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**EL SALVADOR
JUDICIAL REFORM II PROJECT
(Project No 519-0376)**

Volume I – FINAL REPORT

Submitted to

**Office of Democratic Initiatives
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Submitted by

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Abbreviations and Acronyms

INITIALS	ENGLISH	SPANISH
ACTS	Automated Case Tracking System in the courts, AGO and PGR	<i>Sistema Automatizado de Seguimiento de Casos en los juzgados, AGO y PGR</i>
AGO	Attorney General's Office	<i>Fiscalía General de la Republica</i>
AJT	Technical Legal Assistance Unit of the MOJ	
CID	Criminal Investigations Division of the NCP	<i>Division de Investigaciones Criminales de la Policia Nacional Civil</i>
CORELESAL	Revision Commission for Salvadoran Legislation	<i>Comision Revisora de la Legislacion Salvadorena</i>
CPC	Criminal Procedure Code	<i>Codigo Procesal Penal</i>
CPD	The Crime Policy Division of the Ministry of Justice	<i>Unidad de Política Criminal del Ministerio de Justicia</i>
DFR	Department of Family Relations of the PGR	<i>Departamento de Relaciones Familiares de la PGR</i>
JDL	Juvenile Delinquency Law	<i>Ley del Menor Infractor</i>
JSCC	Justice Sector Coordinating Committee	<i>Comision Coordinadora del Sector de Justicia</i>
JTS	Judicial Training School	<i>Escuela de Capacitacion Judicial</i>
MOJ	Ministry of Justice	<i>Ministerio de Justicia</i>
NCJ	National Council for the Judiciary	<i>Consejo Nacional de la Judicatura</i>
NCP	National Civil Police	<i>Policia Nacional Civil</i>
NGO	Non Governmental Organization	<i>Organizacion no-Gubernamental</i>
OIR	Office of Information and Reception of the PGR	<i>Oficina de Informacion y Recepcion de la PGR</i>

ONUSAL	United Nations Verification Mission in El Salvador	<i>Mision de Verificacion de las Naciones Unidas en El Salvador</i>
PDO	Public Defenders Office of the PGR	<i>Departamento de Defensa Penal</i>
PGR	Office of Legal and Social Assistance	<i>Procuraduria General de la Republica</i>
TRASDEC	Spanish acronym for Teamwork, Case Tracking, Statistics, Control, Decision Making, and Workload	
UTE	Technical Implementing Unit	<i>Unidad Tecnica Ejecutiva</i>

Executive Summary

A Summary Description of Project

The contract for the Judicial Reform II Project (JRP II or “the Project”) was signed by representatives of USAID and Checchi and Company Consulting, Inc (Checchi) in El Salvador on April 28, 1993, with an effective date of June 1, 1993. The contract called for providing technical assistance, training and commodity procurement services over a three-year period. The original contract budget was \$10,048,691. Through contract amendments, contract funding was increased to \$13,041,716 and the completion date extended to March 31, 1998.

JRP II was the second major phase of U.S. Government assistance to El Salvador’s justice sector. The first phase, Judicial Reform I (JRP I), was executed through a contract with Checchi that ran from November 25, 1990 until May 31, 1993. JRP I focused on legislative drafting and legal reform in criminal, family and juvenile delinquency law, legal education, training for justice sector personnel, public awareness activities, and a pilot court administration project. JRP II sought to build on the judicial reform process begun in JRP I in order to guarantee due process and equality before the law. The Project had three components, two of which were implemented by Checchi and the third by ICITAP. Checchi was responsible for implementing the following:

Component One Strengthening Salvadoran Support for Justice Sector Reform This component included technical assistance, analytical studies, conferences, public education, information dissemination, and observational travel designed to enhance and broaden Salvadoran-led efforts to improve the administration of justice through legal and organizational reforms. It also supported a major effort to expand popular understanding of basic legal rights and responsibilities, the legal process and justice reform activities.

Component Two Strengthening Institutional Capacity to Implement Reforms This component supported Salvadoran efforts to implement reforms as they were adopted. Specific assistance went to (a) implementing pilot legal, administrative and procedural improvement programs for judges, prosecutors and public defenders, and (b) planning and operational assistance to establish in-service training programs for judges, prosecutors and public defenders. The Project also provided commodity procurement, technical assistance and training services to support the implementation of the legal reforms as adopted.

B Project Achievements

The contract between USAID and Checchi specified the achievements expected by the end of the Project. This section of the Executive Summary restates those expected achievements, summarizes the activities and accomplishments with respect to each, and indicates their current status.

1 A significant reduction in the criminal and civil case backlog, and a reduction in the number of detained individuals awaiting trial or sentencing

a Activities and Accomplishments

Two serious problems facing many Latin American justice systems, including El Salvador, are extensive court backlogs and the overuse of pre-trial detention. The Project approach to these related problems was multi-faceted and inter-institutional. A 1993 Project-sponsored inventory of all cases found that, of more than 63,000 criminal cases, 70% were over one year old, 50% were over two years old and 25% were more than four years old. The civil case situation was even worse. With Project assistance, the court case backlog was significantly reduced. After the 1993 inventory, a Case Purging Center was created. This Center has purged over 70,000 criminal and civil cases, about 50% of the total number of outstanding cases. Other Project activities reduced case processing time and increased court efficiency, which also reduced backlogs.

The Project initiated a pilot court administration project in all San Salvador criminal trial courts. The pilot provided the design and implementation of automated and manual docketing and filing systems, more efficient planning and information collection systems, computerization, and improved records and archive management systems. An Administrative Systems Unit was created and became part of the Supreme Court, as did the Case Purging Center, described above.

All of these activities sought to separate administrative from judicial tasks and alleviate administrative burdens on the judges. This led to more overall efficiency and quality of case processing. To assure compliance with criminal judges' obligations to visit prisoners and monitor the execution of sentences and sentencing conditions (including excessive pre-trial detention), a system to control the judicial status of detained prisoners was designed and implemented.

In 1993, a Lawyers Committee for Human Rights Report indicated that over 90% of the prisoners in the country were pre-trial detainees. In part as a result of Project activities, a June 1996 JRP II prison census found that the percentage of pre-trial detainees had fallen to 68%.

The Project, viewing the Public Defenders Office (PDO) as a key to alleviating the abuses of the system of pre-trial detention, implemented an extensive reorganization, institution building and public defender training program. Activities included diagnostic review, administrative restructuring, design and implementation of statistics gathering and case tracking systems, and extensive on-site and classroom training in case handling skills. Technical activity of the public defenders, particularly on behalf of pre-trial detainees, increased substantially during the life of the Project. For example, the average number of bail applications presented per defender rose 48% and the average number of *habeas corpus* petitions filed rose 510%. PDO statistics indicate that the number of persons assisted nearly doubled between 1995 and 1997.

The Project-sponsored prison population census in 1996 led to the Plan to Reduce the Prison Population. This Plan produced an agreement between the PDO, the Supreme Court of Justice and the University of El Salvador whereby law students review criminal cases and recommend referrals to the PDO in cases lacking adequate legal representation. As a result of this and other

steps, hundreds of illegally detained prisoners, mostly pre-trial detainees, have been released. PDO statistics indicate that the number of persons placed in liberty as a result of PDO assistance rose 50%, from 4,786 in 1995 to 7,159, in 1997.

b Current Status

Pre-trial detainees still comprise two thirds of the total prison population. There are still substantial delays in case processing. The legal reforms achieved with Project assistance—the Criminal Procedure Code, the Criminal Code and the Penitentiary (Sentencing) Law—all became effective in 1998. If fully and properly implemented, these laws will reduce court backlogs and the length and frequency of pre-trial detention. If implemented improperly (e.g., without full use of non-trial alternate resolutions), backlogs and delays could increase. In addition, coordination between institutions must be strengthened to eliminate abuses pertaining to pre-trial detention.

2 Enactment and implementation of legal and organizational reforms which provide greater guarantees of due process, such as improved procedural protections (e.g., pre-trial release, legal representation and counseling before questioning), increased use of trials, greater reliance on physical as opposed to testimonial evidence, and assignment of investigation and sentencing phases to different judges

a Activities and Accomplishments

The GOES, with Project-assistance, has enacted numerous legal and administrative reforms to increase respect for due process rights. The most important legal reforms include:

- (1) The Criminal Procedure Code,
- (2) The Criminal Code,
- (3) The Penitentiary (Sentencing) Law,
- (4) The Juvenile Delinquency Law, and
- (5) The Family Code.

The Project assisted in drafting, modifying and revising the criminal and juvenile reform legislation. It sponsored trips to Spain, Puerto Rico, Guatemala and Costa Rica for congresspersons and justice system operators to observe and learn about other systems. The Project conducted publicity and popular education activities, and provided extensive training in the reforms years before enactment in order to encourage support for the laws. The Project assisted in forming the Technical Committee for the Implementation of the Criminal Procedure Code (the CPC Implementation Committee), promoted organizational and administrative reform, and provided training to justice sector institutions to implement criminal reform. The achievements in the juvenile jurisdiction resulted from extensive training for juvenile court judges and their staffs, accompanied by assistance in court administration.

b Current Status

The criminal reforms only recently entered into effect and have yet to be implemented. The organizational and other institutional reforms initiated with Project assistance must be adopted to ensure the successful implementation of the reforms.

