk court models										
1.6.1.1A	Carry out a feasibility assessment regarding the possibility of implementing new models of judicial and administrative organization and functioning in order to reduce impunity and avoid judicial backlogs.	1.2							National	100	Activity completed in Q4 FY 2018.
1.6.1.1B	Support a study tour to Guatemala to learn about the Guatemalan Supreme Court's experience with 24 hour and High Risk criminal courts.	1.2							National	20	
1.6.1.1C	Provide technical assistance in the development of the 24 hour and High Risk court models, starting with an interinstitutional agreement to implement the models, if the security and justice sector institutions agree to implement them.	1.2							National	15	
1.6.1.2	Justice of the Peace Courts and Sentencing Tribunals (public hearings/oral proceedings)										
1.6.1.2A	Provide technical assistance to strengthen the role of judges in public hearings through practical sessions on orality techniques, interrogations, objections, interviewing witnesses, and use of evidence.	1.2							PBJ & PBS	15	
1.6.1.3	Sentencing Tribunals										
1.6.1.3A	Provide technical assistance to carry out a diagnostic assessment of efficacy and efficiency in sentencing for crimes in the Sentencing Tribunals.	1.2							PBJ	100	Activity completed in Q4 FY 2018.
1.6.1.3B	Provide technical assistance in analyzing causes of hearing suspension, in order to develop a proposal to reduce levels of suspension.	1.2							PBJ	50	
1.6.1.4	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals - Videoconference hearings										
1.6.1.4A	Support the dissemination of the protocol for the management of videoconference hearings.	1.2							PBJ & PBS	70	
1.6.1.4B	Equip videoconference rooms in the Supreme Court and possibly in the penitentiary system.	1.2							PBJ/PBS and other municipalities	15	
1.6.1.4C	Provide technical assistance in developing instructional documents and assistance modules for the videoconference system.	1.2							National	60	
1.6.1.4D	Support the development of a training program for the management of videoconference hearings.	1.2							National	30	
1.6.1.5	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals, Appellate Court										

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1.6.1.5A	Support the strengthening of the administration of criminal tribunals, diagnostic assessment of workload, and proposals for improvement.	1.2						PBJ & PBS	20		
1.6.1.6	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals, Appellate Court, Supreme Court Criminal Chamber										
1.6.1.6A	Provide technical assistance to strengthen legal reasoning and justification for sentences and resolutions.	1.2						PBJ & PBS	10		
1.6.1.7	Supreme Court Criminal Chamber										
1.6.1.7A	Provide technical assistance for the systematization of appeals jurisprudence that comprises legal doctrine.	1.2						National	35		
1.6.2	Integrity of judicial procedures										
1.6.2.1	Support remodeling, equipping and furniture for case file storage in the Judicial Centers of the 6 PBJ municipalities, in order to ensure the integrity of judicial procedures.	1.2						PBJ	20		
1.6.2.2	Support remodeling, furniture and equipment (voice distorters, room dividers) to allow anonymous testimony in courtrooms in the 6 PBJ municipalities.	1.2						PBJ	20		
1.7	National Judicial Council										
1.7.1	Judicial Branch Training Programs										
1.7.1.1	Support the Judicial Training School in designing a specialized course in criminal law for judges assigned to judicial centers in PBJ municipalities.	2.2						PBJ	100	Activity completed in Q3 FY 2018.	
1.7.1.2	Provide technical assistance to the Judicial Training School in the implementation of courses for judges in criminal law.	2.2						PBJ	40		
1.7.1.3	Support the Judicial Training School in designing a specialized course in criminal law for legal secretaries and other judicial staff assigned to judicial centers in PBJ municipalities.	2.2						PBJ	100	Activity completed in Q3 FY 2018.	
1.7.1.4	Provide technical assistance to the Judicial Training School in implementation of courses for legal secretaries and judicial staff in criminal law.	2.2						PBJ	40		
1.8	Forensic Medicine Institute										
1.8.1	Improving performance in oral trials										
1.8.1.1	Provide technical assistance to prepare forensic experts for giving testimony in trial.	1.1						PBJ	15		
1.8.1.2	Provide technical assistance to the IML in designing and implementing a Certification Program for Forensic Experts, for government doctors to be certified as "permanent experts" in accordance with Article 226 of the CPC.	1.1						National	70		
1.8.2	Strengthening the use of scientific evidence										
1.8.2.1	Provide technical assistance in updating protocols for autopsies, psychological and psychiatric studies, blood and sanitation studies, genital exams, DNA tests, and toxicological tests with the objective of strengthening the use of scientific evidence in judicial processes.	1.1						National	80		
1.8.2.2	Support the IML in strengthening technical and scientific capacities of forensic experts in cases of homicide, femicide, sexual crimes, sexual violence and domestic violence.	1.1						PBJ	35		
1.8.2.3	Support the development of training programs on topics including training of instructors, management, and management of IML technical areas.	1.1						PBJ	100	Activity completed in Q4 FY 2018.	
1.8.2.4	Strengthen regional offices, including remodeling and provision of medical equipment, laboratory equipment, and an autopsy area (San Salvador, San Miguel, Sonsonate and San Vicente).	1.2						PBJ	30		
1.8.2.5	Strengthen outlying clinics, including remodeling and provision of equipment and laboratories (Cojutepeque and Zacatecoluca).	1.2						PBJ	30		
1.9	Civil Society										