3 Greater popular understanding of the law, the role of key players in the justice sector, and of the expectations for fair and timely judicial decisions

a Activities and Accomplishments

The Project financed and conducted numerous activities to increase popular understanding of the law, legal reform and the justice sector. There were six major popular education and/or publicity campaigns, most carried out through grants or subcontracts to local NGOs. These popular education campaigns, generally using a training of trainers approach, reached over 100,000 people directly and many more indirectly. In addition, there were numerous dissemination events and seminars on the Family Code, the Juvenile Delinquency Law, the criminal and penitentiary reforms, and the Administrative Procedures Code.

b Current Status

Project campaigns and publicity activities created greater awareness and knowledge on the part of the general populace, but much remains to be done. Notwithstanding high public awareness of reforms, general confidence in the justice sector remains very low. This may be due in part to real problems in the current criminal justice system. A May 1997 Gallup poll found that 60% of the people had little or no confidence in the ability of the courts to guarantee a fair trial, and 73% had little or no confidence in the justice sector. To boost confidence in the system, particularly while implementing the criminal and penitentiary reforms, the people need to learn about the successes of the system through more public education/awareness activities of both NGOs and governmental institutions.

4 Legal and organizational reforms to improve the legal framework, especially in areas related to civil and family matters

a Activities and Accomplishments

Many Project activities were aimed at legal and organizational reforms to strengthen the legal framework and increase the effectiveness of the institutions charged with implementing laws, particularly with respect to the criminal, juvenile and family law jurisdictions. The Project also assisted in drafting and/or revising other laws for Legislative Assembly approval: the enabling laws for the AGO and the PGR, the Civil and Civil Procedure Codes, the Constitutional Procedures Law, the Administrative Procedures Code, and the Law Regarding Conciliation and Mediation.

The Family Code entered into effect on October 1, 1994, expanding important rights of women, children and senior citizens, and creating a specialized jurisdiction that has been one of the most productive and efficient in El Salvador. This jurisdiction's 1995 evacuation rate was 72.9%, compared to 49.5% in the unreformed criminal system and 50.7% in the justice sector as a whole. It is also highly favored by the public. The Project projected 2,923 cases in 1995, but there were in fact 8,201 cases. By 1997, the number had grown to 14,955 cases.

The GOES, with Project assistance, has undertaken organizational reform to improve the legal framework of the justice sector as a whole and its component institutions: the Supreme Court of Justice, the Attorney General's Office (AGO), the National Council for the Judiciary (NCJ), the Office of Legal and Social Assistance (PGR), and the Ministry of Justice (MOJ). These organizational reforms include establishing the Justice Sector Coordinating Commission (JSCC) and its technical implementing unit (UTE), establishing a Common Clerk's Office and a Center for Jurisprudence in the Supreme Court, consolidation of the Judicial Training School (JTS) as the principal training entity for all justice sector operators and its reorientation as a chief player in the reform process, restructuring of the AGO, and establishment of close working relationships with the National Civil Police in crime investigation, reorganization of the PGR, and establishment of the MOJ as the entity responsible for developing a sound national crime policy and the creation of the Crime Policy Unit.

The Project provided extensive assistance to modernize the legal framework in the family law area, including the enactment of the new Family Code and Family Procedure Law. The family law jurisdiction received extensive training for family court judges and their staffs, and assistance in planning and court administration. Mass media and public education campaigns, often conducted with local NGOs, increased public awareness and encouraged access to and effective use of the jurisdiction. The Project provided the PGR's Family Relations Department, a pre-judicial administrative conciliation unit, training in conciliation and case handling, and assisted in an administrative reorganization.

Among Project activities related to organizational reforms were the establishment and consolidation of the JSCC and the UTE, including the enactment of enabling laws to ensure their continuity. JRP II performed diagnostic reviews, led strategic planning, assisted in reforming enabling laws, and provided extensive training to operators in the AGO and the PGR. It provided technical assistance for reorganizing, strengthening and strategic planning in the JTS, which trained over 12,000 justice sector operators in three years, and designed and implemented statistics gathering and case tracking systems in the AGO, the PGR and the court system.

b Current Status

Some legal reforms, such as the AGO and PGR enabling laws, still await approval by the Congress. Once approved, they need to be implemented. Others, such as the criminal and penitentiary reforms, have just become effective and need to be implemented.

The family law jurisdiction is so popular that it is overwhelmed. Its administrative systems need to be reassessed. Recently, it was proposed that family law magistrates be provided to handle

settlement and other preliminary proceedings. Conciliation must continue to be emphasized in this jurisdiction. In some instances family judges have begun to revert to tendencies that are more inquisitorial, such as emphasizing written as opposed to oral proceedings.

Project assisted organizational reforms are at various stages of implementation. The strategic planning activities in the UTE and the JSCC are at their initial stages. Inter-institutional coordination needs to be furthered. The reorganization of the PGR should be completed and consolidated. The reorganization of the AGO needs to be consolidated in the regional offices. The Ministry of Justice's Crime Policy Unit needs strengthening and its role consolidated. The statistics gathering systems and pilot case tracking information systems in the AGO, PGR and court system should be expanded to the national level and fully adopted within each institution, and integrated within the justice sector as a whole.

5 The provision of adequate operational budgets and increased levels of other donor funding for justice sector improvement activities

The GOES made impressive increases in its funding for key justice sector institutions. For example, between 1995 and 1998, the budget for the AGO increased approximately 170% and the budget for the PGR increased approximately 100%. Most of these budget increases are funds allocated specifically to implement the reforms enacted as a result of Project assistance.

Foreign donor assistance increased dramatically. In 1993, USAID was the only donor involved in the justice sector other than the United Nations Verification Mission (ONUSAL). Now there are several other large donors, notably the Inter-American Development Bank, the United Nations Development Programme, the Spanish Cooperation Agency, and the European Union, together providing over \$40 million in assistance.

C Lessons Learned

- (1) It was strategically important to make inter-institutional coordination through the UTE and the JSCC a precondition for Project execution, not just a peripheral activity. Justice sector leaders took almost two years to realize the value of inter-institutional coordination. Much remains to be done, but the JSCC and the UTE are key legacies of the Project, permanent fora for inter-institutional coordination.
- (2) Legal and judicial reform should not be done piecemeal, focusing only on legislative reform or institutional strengthening. Reform legislation requires implementation through capable supporting institutions, and institutions without good legislation serve no useful purpose.
- (3) Include all relevant justice sector institutions in designing reform strategy and ensure that all in need of institutional strengthening receive it. If one or more of the components are left out or remain weak, the system will not function effectively.

- (4) The Project chose a cadre of enthusiastic and dynamic local consultants, many of whom are now in leadership positions, for selective training, encouragement and incorporation into Project activities. This cadre can carry the reform process forward.
- (5) The Project adopted a multi-disciplinary, multi-cultural approach to project design and implementation in selecting consultants and in presenting proposals. Project consultants came from a wide range of professions and organizations. For example, lawyers were drawn from public defenders offices, prosecutors offices, private law firms, universities, and bar associations. Consultants from countries with different legal and political systems offered a range of views, experience and expertise. The Project never imposed consultant ideas, rather, it presented options and the counterparts chose the most appropriate for El Salvador.
- (6) By channeling all legal training for justice sector operators through the JTS, the JTS became a stronger and more important player in the reform process. By unifying training criteria, all justice sector operators received the same message. Training content and methodology were consistent, and duplication of effort and cost inefficiencies were minimized. Training which brought together representatives of all justice sector staffs led later to better inter-institutional coordination. The Project strategically coordinated JTS training to promote reforms even before they were approved, reducing resistance to change.
- (7) Legal reform is more the encouragement of cultural change and development than a technical exercise in drafting legislation. Thus, meaningful, sustainable legal reform took longer than anticipated, especially for criminal justice system reforms. JRP I and JRP II showed that the institutions affected by reforms, and the public at large, must support the reform process if it is to succeed. Before JRP I, many laws were drafted, but few were approved and put into effect, because they lacked political support and an “owner” at the national level to lead the reform process. Project assistance helped develop the political support and the leadership capacity needed for judicial reform.
- (8) The strategy for promoting judicial reform is very important, and it needs continual reassessment and readjustment to national realities. Initially the Project promoted criminal justice system reform as a way to encourage the protection of human rights. As the crime rate escalated (a common occurrence in emerging democracies), more people became victims of criminal activity, and discussing the rights of the accused became unpopular and counter-productive. This posed risks to criminal justice reforms, so the promotional approach focused on increasing the efficiency of the criminal justice system and its response to the crime wave.
- (9) Observational travel was one of the most important activities for promoting and consolidating reforms. Trips for prosecutors and public defenders to Puerto Rico to observe the oral trial system were very beneficial, both in overcoming resistance to change and in building active support.