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1.9.1	Support civil society organizations in carrying out studies on impunity and the National problem of violence, considering interinstitutional security and justice aspects.	3.A							National	0	
2	II. ACCESS TO JUSTICE										
2.1	Inter-institutional Initiatives										
2.1.2	Provide technical assistance to link the Supreme Court's electronic notification system with the FGR and PGR.	1.2							National	55	
2.1.3	Provide technical assistance to the FGR and PNC to allow citizens to submit initial complaints and warnings via websites and mobile devices.	1.1							National	40	
2.2	Executive Technical Unit										
2.2.1	Provide technical assistance to expand the UTE's Program for Access to Justice and Popular Education in schools.	3.A							PBJ & PBS	80	
2.2.2	Support the development of a mobile app with a directory of services from security and justice sector institutions, as well as informational materials to disseminate information about the services provided.	1.1							National	0	
2.2.3	Provide technical assistance to design or improve the websites of the security and justice sector institutions to serve as a directory and platform for services, linking the website with a mobile app.	1.1							National	0	
2.2.4	Design and implement a public awareness campaign about victims' rights and attention to victims.	1.1							National	0	
2.3	Attorney General's Office										
2.3.1	Design and implement a communications and electronic notification system with institutions and individual users.	1.2							National	0	
2.3.2	Design and implement improvements to the institutional website and mobile apps to expand online services and improve users' access.	1.2							National	0	
2.4	National Civilian Police										
2.4.1	Support the strengthening of 6 ODACs of the PNC, with an interinstitutional focus (San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca and Cojutepeque).	1.3							PBJ	15	
2.4.2	Provide technical assistance to the PNC to strengthen the complaint reception system in the field using websites and mobile devices.	1.3							PBJ	30	
2.4.5	Provide technical assistance to the PNC to adjust and publish the form for receiving complaints to expand the geographic coverage.	1.3							PBJ	5	
2.5	Supreme Court of Justice										
2.5.1	Users' Attention Centers										
2.5.1.1	Support the strengthening of 5 CAUs in PBJ municipalities (San Salvador, San Miguel, San Vicente, Sonsonate and Zacatecoluca).	1.2							PBJ	35	
2.5.1.2	Support the establishment of a CAU for the Cojutepeque courts.	1.2							PBJ	0	
2.5.1.3	Finish strengthening the CAUs in Chalchuapa and Usulután.	1.2							non-PBJ/PBS	20	Completion of activity that began in FY 2017.
2.5.1.4	Provide technical assistance to create a standardized system to consolidate CAUs on a National level.	1.2							National	70	
2.5.1.5	Update the Supreme Court's guidance manual concerning technical competencies for attention to different users.	1.2							PBJ & PBS	0	
2.5.2	Electronic notification system										

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			Q1	Q2	Q3	Q4	Q1	Q2			
2.5.2.1	Provide technical assistance to develop a manual and instructive for the electronic notification system.	1.2							National	40	
2.5.2.2	Provide technical assistance to implement the electronic notification system in Sentencing Tribunals and Appellate Courts.	1.2							PBJ & PBS	70	
2.5.2.3	Provide technical assistance for the design and implementation of a public campaign to disseminate the electronic notification system.	1.2							National	15	
2.5.2.4	Support remodeling of a space for attention to lawyers registering for the electronic notification system.	1.2							National	100	Activity completed in Q4 FY 2018.
2.5.3	Strengthening the IT Direction										
2.5.3.1	Support the development of IT training initiatives to ensure security and maintenance of the Supreme Court's IT systems.	1.2							National	15	
2.5.3.2	Provide technical assistance for the design of a data center for the Supreme Court.	1.2							National	100	Activity completed in Q3 FY 2018.
2.5.3.3	Provide limited equipment to the IT Direction for the development of IT systems.	1.2							National	100	Activity completed in Q3 FY 2018.
2.5.4	Mobile apps/connectivity										
2.5.4.1	Provide technical assistance to the CSJ to strengthen connectivity of the Judicial Branch's network, including the design of mobile apps to improve access to justice.	1.2							National	5	
2.5.5	Strengthening of criminal courts										
2.5.5.1	Provide technical assistance to adjust PROTEUS (case management system) to the processes of the Sentencing Chambers and Appellate Courts.	1.2							PBJ	40	
2.5.5.2	Provide technical assistance to apply innovations from the Model Tribunal, Criminal Jurisdiction, and case management techniques in justice of the peace courts and other tribunals.	1.2							PBJ & PBS	10	
2.5.5.3	Support the implementation of a Judicial Management Training Program for personnel assigned to judicial centers in PBJ/PBS municipalities.	2.3							PBJ & PBS	100	Activity completed in Q2 FY 2018.
2.5.5.4	Provide on-site technical assistance to judges regarding tools that can contribute to the efficient management of workloads.	2.3							PBJ & PBS		
2.5.5.5	Provide technical assistance for a diagnostic assessment of training needs for personnel in the Criminal Chamber.	1.2							National	90	
2.5.5.6	Provide technical assistance for the development of a specialized training program in response to technical competencies of personnel in the Criminal Chamber.	1.2							National	15	
2.5.5.7	Develop a manual for the case management system in the Criminal Chamber (PROTEUS).	1.2							National	100	Activity completed in Q3 FY 2018.
2.5.5.8	Provide technical assistance to the Criminal Chamber to update position profiles.	1.2							National	90	
2.6	Public Defender's Office										
2.6.1	Carry out a situational diagnosis of public defense in PBJ municipalities to determine management processes, workload, and needs for furniture, equipment, remodeling and training, among other areas.	1.2							PBJ	100	Activity completed in Q3 FY 2018.
2.6.2	Provide technical assistance and training to improve technical defense and ensure that public defenders can adequately defend their clients.	1.2							PBJ	40	
2.6.3	Train public defenders in key topics such as: Current considerations in crime theory; Evidence in the criminal process; Legal reasoning and justification for criminal cases; Oral litigation techniques; and others.	1.1							PBJ	80	
2.6.4	Remodel offices of public defenders to ensure privacy to attend to users.	1.2							PBJ	80	
2.6.5	Provide equipment and furniture to public defense offices so that they can adequately prepare cases and store files to avoid loss and deterioration.	1.2							PBJ	80	

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			Q1	Q2	Q3	Q4	Q1	Q2			
2.6.6	Coordinate with the PNC so that public defenders have adequate space and equipment to interview suspects.	1.2						PBJ	70		
2.7	Forensic Medicine Institute										
2.7.1	Provide technical assistance to create an institutional case file management system for the IML.	1.2						National	40		
2.7.2	Provide technical assistance to implement Users' Attention Centers in the San Salvador and Sonsonate IML offices.	1.2						PBJ	20		
2.7.3	Provide technical assistance to strengthen Users' Attention Centers in the San Vicente and San Miguel IML offices.	1.2						PBJ	20		
2.8	Civil Society										
2.8.1	Support civil society organizations in promoting improvements to justice sector institutions, ethics, and encouraging citizen confidence in the justice sector.	3.A						National	0		
2.8.2	Support youth civil society organizations in training their members on topics regarding access to justice.	3.A						National	0		
2.8.3	Promote interactions between youth and justice sector operators in order to encourage exchange of ideas and knowledge of key topics in the country.	3.A						National	0		
2.8.4	Support civil society organizations in implementing initiatives to strengthen the security and justice sector and public probity.	3.A						National	10		
3	III. TRANSPARENCY AND ANTI-CORRUPTION										
3.1	Attorney General's Office										
3.1.1	Strengthening the Inspector General's Office										
3.1.1.1	Support the updating of institutional preventative-sanctionary norms to strengthen the Inspector General.	1.1						National	60		
3.1.1.2	Provide technical assistance to strengthen technical capacities of the Inspector General's Office.	1.1						National	80		
3.1.1.3	Support the development of workshops with key personnel to implement the new administrative sanctionary procedures of the Inspector General's Office.	1.1						National	0		
3.1.1.4	Provide technical assistance to update the case management system of the Inspector General's Office.	1.1						National	80		
3.1.2	Strengthening the Unit for Access to Public Information										
3.1.2.1	Provide technical assistance to update the FGR's Transparency Portal.	1.2						National	100	Activity completed in Q4 FY 2018.	
3.2	National Civilian Police										
3.2.1	Integrity Evaluation and Control Center (CECC)										
3.2.1.1	Socialize the legal proposal for the Integrity Evaluation and Control Center (part of the Police Career Law).	1.1						National	10		
3.2.1.2	Support the PNC in carrying out meetings to disseminate the Police Career Law with the National Security Council and civil society.	1.1						National	0		
3.2.1.3	Finalize the manual for the functioning and processes of the CECC.	1.1						National	70		
3.2.1.4	Support the establishment of an office for the creation of the CECC.	1.1						National	0		
3.3	Supreme Court of Justice										
3.3.1	Probity Unit										
3.3.1.1	Improved Management Practices to Reduce Case Backlog										
3.3.1.1A	Support the Probity Unit in the digitalization of the oldest patrimony declarations, through the donation of data converters and IT equipment.	2.1						National	60		

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			Q1	Q2	Q3	Q4	Q1	Q2			
3.3.1.1B	Support the Probity Unit in the development and validation of an electronic patrimony declaration form that will be secure and accessible to the public.	2.1						National	5		
3.3.1.1C	Develop an instructional guide for the use and completion of the electronic patrimony declaration form.	2.1						National	0		
3.3.1.1D	Train personnel from the Probity Unit on the characteristics of the new electronic form.	2.1						National	0		
3.3.1.1E	Provide technical assistance in developing an IT case management system that includes all of the processes implemented by the Probity Unit, with the objective of increasing control and efficiency.	2.1						National	75		
3.3.1.1F	Train personnel from the Probity Unit and Supreme Court IT Unit on the use of the case management system.	2.1						National	0		
3.3.1.1G	Provide IT equipment to improve the access to information through the case management system and improve investigative procedures.	2.1						National	60		
3.3.1.1H	Provide technical assistance and workshops for analysis and development of proposed legal reforms in order to improve the efficiency of the patrimony declaration process and reduce workloads.	2.1						National	5		
3.3.1.1I	Provide technical assistance in the development and validation of a manual for the management and storage of files.	2.1						National	0		
3.3.1.1J	Provide the Probity Unit with equipment and software necessary to store files, with the objective of ensuring confidentiality and integrity of files for the analysis of information.	2.1						National	50		
3.3.1.1K	Support the strengthening of information security controls to ensure appropriate custody of documents.	2.1						National	0		
3.3.1.1L	Provide specialized training in topics such as: financial analysis, forensic auditing, analysis and interpretation of financial data, investigation techniques, methods of analysis, money laundering, crimes against public administration, and report-writing techniques.	2.1						National	80		
3.1.1.2	New Probity Law										
3.1.1.2A	Provide technical assistance in adjusting forms and instructional guides to the new Probity Law.	2.1						National	0		
3.1.1.2B	Train personnel from the Probity Unit in the application of the new Probity Law.	2.1						National	0		
3.1.1.2C	Support the design and implementation of a publicity campaign in social networks and mass media about the services and role of the Probity Unit.	2.1						National	0		
3.1.1.3	Interinstitutional collaboration										
3.1.1.3A	Improve collaboration between the Probity Unit and the Attorney General's Office via joint training on relevant topics from constitutional, administrative, civil, commercial and criminal law with the objective of improving processes.	2.1						National	80		
3.1.1.3B	Support the development and validation of a format for final investigative reports, including all of the elements necessary to ensure that the information obtained by the Probity Unit can be used by the FGR.	2.1						National	80		
3.1.1.3C	Support coordination meetings between the Probity Unit, FGR and Court of Accounts to provide administrative follow-up and prioritize cases, with the objective of creating and strengthening transparency mechanisms and fighting corruption.	2.1						National	0		
3.1.1.3D	Support the development of training workshops for liaisons from public institutions regarding the timely provision of lists of civil servants from their institutions that are required to submit patrimony declarations, so that the Probity Unit can update its database of civil servants that must submit declarations.	2.1						National	0		
3.3.2	Professional Investigation Unit										
3.3.2.1	Support the implementation of recommendations and proposals for improvement, stemming from the situational diagnostic assessment, that involve speeding and standardizing procedures and developing forms and instructive guides.	2.1						National	50		