- (10) Law schools produce the future attorneys and justice sector operators JRP I made law school reform a priority, but JRP II did not address this area It should have Law schools are not producing high quality, reform minded, independent lawyers because they still focus on rote memorization of codes rather than on practical skills and analytical thinking
- (11) The Project should have designed and implemented a user-friendly statistics gathering system in every justice sector institution at the outset Indicators would have permitted monitoring of reform progress Also, there should have been more training in how to use the information gathered in planning and monitoring progress Also deserving earlier attention were the case tracking systems in the AGO, PGR and Supreme Court, and the information departments in each institution

I Project Background

A Judicial Reform I

The first phase of major U S Government assistance to the El Salvador justice sector was the Judicial Reform I Project (JRP I), which ran from November 25, 1990 to May 31, 1993 USAID selected Checchi and Company Consulting, Inc (Checchi) as the contractor to implement the project, which provided assistance in legal reform, strengthening of legal education, justice sector personnel training, public awareness activities, and the establishment of a pilot project in court administration Principal activities and results of JRP I included

- Technical assistance in drafting a new Criminal Procedure Code, Criminal Code, Penitentiary (Sentencing) Law, and Juvenile Delinquency Law
- Initiation of a process of public dialogue/consultation concerning the proposed reforms
- Design and implementation of public awareness activities on legal reform
- Organization of seminars, workshops and conferences, including the annual Ibero-American Conference on legal reform
- Training of prosecutors, public defenders, judges and law school professors
- Procurement and donation of legal libraries and audio-visual equipment to local law schools
- Development, publication and distribution of legal textbooks
- Development of, and assistance to, the National Council of Law School Deans and the Association of Law School Professors
- Technical assistance to law schools in curriculum design
- Technical assistance in drafting Career and Enabling Laws for the Attorney General's Office
- Establishment of a pilot project in court administration

The judicial reform process took on added urgency and importance with the signing of the Peace Accords in January 1992 between the Government of El Salvador and the Farabundo Martí National Liberation Front (FMLN) These accords, ending a bloody 12-year civil war, were a crucial step in developing democracy in El Salvador Notably, the Accords called for structural changes in the justice sector and provided momentum to the incipient reform movement

B Judicial Reform II

Notwithstanding the achievements of JRP I, much remained to be done Lasting legal reform is not just drafting and securing the approval for new laws, it is, first and foremost, a political and cultural process of change When JRP II began, most reforms existed only on paper, still awaiting implementation There was a need for consensus-building activities to generate broad-based support for the reforms already enacted and for those not yet on the books The legal reform process and its leaders needed support to ensure that democratization, modernization and the rule of law could take permanent root in Salvadoran society

The Judicial Reform II Project (JRP II) began on June 1, 1993, immediately after the completion of JRP I The purpose of this second phase of assistance was to accelerate and deepen El Salvador's judicial reform process so that due process and equality before the law are guaranteed

for all It had two components *Strengthening Salvadoran Support for Justice Sector Reform*, and *Strengthening Institutional Capacity to Implement Reforms* Component One assisted with legal reform and public education and awareness activities Component Two provided institutional strengthening to the trial court system and the Supreme Court, the Judicial Training School (JTS) of the National Council for the Judiciary (NCJ), the Attorney General's Office (AGO), and the Office of Legal and Social Assistance (PGR) It also helped create and strengthen the Justice Sector Coordinating Commission (JSCC) and the Technical Implementing Unit (UTE), in order to increase inter-institutional coordination The Project's technical activities, achievements, lessons learned and recommendations are set forth in Sections II and III of this report Annex A contains a detailed description of the principal achievements and activities within each Project component Annex B contains detailed information on the Project's major inputs and outputs The appendices cited in the report are presented under separate cover

II Component One Strengthening Salvadoran Support for Justice Sector Reforms

A Ministry of Justice/Legal Reform

1 Background

JRP II was intended to accelerate and deepen El Salvador's judicial reform process in order to guarantee due process and equality before the law to all citizens. It sought to help Salvadoran leaders promote the legal reform process and translate constitutional and legal reforms into tangible programs making measurable improvements in the administration of justice. JRP I did much of the technical work in laying the foundations of the legal reform process before JRP II began. This included reforms in directing criminal investigations by the AGO and the creation of the National Council for the Judiciary. Even for reforms not yet in place, such as the criminal and penitentiary reforms, the Juvenile Delinquency Law, the Family Code and the Family Procedure Law, draft bills were already in advanced stages of development.

JRP II provided assistance in the approval and implementation of the Family Code, the Family Procedure Law and the Juvenile Delinquency Law. JRP II also contributed to the approval and institutional preparation for implementing the new Criminal Code, Criminal Procedure Code and Penitentiary (Sentencing) Law. The Project assisted in drafting and/or revising other important laws awaiting Legislative Assembly approval: the enabling laws for the AGO, the PGR, the UTE and the JSCC, the Civil and Civil Procedure Codes, the Constitutional Procedures Law, the Administrative Procedures Code, and the Law Regarding Conciliation and Mediation.

2 Strategies Utilized

a Law Reform in General

Legal reform is politically sensitive, particularly when it is being encouraged and supported by a foreign government. Therefore, the Project exercised great care to ensure that the legal reform process was highly participatory in nature. In general, the Project followed the processes described below:

- (1) Preparation of a draft bill,
- (2) Detailed study of the draft,
- (3) Submission of the draft to the Ministry of Justice,
- (4) Consultation on the draft bill within the judicial-legal community,
- (5) Analysis and selective incorporation of the points raised during consultations,
- (6) Submission of the draft bill to the President for approval and submission to the Legislative Assembly,
- (7) Assistance in increasing public awareness of and support for the bill,
- (8) Technical assistance in planning for, training in, implementing, and monitoring of the reform, and
- (9) Assistance to increase public awareness of the rights created by the reform.

The process of legislative drafting and incorporating commentary obtained in the consultation period generally drew upon a working group of local experts and one or more international consultants. The Salvadorans in the group came from law schools, justice sector professional staff, judges, private attorneys and the former CORELESAL. Many were young, highly motivated and reform-minded. The MOJ generally managed the consultation processes with assistance from the UTE. Public awareness activities involved players from a variety of organizations, including the Project, the UTE and a wide range of NGOs.

b Family Code, Family Procedure Law and Juvenile Delinquency Law

The Family Code entered into effect on October 1, 1994. It replaced the family-related provisions of the mid-1800's Civil Code, a written system, with a mixed written/oral one that emphasizes conciliation and consensus and encourages increased transparency and efficiency. It creates new institutions, including a family court with specialized judges, and takes a multi-disciplinary approach to resolving family problems. The Juvenile Delinquency Law, which took effect on March 1, 1995, conforms the juvenile justice system in El Salvador to prevailing international law, notably the Convention on the Rights of Children, to which El Salvador is a signatory. The Law emphasizes education and rehabilitation rather than retribution and incarceration.

The Project stressed successful implementation and widespread public acceptance and use of the new family and juvenile delinquency legislation. The Project prepared studies, proposals and recommendations for the steps required to implement the laws, e.g., establishing common clerks offices, defining occupational profiles for new personnel, elaborating administrative procedures, identifying additional human resource and equipment needs, forming steering committees and working groups to monitor implementation, and defining training needs. Several diagnostic evaluations monitored the new jurisdictions and recommended adjustments or modifications.

JRP II provided training to all family court and juvenile delinquency judges, and to many staff members. With the training went operational manuals and equipment, such as computers and software, for the new courtrooms. The Project assisted judges and court personnel through training and coaching, setting goals and objectives, participatory analysis and evaluation, and stronger court administration. The Project promoted the new jurisdictions to garner public support and encourage increased use of the jurisdictions.

The Project took a highly participatory approach to obtain approval and public support for the legislation. For the Family Code, NGOs concerned with the rights of women and children rights advocated approval of the new Code and participated in its implementation, working with the Project in information and popular education campaigns. Similarly, NGOs focused on children and human rights advocated approval of the Juvenile Delinquency Law and cooperated with the Project in its implementation.

c Criminal and Penitentiary Reforms

The MOJ submitted final drafts of the Criminal Code, the Criminal Procedure Code and the Penitentiary (Sentencing) Law to the President in April 1994. They were sent to the Legislative

Assembly in May 1994, after extensive consultations with law professors, organizations of the civil society, the private bar, judges and other legal system participants. Throughout the lengthy, somewhat tumultuous legislative approval process, the Project “sold” the three reforms as an integrated, indivisible package, each an important and irreplaceable part of the criminal justice system. The Project argued that the drafts represented a careful balance between respect for the rights of the accused, reduced police impunity, and increased judicial efficiency. Because the Legislative Assembly staff lacked technical expertise, the Project provided extensive technical assistance during the legislative process, usually through Salvadoran attorneys advising the Assembly. Several members of the Assembly made observational trips to Guatemala, Costa Rica and Spain to learn about systems similar to those proposed in the reforms. (See Appendix 1 for a description of observational trips completed during the Project.)

The criminal and penitentiary reforms had a difficult approval process. New obstacles arose each time approval appeared near. There was strong opposition, primarily from right wing groups, to the reforms’ emphasis on the rights of the accused, e.g., the presumption of innocence and limits on pre-trial detention. Opposition, initially confined to academic and legal circles, spread to the general public due to press coverage, notably the *Diario de Hoy*. Opposition fires were fueled by the common perceptions that El Salvador had one of the highest common crime rates in the world and that the situation was getting worse. In fact, El Salvador does have one of the world’s highest crime rates. For example, it had 127 murders per 100,000 people in 1997, versus 78 in Colombia and 8 in the United States. (See Appendix 2 for crime statistics.)

Despite the absence of speedy approval for the reforms, the Project continued to promote efficiency and effective compliance with the existing criminal justice system. Many available options were not being utilized, such as calling witnesses at the trial stage of criminal process. Other Project activities included institutional strengthening and administrative reorganizations in the PDO and the AGO in anticipation of the approval and implementation of the reforms.