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			Q1	Q2	Q3	Q4	Q1	Q2			
			3.3.2.2	Develop an IT case tracking system for the Unit and provide necessary equipment for its functioning, with the goal of speeding procedures and making them more transparent.	2.1						
3.3.2.3	Support personnel from the Professional Investigation Unit and the Supreme Court's IT Unit in the implementation of the IT system.	2.1						National	0		
3.3.2.4	Provide technical assistance to develop and validate basic investigation guides for administrative sanctionary procedures.	2.1						National	100	Activity completed in Q1 FY 2018.	
3.3.2.5	Support dissemination activities for the electronic notification system and registration of lawyers in the system, on a regional level.	2.1						National	25		
3.3.2.6	Provide technical assistance in the development and management of a File Management and Storage Manual.	2.1						National	5		
3.3.2.7	Provide technical assistance and equipment for the development of an IT system based on a unique number for legal professionals, with the objective of providing timely information on reports or procedures in process in the corresponding bodies.	2.1						National	75		
3.3.2.8	Train personnel from the Judicial Investigation Unit, Professional Investigation Unit, and Supreme Court IT Unit on the use of the system based on unique numbers.	2.1						National	0		
3.3.2.9	Train personnel in areas such as: Administrative sanctionary law, Investigation techniques (hypothesis and use of evidence), Initiation of investigations, Types of sanctions (criteria and proportionality), Report writing techniques and legal justification of resolutions, etc.	2.1						National	80		
3.3.3	Judicial Investigation Unit										
3.3.3.1	Carry out a diagnostic assessment of the operativity of judicial investigations in general and key procedures in particular, in order to improve procedures.	2.1						National	100	Activity completed in Q3 FY 2018.	
3.3.3.2	Develop an IT case tracking system for the Unit and provide necessary equipment for its functioning, with the goal of speeding procedures and making them more transparent.	2.1						National	65		
3.3.3.3	Support personnel from the Professional Investigation Unit and the Supreme Court's IT Unit in the implementation of the IT system.	2.1						National	0		
3.3.3.4	Support dissemination activities for the electronic notification system and registration of judges and magistrates in the system, on a regional level.	2.1						National	0		
3.3.3.5	Provide technical assistance in the development and management of a File Management and Storage Manual.	2.1						National	5		
3.3.3.6	Provide barcode readers to improve the ability to find and control files.	2.1						National	80		
3.3.3.7	Train personnel in areas such as: Administrative sanctionary law, Investigation techniques (hypothesis and use of evidence), Initiation of investigations, Types of sanctions (criteria and proportionality), Official crimes and procedures regarding immunity; Report writing techniques and legal justification of resolutions, etc.	2.1						National	60		
3.3.4	Strengthen the efficiency and transparency of the courts										
3.3.4.1	Process Distribution Offices (ODP)										
3.3.4.1A	Support the strengthening of 4 ODPs in Supreme Court offices (San Salvador, San Vicente, San Miguel and Sonsonate)	1.2						PBJ	25		
3.3.4.1B	Support the creation of an ODP in the Zacatecoluca Supreme Court.	1.2						PBJ	0		
3.3.4.1C	Support the creation of 2 ODPs in Supreme Court offices (Chalchuapa and Usulután).	1.2						non-PBJ	0	Completion of activity that began in FY 2017.	
3.3.4.1D	Support activities to increase technical competencies of ODP staff.	1.2						National	50		
3.3.5	Office of Access to Public Information										
3.3.5.1	Pilot plan: Access to Public Information through CAUs										
3.3.5.1A	Implement the pilot plan for CAUs in San Miguel and Santa Ana to be auxiliary units of the Office of Access to Public Information.	2.3						PBJ & Non-PBJ	0	Completion of activity that began in FY 2017.	