Temporary Emergency Law and the Project’s Response

In response to popular demand arising from the increase in common crime, the Legislative Assembly approved the Temporary Emergency Law Against Delinquency and Organized Crime (Emergency Law). This law, which went into effect March 22, 1996, substantially increased the maximum penalties and eliminated jury trials for 24 crimes, created new and ambiguously defined crimes, and altered procedures regulating the investigation and prosecution of such crimes, including loosening the standards for ordering pre-trial detention and obtaining search warrants. The Emergency Law also curtailed some important Juvenile Delinquency Law innovations, such as conciliation and alternatives to preventive detention. Many individuals and groups (including some public defenders acting as private citizens), challenged the constitutionality of the Emergency Law. Concerned that the Emergency Law would derail criminal legal reform, the Project evaluated the situation and proposed active opposition to the new law. USAID accepted some of this strategy, such as exerting pressure on the justice sector to proceed with the reform process notwithstanding the Emergency Law.

Ultimately, the Emergency Law had less effect than originally feared. It quickly became clear that the Law did nothing to affect high crime and delinquency rates. Many criminal court judges

and all of the juvenile delinquency judges ignored the Emergency Law, because they believed it to be unconstitutional. This result may have been due in part to the extensive training provided to these judges by the Project, assisted by the Judicial Training School (JTS)

The Emergency Law did, however, rapidly increase the prison population. Prisons designed for 700 hundred prisoners held over 2,500 prisoners in sub-human conditions. Prisoners threatened riots and went on hunger strikes. The principal authorities involved, the Supreme Court, MOJ and PDO, assisted by JRP II, launched a campaign to reduce the number of detainees and the court backlogs which contributed to the problems. This effort included a juridical status census of more than 95% of the prisoners.

On February 14, 1997, the Supreme Court struck down as unconstitutional seven of the most important provisions of the Emergency Law. The magistrates had to defend their decision publicly and they declined to give retroactive effect to their ruling, but striking down this law was an important step in consolidating democracy, and an indication that the system of checks and balances between the branches of government can work.

Criminal Procedure Code

While the Emergency Law moved from enactment to ultimate Supreme Court rejection, criticism of the justice sector increased significantly in the press and society in general. The criticism focused on delays in criminal justice, failure to stop the rising crime wave, the low quality of police and prosecutor investigative capabilities, corruption throughout the system, and repressive police actions. The prison system remained at the breaking point, due largely to the antiquated and inefficient justice sector (e.g., the absence of alternatives to prison for minor crimes and of conciliation or plea bargaining to obviate the need for all initiated cases to go to trial), which emphasized the need for penal and penitentiary reform.

At the same time, in terms of productivity and reduced delay and backlog, judicial statistics showed a promising success rate in the reformed family and juvenile courts, compared with the unreformed adult criminal courts. The Project, therefore, pursued a more aggressive approach to obtaining enactment of the penal and penitentiary reforms. The Project encouraged involvement of the principal beneficiaries of the reforms, the civil society, by educating the public in the benefits and importance of the reforms and encouraging popular support for them. In the fall of 1996, the Project and the JSCC carried out a plan of action that included

- (1) a publicity campaign, with NGO cooperation, in support of the reforms,
- (2) educational and support activities aimed at the civil society and counterpart institutions,
- (3) preparation and distribution of reports on the prison census and on judicial statistics, contrasting the penal courts' failures with the juvenile and family law courts' successes,
- (4) preparation of informational materials on the reforms, and
- (5) use of the Fifth Ibero-American Conference to secure support for the criminal reforms.

The reduced impunity and increased judicial efficiency promised by the reforms, rather than the due process components of the reforms, were the principal focal points of the campaign. The Criminal Procedure Code was enacted on December 4, 1996, and many legislators credited the

campaign with playing an important role in achieving this approval. Although the Legislative Assembly modified the bill originally presented to it, loosening restrictions on and eliminating the exceptional nature of pre-trial detention and accepting extra-judicial confessions (albeit with important measures to prevent abuse), the Code as approved retains the essential characteristics of the original bill. The Code accomplishes the following:

- (1) protects due process and other constitutional rights of the accused,
- (2) introduces oral trials to encourage transparency in the criminal justice process,
- (3) reduces the role of the judge and increases the roles of the prosecutor and public defender in investigating and presenting evidence and in the overall conduct of the case,
- (4) allows alternative resolutions and conciliation of conflicts short of a full trial,
- (5) allows the victim to participate in the process, and
- (6) emphasizes scientific, technical and expert witness evidence over eye-witness testimony.

The Project promoted approval of the new Criminal Procedure Code through its activities at the Legislative Assembly, including technical assistance during the article-by-article legislative revision of the draft bill and promotional activities by a Project-assisted NGO.

Penitentiary (Sentencing) Law

On April 24, 1997, the Legislative Assembly approved the Penitentiary (Sentencing) Law with little discussion or modification. The new law lays the foundation for extensive penitentiary system reform. It emphasizes criminal rehabilitation and crime prevention, not retribution, and requires humane conditions in the prisons and separate treatment for violent offenders and pre-trial detainees. It also creates the criminal sentencing court, which is responsible for executing and monitoring sentences imposed by the criminal trial court. Finally, it provides alternatives to imprisonment for non-violent offenders to help ameliorate overcrowding in the prison system.

Criminal Code

In an extraordinary plenary session, the Legislative Assembly approved the Criminal Code on April 26, 1997, completing the legislative approval process for the entire package of criminal justice system reforms. There were modifications to the original bill, such as eliminating all but one exception to penalizing abortion (accident causing abortion), but the Code maintains all essential features of the original bill. It requires an act or omission to establish criminal responsibility, establishes new crimes (e.g., environmental, family violence), and establishes alternatives to imprisonment (e.g., house arrest and weekend detention) for non-violent crimes.

Implementation of the Criminal and Penitentiary Reforms

With the approval of the criminal and penitentiary reforms achieved, in its last year (1997) the Project concentrated on providing technical assistance to institutional and inter-institutional preparations to implement the reforms. Assistance went to a technical committee, with members drawn from all justice sector institutions, established to implement the criminal reforms and elaborate the initial parameters of the action plan. The goals were to encourage extensive inter-institutional cooperation, since the new laws affected all justice sector institutions, and to

discourage duplication of effort and inconsistencies in institutional preparation Assistance also went into the creation and functioning of internal AGO and PGR committees charged with preparing to implement the new laws, the Project provided consultants to undertake institutional diagnostic reviews, budget elaboration and inter-institutional budgetary coordination activities

Initially, there seemed to be a lack of political will to provide key justice sector institutions, particularly the AGO and the PGR, with sufficient funding to implement the reforms However, the JSCC successfully lobbied the Legislative Assembly for increased budget allocations, and the final 1998 justice sector budget contains major increases for the AGO and the PGR The amounts allocated specifically to implement the reforms are 60 million colones for the AGO and 35 million colones for the PGR, increases over the 1997 budgets of 85% and 70% respectively

d Formulation and Implementation of a National Crime Policy

The Project stressed creating a rational, modern, scientifically sound national crime policy to serve as a tool for the criminal reform agenda This crime policy, coordinating and harmonizing criminal law enforcement and implementation efforts, would protect important interests of society that the penal system tries to preserve (e g , crime reduction), and protect the rights of individuals Project strategy considered four basic elements in formulating crime policy

- (1) establish and maintain an efficient system of criminal investigation and prosecution,
- (2) maintain the distinction between adults and minors in the criminal justice system,
- (3) distinguish between crimes (seriousness) to prioritize and concentrate scarce resources, unplug the criminal justice system, and focus on cases that most affect society, and
- (4) improve the criminal system's functioning to eliminate criminalizing effects (e g , illegal detentions or prison conditions which encourage criminal activity)

To develop and implement a rational crime policy, the GOES needed coherent, non-contradictory policies, instructions and measures for carrying out a legal reform program, training for the operators of the justice sector, and the resources to implement the criminal system It needed to create a cohesive relationship between the advanced legal/juridical theories embodied in the criminal and penitentiary codes and the application of these concepts at the practical level The Project supported the creation, in 1995, of the Crime Policy Division (CPD) within the MOJ to encourage the development of a national crime policy The CPD was to provide technical advice to the Minister of Justice and the other justice sector institutions concerning the national crime policy, coordinate crime policy implementation, and disseminate the crime policy widely The CPD is a multidisciplinary effort involving criminal lawyers, sociologists, social psychologists, statisticians, and information processing experts CPD activities to date include starting a criminal statistical database, developing the national crime policy, and public relations activities

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities)

Achievement 1 Approval, entry into effect and effective implementation of a new Family Code and Family Procedure Law

This new jurisdiction is highly productive its 1997 evacuation rate (cases disposed) was 68%, compared to 59% in the criminal system It has also increased access to justice the projected caseload for 1995 was 2,923 cases, but the actual caseload was 7,379, over 250% higher than anticipated In 1997, case intakes rose to 11,886

These achievements resulted from extensive training for all family court judges and their staffs, together with assistance in court administration, including the purchase of computer equipment and the design and implementation of case tracking and statistics gathering software Mass media and public education campaigns supplemented these activities

Achievement 2 Approval, entry into effect and effective implementation of the new Juvenile Delinquency Law

This new jurisdiction is extremely productive and effective Its average processing time for case resolution is under three months, compared to over 16 months in the adult jurisdiction Excluding old cases arriving from criminal courts, the accused is identified and punished in approximately 54% of minors cases, compared to only 6.4% in the adult criminal system

These achievements resulted from extensive training for all juvenile court judges and their staffs, accompanied by assistance in court administration, including the purchase of computer equipment and the design and implementation of case tracking and statistics gathering software Mass media and public education campaigns supplemented these activities

Achievement 3 Approval and entry into effect of a new Criminal Procedure Code, Criminal Code and Penitentiary (Sentencing) Law, each respecting due process and other fundamental rights of the accused while increasing efficiency and reducing impunity, preparation of justice sector institutions to implement the new Criminal Procedure Code

The Project assisted in drafting, modifying and revising the new legislation It sponsored trips to Puerto Rico, Guatemala and Costa Rica for congresspersons and justice system operators to observe other criminal justice systems The Project undertook extensive dissemination, publicity and popular education activities The Project also assisted in forming and provided technical assistance to the Technical Committee for the Implementation of the Criminal Procedure Code

Achievement 4 Establishment of the MOJ's Crime Policy Division (CPD) and consolidation of MOJ leadership in formulating national crime policy

The Project organized and led workshops and seminars with MOJ and Police staff on the fundamentals of a sound national crime policy It provided technical assistance in creating the CPD within the MOJ, in developing its strategic plans, and in defining projects It also provided technical assistance in establishing and using sector-wide, crime-related databases

Achievement 5 A strengthened MOJ able to produce and distribute legal publications

The Project provided technical assistance to the Technical Legal Assistance Unit (ATJ) in drafting and securing approval of legislation and donated a printing press and trained MOJ personnel in its use and maintenance

4 Lessons Learned and Recommendations

- a Sustainable legal reform is more the encouragement of cultural change and development than a technical exercise in drafting legislation. For this reason, the time needed to undertake meaningful, sustainable legal reform was much longer than initially anticipated, especially regarding the criminal justice system reforms. JRP I and JRP II demonstrated that the hierarchies of the institutions affected by reforms, as well as the public at large, must support the reform process if it is to succeed. Before JRP I, many laws were drafted, but few were approved and put into effect, due in large part to the lack of political support and an “owner” at the national level to give impetus to the reform process.
- b NGOs and other civil society organizations should be included as much and as early as reasonable in the reform process. They should be involved in drafting reform legislation and in securing approval of the legislation by the Legislative Assembly and the public at large. NGOs and the civil society participated extensively at all stages of the process for the Family Code and the Juvenile Delinquency Law, at their own initiative and encouraged by the Project and counterparts. Both laws were approved quickly and effectively implemented. NGOs and civil society did not participate as much in the criminal and penitentiary reform process until the latter stages, perhaps one reason for the delay in approving those reforms. The private sector should also be included. The private sector opposed criminal reforms until late in the process, when it contributed to their approval. The Project tried to include the private sector early on, but it proved too difficult and this strategy was not followed.
- c A key legal reform component was bringing international consultants to train, motivate and develop a cadre of dynamic local experts to carry the reform process forward. Many Project-trained local experts are now important actors in the justice sector.
- d Generally, the Project worked with a small group of international consultants and a larger number of Salvadoran counterparts to prepare the entire first draft of proposed legislation before subjecting it to outside consultation. For the Civil Procedure Code, however, foreign consultants assisted in defining fundamental elements of the legislation prior to any drafting, and these elements were then submitted to a broad-based Salvadoran work group for validation and approval. This work group then divided into sub-groups to draft the principal components and present them periodically to the whole working group for consideration. The latter method allowed addressing objections early in the process, reducing criticism of the legislation at a later point. While a sound strategy, this process can be more time-consuming.
- e The Project adopted a multi-disciplinary, multi-cultural approach to project design and implementation in selecting consultants and in presenting proposals. Project consultants came from a wide range of professions and organizations. For example, lawyers were drawn from

public defenders offices, prosecutors offices, private law firms, universities, and bar associations. Consultants from countries with different legal and political systems offered a range of views, experience and expertise. The Project never imposed consultant ideas, rather, it presented options and the counterparts chose those most appropriate for El Salvador.

- f Justice sector leaders are often reluctant to advocate their beliefs publicly and to undertake aggressive promotional efforts. Although funds were offered to the JSCC and justice sector institutions to promote the CPC, no funds were accepted and very little promotional activity was undertaken. Leaders may fear repercussions if they publicly support legislation they endorse, but this is an important element of a democratic society and should be encouraged, whether in the form of legal activism by NGOs or of public education/awareness activities by governmental entities.
- g It is a mistake to attempt legal and judicial reform on a piecemeal basis, as was the case in the initial stages of USAID involvement in the justice sector. The focus should not be solely on legislative reform or institutional strengthening. An integrated approach, addressing both elements, is much more effective. Reform without supporting institutions will fail, and institutions without legislation serve no useful purpose. Similarly, all justice sector components need to be included both in designing reform strategy and in planning institutional strengthening. If justice sector components are omitted, or allowed to remain weak, the system will not function effectively. For example, if only the judiciary was strengthened, while prosecution, defense and police functions were left untouched, the system as a whole would still remain weak.
- h Despite initial problems in establishing a functioning team in the CPD, one is now in place, but in the Project's final year financial constraints made it impossible to continue assisting it. The CPD should have an important role in implementing criminal and penitentiary reforms. It should monitor the effectiveness of reforms, suggest ways to improve the system, gather and maintain sector-wide statistics and information on the system, and oversee continuous strengthening and fine-tuning of the national crime policy. The CPD should engage more in activities related to implementing criminal reforms. Additional assistance should focus on institutional strengthening (including strong planning and administrative support systems), developing sector-wide databases, training in gathering and using data to formulate crime policy, implementing and monitoring reforms (particularly the new Penitentiary Law), defining and conducting research activities, and designing and executing projects, particularly those aimed at crime prevention.
- i There should have been more assistance provided to the MOJ, including legislative drafting and promotional techniques for the ATJ, and more emphasis on administrative reorganization and institutional strengthening. There was too much emphasis on achieving the required legal reform results and not enough on institutional sustainability of the reforms. This is an area for future technical assistance, possibly for reforms yet to be approved, e.g., the Civil and Criminal Procedures Codes, or the Administrative Procedures Law.
- j Observational travel should have been used more extensively as a Project strategy at the early stages of the process for operators of the justice system, and not only for politicians. In its

later stages, the Project sent justice sector operators to Puerto Rico to observe the oral trial system with very positive results—participants returned motivated to advance reform

- k The strategy for promoting judicial reform is very important, and it needs continual reassessment and readjustment to national realities. Initially the Project promoted criminal justice system reform as a way to encourage the protection of human rights. As the crime rate escalated (a common occurrence in emerging democracies), more people became victims of criminal activity, and discussing the rights of the accused became unpopular and counter-productive. This posed risks to criminal justice reforms, so the promotional approach focused on increasing the efficiency of the criminal justice system and its response to the crime wave.

B Increasing Support for the Reforms Legal Awareness/NGOs

1 Background

One of JRP II's stated objectives was "greater popular understanding of the law, the role of key players in the justice sector, and of the expectations for fair and timely judicial decisions." This required "building greater public understanding and support to ensure the sustainability of the reform process." The public perception of the justice sector had long been negative. It was often seen as ineffective, arbitrary and dilatory. Those with means could buy their justice. For the rest, justice was slow, unrelated to national reality, unresponsive to their needs, and capricious in its application. Most people kept as far away as possible from things legal or judicial.

In 1993, JRP II and USAID postulated that improvements in the public perception of the justice system could be achieved only through genuine improvements in the system itself. The Project was born out of concern for due process and human rights violations by the justice system. Later, the high crime rate became a growing concern. USAID sought specific improvements: significant reductions in case backlogs and the number of detainees awaiting trial, legal reforms providing greater guarantees of due process, such as pre-trial release, legal representation before questioning, and greater reliance on physical evidence, organizational reforms relating to family matters, and adequate operating budgets for justice sector institutions. These improvements had to be accompanied by campaigns to build public awareness and support for these legal reforms so that they could be effectively implemented at all levels of society. Neither the pre-1993 reforms nor those sought in JRP II were endorsed by all sectors in El Salvador. Some favor very strong police powers and a judicial system that permits convictions based on no physical evidence. These views were considered in the public education and information campaigns.

2 Strategies Utilized

JRP II took a two-pronged approach to creating greater public awareness of the positive changes and improvements in the administration of justice. One approach built awareness through the mass media and individual lobbying by key power brokers. The other built awareness at the grass roots level of Salvadoran society through popular education campaigns carried out by NGOs. Salvadoran public support for reforms was always an important Project goal, and was a key element in the Project's successes and, in its absence, a cause for delay.

a Public Opinion and the Mass Media

The Project developed a pilot information, civic education and communications program to establish a global outreach and public education campaign about the reforms during the initial stages of JRP II. The approach taken was non-partisan, using a new Working Group to conduct the pilot program. As a theme, the pilot initially emphasized the importance of the rule of law. Members of the UTE, the Project, the different justice sector institutions, and NGOs worked together during the pilot, which was housed in the Project offices. The Project financed the pilot for the first two years, paying all costs for public education campaigns, seminars, and publicity activities. Although the Working Group eventually dissolved, its activities continued through coordinated efforts between Project personnel and two public education and legal education members of the UTE.

The first publicity campaign in the mass media, in 1993, focused on general legal rights and obligations and contained television and radio spots and materials in the press. It emphasized a few simple, yet important concepts, such as the right to seek constitutional redress. The second campaign, in 1994, focused on the new Family Code and accompanied the popular legal education campaigns described below. The third and fourth campaigns centered on the criminal and penitentiary reforms, both before (in 1996) and after (in 1997) the approval of such reforms by the Legislative Assembly. The Project produced numerous legal and other publications *en masse* and distributed them to the public. A listing of the Project's publications appears in Appendix 3.

b NGO and Popular Education Work

The NGO popular education strategy recognized that NGOs and other groups of the civil society in El Salvador are extremely important institutions for the majority of people living at subsistence levels, particularly in rural areas where governmental services are scarce. JRP II attempted to reach these people through the NGOs. In 1994, the Project completed a survey of NGOs working in fields broadly related to justice reform. This survey found numerous NGOs with strong community networks and experience in popular education. Working with NGOs had advantages. Already active at the community level, NGOs could appreciate the problems of the target population and knew the techniques that work at this level, and NGOs had an existing network of promoters and other contacts, allowing them to initiate activities quickly.