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			Q1	Q2	Q3	Q4				Q1	Q2
3.3.5.1B	Develop a management system for access to information, which will track all requests received through the time the information is delivered.	2.3					National	50			
3.3.5.1C	Evaluate the functioning of the CAU to determine opportunities for improvement to the pilot program.	2.3					PBJ	0			
3.3.5.1D	Expand the pilot program to the other 5 PBJ municipalities.	2.3					PBJ	0			
3.3.5.1E	Train CAU staff in topics such as: Use of the management system for access to information; Information contained in the Transparency Portal; Reception and requests for information; Key guidelines from the Institute for Access to Information to the auxiliary units; and others.	2.3					PBJ	20			
3.3.5.1F	Support training of Judicial Branch staff in units that receive information requests in order to improve response time and increase their willingness to provide the requested information.	2.3					National	80			
3.3.5.1G	Support training courses for magistrates and judges on protection of personal data.	2.3					National	100	Activity completed in Q3 FY 2018.		
3.3.5.1H	Support training of magistrates and judges on access to public information in PBJ municipalities.	2.3					PBJ	100	Activity completed in Q3 FY 2018.		
3.3.5.2	Transparency Portal of the Judicial Branch										
3.3.5.2A	Design and develop an IT system for the new Transparency Portal of the Judicial Branch, in accordance with guidelines from the Institute for Access to Public Information.	2.3					National	100	Activity completed in Q4 FY 2018.		
3.3.5.2B	Train staff from the Office for Access to Public Information and IT staff in the functioning of the system.	2.3					National	80			
3.3.5.2C	Support training for Judicial Branch staff on the importance of the Transparency Portal.	2.3					National	20			
3.3.5.2D	Provide the Office of Access to Public Information with the IT equipment necessary for the Transparency Portal.	2.3					National	60			
3.3.5.3	Judicial Documentation Portal										
3.3.5.3A	Design and develop a new IT system for the Judicial Documentation Portal.	2.3					National	100	Activity completed in Q4 FY 2018.		
3.3.5.3B	Train staff from the Documentation Center and IT staff on the use of the system.	2.3					National	100	Activity completed in Q4 FY 2018.		
3.3.5.3C	Provide the Documentation Center with IT information necessary for the new portal.	2.3					National	60			
3.3.5.4	Accountability Manual										
3.3.5.4A	Develop an Accountability Manual that contains the elements that must be included in accountability reports.	2.3					National	50			
3.3.5.4B	Support training of Judicial Branch personnel in the use of the Accountability Manual.	2.3					National	0			
3.4	National Judicial Council										
3.4.1	Evaluation Unit										
3.4.1.1	Provide technical assistance in the development of an Evaluation Manual for magistrates of second instance chambers and Judges of first instance and peace.	2.2					National	100	Activity completed in Q4 FY 2018.		
3.4.1.2	Support the development of workshops to validate the Manual.	2.2					National	100	Activity completed in Q4 FY 2018.		
3.4.1.3	Support the training of evaluators on the application of the manual.	2.2					National	10			
3.4.1.4	Support the publication of the Manual for magistrates, judges and evaluators.	2.2					National	0			
3.4.2	Selection Unit										
3.4.2.1	Support the development and validation of a Selection Manual for magistrates and judges.	2.2					National	100	Activity completed in Q1 FY 2018.		
3.4.2.2	Support training on the Selection Manual.	2.2					National	100	Activity completed in Q3 FY 2018.		
3.4.2.3	Support the publication of the Selection Manual.	2.2					National	100	Activity completed in Q1 FY 2018.		
3.4.3	Judicial Career Law										
3.4.3.1	Provide technical assistance to review and validate the Judicial Career Law.	2.1					National	25			
3.4.3.2	In coordination with the Judicial Training School, develop a training plan on the disciplinary system for magistrates and judges.	2.1					National	100	Activity completed in Q3 FY 2018.		

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			Q1	Q2	Q3	Q4				Q1	Q2
3.4.3.3	Lead training courses on the disciplinary system for magistrates and judges in PBJ municipalities.	2.1					PBJ	100	Activity completed in Q3 FY 2018.		
3.4.4	Key Transparency and Anti-corruption Courses										
3.4.4.1	Develop a specialization course for magistrates and judges on forensic and financial analysis.	2.1					National	100	Activity completed in Q3 FY 2018.		
3.4.4.2	Implement the specialization course for magistrates and judges on forensic and financial analysis.	2.1					PBJ	50			
3.5	Civil Society and Public Campaigns										
3.5.1	Strengthen civil society oversight of judicial transparency in the Judicial Branch, Attorney General's Office and Public Defender's Office										
3.5.1.1	Carry out studies on the reach, causes and impact of corruption in the justice sector; opportunities to reduce the crime levels without denunciations via collaboration between civil society and justice sector operators.	3.A					National	0	Activity on-hold pending USAID instructions.		
3.5.1.2	Carry out a legal and practical analysis of completed corruption cases to identify irregularities.	3.A					National	0	Activity on-hold pending USAID instructions.		
3.5.1.3	Develop a diagnostic assessment on the internal systems of the Supreme Court that may lead to corruption.	3.A					National	0			
3.5.1.4	Support civil society organizations working to strengthen transparency by monitoring that judges selected meet the merit-based profiles established by the CNJ.	3.A					National	90			
3.5.2	Probity Law										
3.5.2.1	Hold workshops and seminars for various groups to promote the enactment of a new Probity Law.	3.A					National	0			
3.5.2.2	Design and develop a public campaign for the new Probity Law in social networks and the media.	3.A					National	0			
4	IV. LEGAL FRAMEWORK, POLICIES AND PROCEDURES										
4.1	Executive Technical Unit (UTE)										
4.1.1	Strategic Plan										
4.1.1.1	Support the development of the UTE's Institutional Strategic Plan.	1.1					National	100	Activity completed in Q2 FY 2018.		
4.1.1.2	Support the dissemination of the Strategic Plan.	1.1					National	70			
4.1.2	National Justice Sector Policy										
4.1.2.1	Develop the National Justice Sector Policy.	1.1					National	0			
4.1.2.2	Support the publication and dissemination of the Policy.	1.1					National	0			
4.1.3	Annotated Criminal Procedure Code										
4.1.3.1	Publish the Annotated Criminal Procedure Code.	1.1					National	100	Activity completed in Q4 FY 2018.		
4.1.3.2	Support the development of dissemination workshops on the Annotated Code.	1.1					National	70			
4.1.4	Information Sharing Protocol										
4.1.4.1	Promote the approval of the Information Sharing Protocol by the Justice Sector Coordinating Commission.	1.1					National	0	Activity suspended by the UTE.		
4.1.4.2	Once approved, disseminate the Information Sharing Protocol with personnel from justice sector institutions.	1.1					National	0	Activity suspended by the UTE.		
4.1.5	Measuring the impact of the Criminal Procedures Code										
4.1.5.1	Hold work meetings with justice sector institutions to determine modifications to UTE's CPP indicators and eventual approval by the Coordinating Commission.	1.1					National	0	Activity suspended by the UTE.		
4.1.5.2	Support the development of a report measuring the impact of the CPP for the years 2016-2017 utilizing the revised indicators.	1.1					National	0	Activity suspended by the UTE.		
4.1.6	Reforms to the CPP										
4.1.6.1	Provide technical assistance for the development of potential reforms to the CPP and the presentation of the proposed reforms to the Coordinating Commission.	1.1					National	25			

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			Q1	Q2	Q3	Q4	Q1	Q2			
4.2	Attorney General's Office										
4.2.1	Organic Law of the FGR										
4.2.1.1	Provide technical assistance to update the Organic Law and its regulations.	1.2						National	90		
4.2.1.2	Support the publication and dissemination of the new Organic Law and its regulations.	1.2						National	0		
4.2.2	Strategic Plan 2018-2022										
4.2.2.1	Provide technical assistance for the development of the Strategic Plan.	1.2						National	100	Activity completed in Q3 FY 2018.	
4.2.2.2	Support the publication and dissemination of the Strategic Plan.	1.2						National	100	Activity completed in Q4 FY 2018.	
4.2.2.3	Support the implementation of strategic actions from the Plan in PBJ municipalities.	1.2						PBJ	50		
4.2.3	Directorate of Management, Analysis and Access to Information										
4.2.3.1	Statistics Unit - SIGAP										
4.2.3.1A	Support remodeling and equipping of SIGAP's Directorate of Management, Analysis and Access to Information, including the purchase of software licenses for the Unit.	1.2						National	70		
4.2.3.1B	Provide technical assistance and training to optimize the processing of statistical data, design of information processing methods, and interpretation of data.	1.2						National	40		
4.2.3.1C	Strengthen SIGAP by developing an updated version of the system.	1.2						National	85		
4.2.3.1D	Promote the development of an interinstitutional agreement with the PNC and IML to facilitate electronic sharing of information regarding criminal procedures that is integrated in the SIGAP.	1.2						National	0		
4.2.3.1E	Provide technical assistance to improve administrative coordination processes and the use of statistical information in prosecutor's offices and by the Statistics Unit.	1.2						PBJ	20		
4.2.3.2	Analysis Unit										
4.2.3.2A	Provide technical assistance to carry out a diagnostic assessment of the current status of the FGR's Analysis Unit.	1.2						National	0	Howard Buffett Foundation implemented this activity.	
4.2.3.2B	Support remodeling and the provision of equipment and software in support of technical activities of the Analysis Unit.	1.2						National	90		
4.2.3.2C	Develop a specialized training program to improve strategic analysis in investigations.	1.2						National	30		
4.2.4	Criminal Prosecution Policy										
4.2.4.1	Support the publication of the Criminal Prosecution Policy of the FGR.	1.2						National	100	Activity completed in Q1 FY 2018.	
4.2.4.2	Provide technical assistance for the dissemination of the Criminal Prosecution Policy on a National and interinstitutional level.	1.2						National	90		
4.2.4.3	Provide technical assistance to develop an implementation plan for priority areas of the Criminal Prosecution Policy on a National level.	1.2						National	60		
4.2.4.4	Provide technical assistance to follow-up and coordinate the implementation plan for the Criminal Prosecution Policy in PBJ municipalities.	1.2						PBJ	0		
4.2.4.5	Criminal Prosecution Policy with a focus on violence against women										
4.2.4.5A	Provide technical assistance for the development of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2						National	90		
4.2.4.5B	Support the publication and dissemination of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2						National	0		
4.2.4.5C	Support the implementation of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2						National	20		
4.3	National Civilian Police										
4.3.1	Technical Secretariat - Planning Unit										
4.3.1.1	National Surveys										