The NGO public education strategy focused on legal reforms supported and advocated by the Project—the Family Code, the Juvenile Delinquency Law, and criminal and penitentiary reforms. For the family and juvenile delinquency law campaigns, the Project made individual grants to NGOs, for the criminal and penitentiary reform campaigns, the Project awarded a subcontract to one NGO which coordinated the campaign and made grants to other NGOs. (See Appendix 4 for a complete list of NGOs that worked with the Project.)

1 Family and Juvenile Delinquency Law Campaigns

This strategy began by developing materials that could be readily used in a variety of settings by any NGO. This generally meant flip charts to guide educators through the presentation, manuals

with additional information for the educator, booklets and/or brochures with graphics and simplified texts, and posters. Materials were developed in concert with NGO personnel experienced in crafting messages for both urban and rural poor to ensure the relevance of the materials. During the 1994 Family Code campaign, participating NGOs developed their own materials and strategies, which resulted in some excellent materials, but NGOs with little experience in materials development struggled. In the second Family Code campaign, the Project developed standard materials for use by all NGOs.

In the next step, the Project invited NGOs to participate in the campaign. The NGOs did not have to have lawyers on their staffs nor have experience in legal education. The Project wanted institutional stability (permanent office, staff, on-going programs, etc.), experience with a particular community, and field personnel to conduct educational events for these communities. The campaigns lasted no more than 2-3 months, so NGOs did not have to hire new personnel, they utilized existing field personnel already involved in the communities who included legal reform educational events as part of their normal contacts with their communities. Candidate NGOs for the campaigns came from several sources: the 1994 Project NGO database, other USAID-financed NGO projects, such as the PROSAMI maternal-child health project and the CREA civic education project, and NGOs working with the National Institute for Protection of Minors. The candidate NGOs were invited to send personnel to a training session on the laws to decide whether they wanted to participate in the campaign. Those NGOs wishing to participate in the campaign were asked to prepare a proposal indicating where events would be carried out and by whom, plus a calendar of events. Once an NGO and the Project reached an agreement, they signed a standard grant document and funds were disbursed. The Project maintained complete records on each grant, including financial documentation and activity reports. Project personnel carried out random, unannounced visits to monitor the events.

The Family Code popular education campaign had two parts, the first during the last four months of 1994, the second from April to August 1996. Eight NGOs participated in the first campaign, with \$50,000 in grants, 30 NGOs participated in the second, with approximately \$115,000 in grants. The first campaign covered western El Salvador (Ahuachapan, Sonsonate, Santa Ana), Chalatenango, and parts of La Libertad, San Salvador, Cuscatlan, and San Vicente. The second campaign reached every department and 32,816 people.

The Juvenile Delinquency Law campaign ran from September to December 1996, involving 47 NGOs with \$52,230 in grants. This campaign also reached every department. In addition to the 47 NGOs receiving grants, 29 others received materials only. These NGOs all carried out educational events on the Juvenile Delinquency Law as part of their general programming.

The Project conducted an internal evaluation of the NGO popular education campaigns in late 1996. The evaluation assessed several key aspects of the strategy, including the training provided the NGOs, the materials produced for their use in the campaigns, the adequacy of the funds provided to the NGOs to carry out campaigns, and reactions of NGO constituents to the educational events themselves. The results of the evaluation were very favorable and the campaigns proved to be effective.

ii Criminal and Penitentiary Reforms Campaign

An umbrella group of legal-oriented NGOs, many of which had participated in the Family Code campaigns, carried out a publicity campaign to push for passage of the penal reforms by the Legislative Assembly in the fall of 1996. This campaign, financed and supervised by JRP II, used a publicity firm to develop a strategy for TV spots and newspaper ads. The content and style of the campaign were determined by the NGOs in conjunction with this firm. The campaign appeared just as the Legislative Assembly considered the penal reforms. According to several people present during the approval process, the campaign played an important part in achieving the passage of the Criminal Procedure Code in December 1996.

The second criminal and penitentiary reform campaign, conducted from June to November 1997, used different strategies and methodology than those previously used by the Project. First, the campaign was dual-faceted: it had both popular legal education and publicity components. The added publicity strategy was intended to enable participants in the popular legal education training sessions to “multiply” the message in their communities. The methodology relied upon one subcontract to an NGO for the carrying out of the entire campaign. That NGO in turn contracted other NGOs for the popular education component and mass media organizations for the publicity component. All administrative tasks were undertaken by the subcontracted NGO, with general supervision and technical assistance provided by a work group composed from the Project, the UTE and USAID. Periodic work sessions with the work group and the NGO set general campaign strategies and made the principal decisions affecting the campaign. Finally, instead of concentrating on the grass roots level, the campaign focused on training and disseminating information for community and municipal leaders, NGO leaders and police. This methodology recognized the status of these reforms—they had been approved but had not yet entered into effect. By focusing on leaders and influential members of society, the Project wanted to build support for the reforms in a way that would encourage community level lobbying for immediate implementation of the reforms with sufficient funding.

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 Greater knowledge and awareness on the part of the general public concerning legal reforms in general, their importance, and how such reforms affect them

The Project developed a popular education and publicity campaign in 1994 on the rights and duties of Salvadorans under the law. The campaign included radio announcements, TV spots, ads in the press, and distribution of informational brochures. A poll of 800 people, taken after the campaign, indicated that 70% were aware of the general nature of a constitutional order of protection (*amparo*), 60% knew of the possibility of taking legal action against a public official, and almost 90% knew that police maltreatment during arrests was illegal.

With the UTE, JRP II established a pilot project to increase public awareness of the reforms and to provide training to UTE personnel in communications issues

Achievement 2 Greater public knowledge and awareness about rights created under the Family Code and the Family Procedure Law, and how to exercise them

A 1994 survey of 800 people after the initial 1994 Family Law campaign indicated that 62% were aware of the new laws. The 1996 Project Evaluation found that the popular education campaigns were particularly useful for disseminating information about legislation to social groups, such as rural and farming communities, that could not otherwise be reached.

These results were achieved in part through an extensive national Family Code publicity campaign in 1994. The Project also led two popular education campaigns on the law, preparing and distributing materials and training NGO trainers. These campaigns reached approximately 75,000 people directly and even more indirectly.

Achievement 3 Greater general public knowledge and awareness about the content of and the rights established under the Juvenile Delinquency Law (JDL)

The Project conducted the JDL popular education campaign in late 1996. It involved preparing and distributing of flip charts, training guides, informational pamphlets on the JDL and the Constitution, and copies of the text of the JDL itself. The Project trained 172 NGO trainers from 84 NGOs in the JDL. This campaign directly reached 17,000 approximately people.

Achievement 4 Greater general public knowledge and awareness about their rights and obligations created under the criminal and penitentiary reforms and the importance that these laws be approved and implemented

The Project conducted a pre-approval criminal and penitentiary reform publicity campaign in 1996. In 1997 it designed and executed a post-approval campaign (conducted by NGOs) to disseminate information and provide education on the need for, and contents of, the penal and penitentiary reforms. This involved training NGO trainers and community development groups on leading popular education campaigns in the Criminal Code, Criminal Procedure Code and Penitentiary Law.

The Project published and distributed over 30,000 informational booklets on reforms and trained approximately 8,000 community leaders, NGO members, and employees of municipal governments in the new criminal reforms in all 14 departments of El Salvador.

Achievement 5 More active participation of NGOs in the judicial reform process

In 1994 the Project conducted an inventory of NGOs in El Salvador that were working on issues broadly related to judicial reform. This inventory was used to help plan future Project activities with respect to NGOs. The Project completed two family law popular education campaigns, one juvenile delinquency law popular education campaign and two criminal and penitentiary reform

popular education and/or publicity campaigns with NGOs and conducted a workshop with NGOs on lobbying skills and developing action plans for lobbying issues

4 Lessons Learned and Recommendations

- a Each NGO is unique, although they may share similar goals for the less well off majority of Salvadorans NGOs firmly maintain their independence and differences, and each has its own agenda Their workers put in long, hard hours and sacrifice high pay for job satisfaction, many investing their own money and free time to support their NGO's projects To work successfully with NGOs, one must recognize and respect their differences, agendas and independence, and treat them as equal partners
- b The 1994 Family Code campaign training was directed to lawyers only, as all selected NGOs had legal staff The 1996 campaigns included NGOs with no legal staff, and the Project attempted to make the content of the judicial reforms understandable to non-lawyers An NGO lawyer did most of the training The capability of well-trained non-legal promoters was impressive, and the absence of lawyers on an NGO's staff is not significant, the 1997 criminal reforms campaign showed that non-lawyers are very capable of learning and conveying complex materials in an understandable manner, particularly to other non-lawyers
- c The internal evaluation of the 1996 campaigns showed that the training, while adequate for many in the NGOs, should have utilized techniques other than classroom exposition, because NGOs with successful training programs do not use this type of training in the communities they serve NGOs are more successful using participatory, interactive methodologies This concept was included, to some extent, in the second criminal reforms campaign
- d NGOs need an opportunity for additional training and consultation after community-based popular education campaigns begin Legal reforms are a new area, especially for NGOs with no legal staff, so even after a training session in which they feel they have understood everything, questions arise in the field which they cannot answer Short follow-up training sessions, held several weeks after a campaign begins would be very helpful, or the Project could send a lawyer to NGOs seeking special help
- e The popular education campaigns were, as one NGO person described it, "like hitting a beehive and running for cover" There is a backlog of unresolved problems in Salvadoran communities, and once the NGOs open a subject up, there is a clamor among the participants for solutions They naturally turn to the NGO that opened the subject NGOs with legal staffs have been swamped, while some without legal staff are considering opening a legal aid service Assistance might help NGOs to open legal aid type offices and/or go to other NGOs specialized in such activities, possibly working in coordination with the PGR and the PDO
- f The campaigns uncovered a low level of knowledge about the reforms among lawyers participating in educational events in rural communities For example, one NGO found that the local Human Rights Public Defender Office had no knowledge about family law reforms NGOs, through a grants program, could continue providing this type of training to lawyers in rural communities