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub-Component	FY 2018		FY 2019		Coverage	% Complete to Date	Notes		
			Q1	Q2	Q3	Q4				Q1	Q2
4.3.1.1A	Support the development of a National public opinion survey of the PNC.	1.2					National	100	Activity completed in Q2 FY 2018		
4.3.1.1B	Socialize the internal and external perception surveys.	1.2					PBJ	100	Activity completed in Q2 FY 2018		
4.3.1.1C	Support the development of a plan to implement measures to improve the perception of the PNC.	1.2					PBJ	50			
4.3.1.1D	Provide technical assistance for the implementation of measures to improve the perception of the PNC.	1.2					PBJ	40			
4.3.1.1E	In accordance with PNC priorities, provide technical assistance in modernizing processes/procedures in the Technical Secretariat.	1.2					National	100	Activity completed in Q4 FY 2018.		
4.3.2	Administration Sub-Direction										
4.3.2.1	Strengthening of institutional leadership										
4.3.2.1A	Establish and strengthen the PNC Leadership Development Center.	1.1					National	0			
4.3.2.1B	Support the development of courses on leadership and police command for police officers in PBJ/PBS municipalities.	1.1					PBJ & PBS	50			
4.3.2.1C	Publish the Police Doctrine Manual within the PNC.	1.1					PBJ	90			
4.3.2.1D	Support the implementation of leadership and police doctrine concepts learned in the course.	1.1					PBJ	15			
4.3.2.2	Social Welfare										
4.3.2.2A	Carry out a diagnostic assessment to determine the effects of violence against PNC members and their families (such as desertions, suicides, assassination of police officers, and assassinations of family members).	1.1					National	50			
4.3.2.2B	Support the creation of an information management system to identify and monitor stress incidents.	1.1					National	15			
4.3.2.2C	Provide technical assistance for the creation of a stress prevention and control program within the PNC to reduce and control the effects of stress in the police work environment.	1.1					National	30			
4.3.3	Communications Unit										
4.3.3.1	Provide technical assistance in the development of processes and protocols for communications with the press, communities, and public officials. (on hold)	1.2					National	0	Suspended indefinitely per agreement with USAID.		
4.3.3.2	Support the execution of the workshop on communications management and public media. (on hold)	1.2					PBJ	0	Suspended indefinitely per agreement with USAID.		
4.3.3.3	Carry out trainings and workshops to strengthen the capacity of community police, police managers, and investigators in the implementation of communications protocols. (on hold)	1.2					PBJ	0	Suspended indefinitely per agreement with USAID.		
4.4	Supreme Court of Justice										
4.4.1	Strategic Plan of the Judicial Branch										
4.4.1.1	Promote the Strategic Plan within the institution.	2.3					National	95			
4.4.1.2	Support the development of an IT system for strategic and operative management of the Judicial Branch.	2.3					National	60			
4.4.1.3	Train personnel from the Planning Unit and IT unit on the system.	2.3					National				
4.4.1.4	Conduct a diagnostic to merge the Human Resources Unit with Central Technical Unit as part of the creation of a new Institutional Human Talent Directorate.	2.3					National	100	Activity completed in Q4 FY 2018.		
4.4.1.5	Provide technical assistance to revise internal processes in accordance with the new organizational structure of the Supreme Court.	2.3					National	30			
4.5	Forensic Medicine Institute										
4.5.1	Strategic Plan										
4.5.1.1	Provide technical assistance to update and disseminate the IML's Institutional Strategic Plan 2018-2020.	1.2					National	20			

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub-Component	FY 2018				FY 2019		Coverage	% Complete to Date	Notes
			Q1	Q2	Q3	Q4	Q1	Q2			
4.5.1.2	Support the development of operative plans.	1.2							National	10	
4.5.2	Restructuring										
4.5.2.1	Provide technical assistance for the development of a proposal for an organic restructuring of the IML.	1.2							National	0	
4.5.2.2	Provide technical assistance for the design of an independent Forensic Institute (including an analysis of required legal reforms).	1.2							National	0	
4.5.3	Process re-engineering										
4.5.3.1	Provide technical assistance to update procedures in each of the IML's clinical areas.	1.2							National	80	
4.6	Public Defender's Institute										
4.6.1	Strategic Plan 2017-2021										
4.6.1.1	Publication and socialization of the Strategic Plan of the PGR.	1.2							National	100	Activity completed in Q2 FY 2018.
4.6.2	Public Defender Selection and Recruitment Manual										
4.6.2.1	Support the publication and dissemination of the Public Defender Recruitment and Selection Manual.	1.2							National	100	Activity completed in Q3 FY 2018.
4.6.3	Public Defense Manual										
4.6.3.1	Develop the Public Defense Manual.	1.2							National	90	
4.6.3.2	Hold validation workshops for the Public Defense Manual.	1.2							National	100	Activity completed in Q1 FY 2018.
4.6.3.3	Publish and disseminate the Public Defense Manual.	1.2							National	85	

SUCCESS STORIES



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SUCCESS STORY

Swift Attention to Victims and Access to Justice in El Salvador

Since April 2018, the Sonsonate Model Legal Office has boasted modern equipment to avoid re-victimization by taking testimony using the Gesell chamber method.



Photo by Checchi and Company Consulting, Inc.

“Thanks to USAID support, my family and I received attention at the Legal Office of Sonsonate. With the personal treatment we received, little by little we are overcoming this sad experience. We hope to close this chapter of our lives soon.”

—Inés Ezequiel Trampa, father and user of the Model Legal Office of Sonsonate.

Inés Ezequiel Trampa, over 50 years old, tends his bean crops by day and works as a security guard for a business by night.

Until recently, he had always slept restfully. But on June 10, 2018, his daughter – a fourteen-year old student in the 9th grade – confessed to him that she had been sexually abused by a neighbor. Inés was filled with a thirst for justice after learning that his daughter’s rights had been violated.

Placing their hopes in the justice system, Inés and his daughter left home at 4 the next morning to report the assault at the Model Legal Office of Sonsonate. There, they both received appropriate attention and counseling, as well as legal support to begin a case against the aggressor.

USAID’s Justice Sector Strengthening Activity has provided extensive support to the Attorney General’s Office to implement Model Legal Offices throughout the country, with the goal of ensuring comprehensive attention to victims and improving the investigation and prosecution of crimes. The strengthened office in Sonsonate was inaugurated on August 31, 2018 and includes a Victims’ Assistance Center (UAEM) with a medical clinic, a crisis attention room and a play therapy space. In addition, the office now has a Gesell Chamber with modern equipment and appropriate facilities, allowing victims and witnesses to testify in a friendly and non-hostile environment instead of having to confront their alleged attackers in the courtroom.

Inés’ daughter received services from the new Victims’ Assistance Center (UAEM) in Sonsonate. There, the adolescent and her family received rapid and high-quality medical and psychological attention. The new office was key to their access to justice: “If this Legal Office didn’t have a UAEM, we would have had to go all the way to Santa Tecla. This would have meant twice the cost for transportation and food. A double sacrifice.”

According to Jennie Cornejo, head of the Sonsonate UAEM, “26 declarations have been taken using the Gesell Chamber method [since its installation in April], resulting in important convictions.”

Currently, the case is in the criminal investigation stage. Inés’ daughter will testify using the Gesell Chamber by the end of October 2018, with the hope of soon receiving a sentence in her favor. Meanwhile, the teen has returned to activities she enjoyed prior to the assault; she has returned to school and says she feels safer. Little by little, she is reclaiming her dream of becoming a business owner in order to advance herself and her family.



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SUCCESS STORY

Community Engagement in Violence Prevention

USAID supports community policing initiatives that strengthen citizens' confidence in police in order to prevent violence.



Photo by Checchi and Company Consulting, Inc.

“With the Children’s Brigade, I have learned to put values into practice, such as friendship, solidarity, tolerance, and the main one for me, peace.”

—Joshua Gerardo Vides Ramos, 5, member of the NCP Children’s Brigade in the municipality of Sonsonate

With his blue suit, clean boots, and attitude of a good police officer, Joshua Gerardo Vides Ramos forms part of the National Civilian Police’s (NCP) Children’s Brigade activities in the municipality of Sonsonate. At five years old and a current prekindergarten student, he stands out because of his joy and teamwork.

The Children’s Brigade consists of ten children between the ages of 5 and 12 who wear police uniforms and visit the main streets and neighborhoods of Sonsonate. Through these activities and their interactions with the police officers who lead the group, the children learn about accident prevention, healthy coexistence, and community interaction.

This group is part of the community policing efforts supported by USAID’s Justice Sector Strengthening Activity (JSSA) in Sonsonate and seven other priority municipalities around the country. The JSSA helps strengthen police officers’ community engagement skills in order to involve local communities in crime prevention activities.

Joshua has learned that the solidarity instilled in the group helps him to be a better child, and in the future, a better citizen. “Police officers are good people. They talk to me about a culture of peace. What I learn here, I share with my school classmates,” expressed Joshua, who also shares his knowledge in the community and at home.

The family of this exemplary child has always supported the NCP’s community policing work. Luz Erlinda Vides, Joshua’s mother, asserts that the best example she has been able to give her son is to learn to see community policing as an agent of change and not repression. This is reflected in her statement that, “the Community Policing work with the Children’s Brigade is admirable. It has strengthened friendly relations.”

Becoming part of this NCP group has helped Joshua and his fellow members learn discipline and responsibility, along with creativity, dynamism and solidarity. “I am happy to be a police officer. I know that what I am doing is good for me,” proclaimed this charismatic child who dreams of becoming a police officer with the NCP when he grows up.

Joshua is an example of the positive impact resulting from the Children’s Brigade, which, as part of the Community Policing philosophy, helps to safeguard human rights and act as an agent of peace.



SUCCESS STORY

Improving Skills of Forensic Doctors

USAID-supported training for resident doctors of the Forensic Medicine Institute contributes to strengthening prompt and accurate justice.



Photo by Checchi and Company Consulting, Inc.

“Forensic medicine is new in El Salvador, and with USAID support, we are speaking the same forensic language as other Latin American countries. This is a plus for us.”

—Dr. Ramón Gutiérrez, third-year resident doctor in the Forensic Medicine Institute

When he was a child, Ramón Ulises Gutiérrez Gavidia often pretended to be the doctor for his family. As he grew up he worked towards this dream, and today, at age 40, he is a doctor specializing in forensic medicine.

Dr. Gutiérrez is one of more than 50 people from El Salvador’s Forensic Medicine Institute (IML) participating in a comprehensive training process supported by USAID’s Justice Sector Strengthening Activity. This training process has benefited resident doctors, experts, and technical and administrative personnel from priority municipalities under the place-based justice approach. Doctors in the program will graduate with a certification from the University of El Salvador accrediting them as specialized forensic medicine doctors.

As part of the training process, Dr. Gutiérrez has learned new knowledge from international experts on such topics as pathology, autopsy techniques, psychiatry, sexual crimes, and toxicology, among others. All of this has allowed him to grow both professionally and personally: “Receiving high-level training from international experts who have shared theory and their experience has helped me broaden my horizons in forensic medicine,” reflected the doctor.

Dr. Gutierrez is putting into practice these learned techniques, which are tied to international standards and the national reality. One of the techniques that he most remembers was one that he used to identify a young woman’s body; from the physical evidence on the body, he was able to determine that the cause of death was femicide.

The forensic doctor is aware that through forensic medicine, he contributes to the fulfilment of justice in El Salvador. He knows that behind each victim, there is a family with the hope of recourse and swift justice.

Dr. Gutiérrez always carries the book, *Forensic Medicine and Toxicology* with him; he calls it, “the forensic doctors’ bible.” Today, he includes with it all of the training that he believes puts the IML at the forefront of its counterparts in Latin America.

“There is much to be done – updating protocols, training more resident doctors. But until that moment comes, I am sharing my new knowledge with those colleagues that have not had the opportunity to be part of this training process,” concluded Gutiérrez.

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