- g As a result of the juvenile delinquency law campaign, there were calls to educate the police in that law. The new police force, the National Civil Police, was created under the Peace Accords and begun just a few years ago. It has the advantages and disadvantages one would expect, members of the Police are much better educated and motivated, but they have not yet learned everything they need to know. NGOs could play a role in this learning process by educating local police in how local communities operate, and by providing the types of legal information found in the campaigns reported here. Several NGOs invited the Police to their events or staged events especially for the Police, and these NGOs report establishing productive permanent relationships that benefit both institutions.
- h Popular legal education campaigns accompanied by publicity campaigns emphasizing similar themes (the first family law campaign and the second criminal law campaign) were more successful in getting the message out. This conclusion is based on the 1994 post-Family Code campaign poll and an evaluation of the 1997 criminal reforms campaign.
- i Campaigns with training sessions over a longer period of time produced better results, even though they emphasized in-depth knowledge of the laws over breadth of subject matter. For many people, in a full day session covering dry, complex subject matter it is difficult to maintain attention and absorb the contents of the training, so much of the information does not sink in. During the second criminal reform campaign, six half day sessions for each group of trainees was more successful, although it is more difficult for attendees to be at each session.
- j The second criminal reforms popular education campaign was publicly bid and an NGO selected to carry it out under Project and UTE supervision. Several excellent proposals were received and the chosen NGO did a very good job, notwithstanding some coordination problems between it and the UTE. In future campaigns using this methodology, a national counterpart institution (preferably the ATJ or the CPD) should be jointly responsible for the campaign, with extensive technical assistance from USAID and the UTE.
- k Although Project campaigns and publicity activities succeeded in achieving greater awareness and knowledge on the part of the general populace, much remains to be done. One particularly disturbing trend is that, notwithstanding the high level of public awareness of the reforms, general confidence in the justice sector remains very low. This may be due in part to real problems that still exist in the system, in particular in the current and outdated (until the reforms enter into effect) criminal justice system. A May 1997 Gallup poll indicated that almost 60% of the populace had little or no confidence in the ability of the courts to guarantee a fair trial, and 73% had little or no confidence in the justice sector. To boost confidence in the system, particularly during the implementation of the new criminal and penitentiary reforms, it is very important to publicize and educate people about the successes of the system. This is true both at the macro level (for example, by statistical data showing more fairness and better efficiency in convicting wrongdoers), and at the micro level (in the form of wide publication of successes in individual cases).
- l NGOs need continued assistance in developing their skills in persuasion and lobbying. Asserting public pressure on particular issues is central to the effective functioning of

representative democracies Lobbying should not be limited to the legislature, it should include the executive branch, the legal community and the public at large Training and follow-up should be provided to members of the civil society in legislative lobbying and in exerting pressure to sway public opinion on important issues

- m Another important activity that should be encouraged among NGOs and the civil society is monitoring the actions of public officials and institutions and reporting findings (i.e., playing a watchdog role) A few NGOs currently carry out this type of activity, but on a very limited basis The public endorses this activity, a September 1997 poll indicated that 65% of the population believes that NGOs should monitor and publicize the actions of public officials Training and follow-up should be provided to members of the civil society in legislative lobbying and in exerting pressure to sway public opinion on important issues

III Component Two: Institutional Strengthening for the Implementation of the Reforms

A The Trial Courts and Court Administration

1 Background

Despite some assistance under JRP I, court administration, particularly at the trial level, was poor when JRP II began. Without reliable statistics or administrative systems, judges did not know their workloads—the number of current active cases or the stage at which each active case was proceeding. Each judge handled his or her own courtroom administration with no outside help. There was no uniformity in handling or indexing exhibits and evidence, initiating or filing cases, notifications, service of subpoenas, etc. Filing systems did not allow the proper disposition and archiving of judicial records. Courtroom space was poorly designed and inefficiently used. There was no long-term planning to ensure adequate future court capacity.

What was known was that the trial court system had a huge backlog, with many inactive and/or abandoned cases, and it rarely complied with legally defined procedural time limits. Based on dubious statistics, the 1990/91 Annual Report of the Court indicated that the backlog was 80,000 cases during the period from 1985 to 1990. The backlog had many causes: inefficient court administration, limits on the admissibility of evidence, no alternatives to full trial proceedings (i.e., no plea bargaining, abbreviated procedures or conciliation), inadequate investigative capacity, heavy reliance on testimonial evidence, and widespread use of appeals and other mechanisms as dilatory tactics. As a result of the huge backlog, up to 90% of those in prison were pre-trial detainees.

JRP II's Unit of Administrative Systems responded to these deficiencies, following up and expanding the JRP I pilot project in court administration. JRP II focused on designing and implementing reforms in (1) court administration in criminal law courts and the newly created family and juvenile delinquency courts, (2) information processing, (3) case purging and (4) creating Common Clerk's offices.

2 Strategies Utilized

a Court Administration Systems in Criminal, Family and Juvenile Delinquency Courts

The Project addressed courtroom administration problems through pilot courtrooms, providing extensive technical assistance to improve administration. The pilot court project initially had only one court, but it expanded early in JRP II to ten criminal courts in San Salvador. It focused on creating a judicial management system in the courtroom so judges could focus on investigating and judging cases and, as much as possible, leave administrative details to specialized administrative support teams. The Project designed a training system, based on training of trainers, to educate and prepare future participants in using the tools and other innovations of the pilot project. The Project paid the trainers, who were integrated into the system permanently in October 1996, when the entire Unit of Administrative Systems of the

Project was absorbed and institutionalized by the Supreme Court. Based on successes in the 10 original criminal pilot courts, most of the concepts and techniques utilized have been implemented in approximately 35 criminal courts on a national level. Similar pilot projects were started in four family courts and four juvenile delinquency courts and the process was duplicated on a national scale.

b Information processing

In late 1993, JRP II undertook a sector-wide evaluation of the case tracking system used in numerous urban courtrooms and, based on the evaluation, formulated a proposal to automate the information processing systems in the court system, the AGO and the PGR/PDO. The proposal included standardized statistics gathering and reporting systems and case tracking systems, with standardized codification and fields to facilitate the exchange of information between justice sector institutions.

In November 1994, JRP II's Unit of Administrative Systems initiated the design of an interim automated case tracking system for the courts, with extensive direct participation of judges, clerks, and the other end users of the system. The design was completed and the system installed in two pilot courtrooms in Santa Tecla in April 1995. In September 1995, training began for court personnel in the 10 San Salvador criminal courts and the pilot was expanded to those courts. These courts were also in the administrative systems pilot program, facilitating the implementation. The Project provided extensive follow up and on-site training to the information end users, demonstrating the benefits of the system. Reports indicating the increased efficiency in courtrooms using the system were prepared and distributed to other judges.

Simultaneously, JRP II donated a total of 78 computers, with word processing and specialized case management programs. The new administrative systems gradually expanded to include 30 automated workstations in the ten original criminal trial pilot courts, the archives and in the central administrative systems office. The Supreme Court, using its own funds, purchased additional computer equipment. Presently almost all criminal, juvenile and family law courts throughout the nation are using modern computer equipment.

In 1995, proposals were solicited and a contract awarded to a local software development and consulting firm, Consultores en Sistemas, S A (CONSISA), to design the inter-institutional case tracking system referred to above. In a highly participatory design process, end users specified their needs and preferences, considered various options for the ideal database platform for the systems, and chose Sybase, the most sophisticated. In 1996, bids were solicited and another contract was awarded to CONSISA to develop this system, implement it and provide training to end users and information management specialists in each institution. After a lengthy testing and adjustment process, the system was delivered to the Supreme Court for implementation. The system was combined with the case tracking system already in place and is now being used in most of the criminal courts in the country. The juvenile delinquency and family courts employed a similar participatory strategy in the design and implementation of their case tracking systems. The system used in these courts is similar to the interim case tracking system originally employed in the criminal courts, modified to meet the different needs of these new courts.

The Project also chose a participatory strategy to implement the statistics gathering and reporting system. It held a one week seminar for 12 people from the Supreme Court, PGR, the AGO, the MOJ and the UTE to motivate and interest the technical staff in keeping and effectively using statistical information. This approach encouraged the implementation of the project in each institution, as each staff knew that other institutions were participating. Half of the seminar focused on maintaining statistical information. The remaining time was spent training in the use of the statistics management software SPSS, which was donated to each institution along with one computer for statistical uses. Meetings with technicians of the Planning Department and judges and judicial staff members determined what statistical information was to be kept in the court system. Subsequently, JRP II provided assistance in programming and setting up the statistics software and in elaborating data collecting formats. After monitoring a two-month pilot program in the ten criminal courts in San Salvador, the pilot was expanded to the whole country. Similar systems were installed in the family and juvenile courts. The statistics systems have been integrated with the information processing systems and reports are periodically produced.

c Case Purging

The strategy utilized for the Case Purging Center was highly participatory to ensure adoption of the methodology by the Supreme Court. The Court contracted the personnel to run the Case Purging Center, using law students, lawyers and notaries, and paid all operating expenses related to the Center. The Project provided only technical assistance, equipment and general direction. The case-purging program began with one technical advisor (a long-term court administration specialist provided by JRP II), and one administrative assistant provided by the Court. The initial court staff team assigned to the project, the “*depuradores*” or purgers, consisted of 17 people. This team soon expanded to 34, and gradually the newly created Administrative Systems Unit grew to 120 positions, including computer technicians, support staff, supervisory staff, field personnel, and members of the purging unit.

The Case Purging Center began with an inventory of all pending cases before 304 justices of the peace, 120 criminal and civil trial courts and 18 appellate courts. The Project hired 60 people to conduct the national case inventory and to create a statistical database of all pending cases and reasons for delays. Each case was categorized by type, nature of action, court and case identification, initiation date, date of last action, and status. A February 1996 evaluation listed four principal achievements of the inventory: (1) the information necessary to prepare a list of all pending cases, (2) a factual basis for a national discussion of the volume and reasons for trial delay in El Salvador, (3) a group of well-educated, trained and enthusiastic individuals who later became the majority of personnel in the Case Purging Center, and (4) a reliable, accurate data base reflecting the current status of all cases. The inventory found 137,000 active cases, with 50% more than 3 years old and 26% more than six years old. It estimated that 60% of these cases could be purged by judicial order. Workshops for judges and their staff then established criteria for purging cases, using individual judge’s criteria for purging in his or her courtroom (e.g., age of case). The Task Force learned to apply these criteria through class work and case studies.

In the case purging process, the case purgers first identify files appropriate for purging, using as the principal criteria the age of the case and the date of the last judicial order. The selected files are then sent to the Case Purging Center, where appropriate orders or resolutions are prepared in

accordance with the individual judges' general criteria. The prepared resolutions or orders go back to the court for action by the judge. If the judge agrees with the proposed outcome, he or she signs the order, the case is dismissed, and the file archived. If the judge disagrees (true in fewer than 1% of the cases), the case is sent back to the Case Purging Center for correction. At the start of the program, only cases not involving pre-trial detainees were selected for purging. In 1996, cases with detained defendants were added to the purging process. For these cases, members of the purging team worked directly in the courts with judicial assistants to facilitate the process of finishing the investigation of each case and preparing draft resolutions for the judge to sign.

The training of the case purgers, provided by the Project, consisted of 40 hour sessions each in criminal, civil and mercantile law, 20 hours of training in word processing and use of model pleadings, and follow up training on a periodic basis. The Case Purging Unit functions as a fully institutionalized component of the Supreme Court.

d Common Clerk's Office

After centralizing administrative services within each courtroom, the next step was to establish common administrative clerk's offices for multiple courtrooms in the same building or geographic area to consolidate the majority of administrative tasks into a single office. A common clerk's office reduces routine administrative tasks in individual courtrooms by handling such functions as service of process, notifying parties to a proceeding of judicial orders and decisions, and handling jury-related administrative issues. In March 1995 the Project proposed to the Supreme Court the establishment of a Common Clerk's Office for the 10 criminal courts in San Salvador. The Project agreed to provide all the equipment necessary to initiate this Office. The Office was approved by the Supreme Court in September 1997. Its mandate is limited, covering only jury trials, service of process and notifications, as part of the Supreme Court's implementation of the new Criminal Procedure Code. However, the Common Clerk's Office is now central to the administrative court reforms.

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 A reduction of over 70,000 backlogged civil and criminal court cases

The Project conducted a 100 percent inventory of court cases at the national level. Thereafter it established a Case Purging Center that was institutionalized by the Supreme Court in 1996.

Achievement 2 Improved case flow management in the court systems

The Project designed, tested and implemented automated case flow management systems in approximately 35 criminal courts, eight family courts and eight juvenile delinquency courts. The effort included the design and delivery to the Supreme Court of a case flow management system,

integrating common case elements of criminal trial courts, public defenders and prosecutors. The Project procured and installed the necessary computer hardware and software.

Achievement 3 Efficient automated and manual docketing and filing systems in use in the majority of criminal courts

The Project designed and implemented manual docketing systems and training manuals for 10 pilot criminal courts and over 25 other courts. In all pilot courts, it designed and implemented automated docketing and filing systems, an administrative manual and a file identification system.

Achievement 4 More efficient court planning and information collection systems

The Project created and staffed an Information Systems Section within the Unit of Administrative Systems. It provided computer equipment for use by all criminal, family and juvenile courts, and installed automated LAN case tracking systems in all San Salvador trial courts. It trained 90 administrative court staff from various jurisdictions in basic computer use and designed an Automated Case Tracking System (ACTS) in the criminal courts. JRP II also assisted the Supreme Court in establishing an independent office for the collection and analysis of judicial statistics.

Achievement 5 Improved records and archive management in the court system

In 1995, the Project established an Archiving Unit and designed and implemented an automated file index system for the central judicial archives. It then held a countrywide archiving course for judicial staff. A records retention schedule awaits Supreme Court approval.

Achievement 6 Elimination of excessive administrative tasks undertaken by the judges to improve efficiency in the criminal court system

To alleviate administrative burdens on judges, the Project provided technical assistance to establish a Common Clerk's Office in the Criminal Courts under the Supreme Court's plan to implement the Criminal Procedure Code. It designed centralized service of process and case assignment and distribution offices.

Achievement 7 A modern statistical system used and maintained in the trial court system

To help create a modern statistical system in the criminal courts, the Project provided computers with statistics software (SPSS). It programmed and modified the software after analyzing actual needs, and initiated a two-month pilot program in San Salvador's criminal trial courts. It then assisted in expanding the system to the national level and to family and juvenile courts.

Achievement 8 More accurate judicial control over the status of detained defendants

The Project developed and implemented a system to ensure judges' compliance with their obligations to visit detained defendants and to exercise control over the execution of sentences and sentencing conditions

Achievement 9 More efficient juvenile delinquency court administrative systems

The Project conducted a needs assessment, including a case inventory of all juvenile courts. It then procured and installed computer equipment in all twelve juvenile courts, and designed, produced and presented manual and computerized administrative tools for the juvenile courts. It designed and implemented new case tracking, information processing and statistical and reporting systems at the national level.

Achievement 10 Improved, more efficient administrative systems in the family courts

The Project created and implemented automated case tracking systems, and trained personnel in every family court in the country in computer use. It created a model Archiving Unit, designed and implemented new case tracking and information processing systems, and developed and produced manual administrative tools. An automated statistical reporting system was designed by the Project and implemented nationally.

4 Lessons Learned and Recommendations

- a The Project introduced many administrative reforms into the court system, and most were accepted and institutionalized. But introducing changes and improvements is a long, difficult task. Institutionalizing them and adapting them to new requirements are also difficult processes, requiring constant monitoring, adjustment and management. It took almost four years from the creation of the Unit of Administrative Systems until the Supreme Court officially incorporated it as a permanent division. The introduction of a Common Clerk's Office took more than two years.
- b There has been confusion over the division of responsibility for information processing in the Supreme Court between the Unit of Information Processing and the Unit of Administrative Systems. This confusion was a factor in the delay of acceptance of the ACTS system in the court system. The roles of each Unit should be permanently defined by the judiciary's enabling law. One possible configuration would have the Unit of Information Processing responsible for developing and maintaining the information processing systems (programs, software and hardware, networks, etc.), while the Unit of Administrative Systems would be responsible for implementing the systems, quality control and training.
- c The new criminal reforms impose major new administrative and legal requirements. Although much preparation and training has already been undertaken in this area, there will be inevitable implementation problems now that the laws are in effect. Beyond their direct effects on the courts and their operations, they create a need for greater administrative coordination between justice sector institutions. Several ministries and government

institutions are developing automated case management programs to handle their workloads, but no central body coordinates these new systems to foster the exchange of information, reduce duplication and conserve resources. International donors and local institutions should coordinate their work to ensure that the GOES does not end up with multiple, incompatible information systems operating independently. Coordination should be at the presidential level—the presidential Modernization Commission is the logical body. A national plan developed at the top would facilitate implementing a uniform national system.

- d El Salvador has serious problems with its court facilities. Many trial courts were destroyed by the 1986 earthquake and have not been fully rebuilt—even the new court building in San Salvador was obsolete by the time it opened. The problem is greater outside San Salvador, where courts lack the ability to plan and design court buildings that meet the unique requirements of a functional court system. Lacking space, the Supreme Court rents hundreds of buildings to use as courtrooms throughout the nation. These rental properties are usually private homes converted into courthouses, lacking adequate electricity, parking, and security. Courthouses have special design needs: the safety and security of judges and court personnel, special document and records storage areas, transport and detention of incarcerated defendants, provision for communications, area networks, and many other considerations. Experts, rather than judges, should design and build courts.
- e The Supreme Court has adequate funding, one result being that compensation for judges and employees is high by government standards. This has caused a migration from other agencies, often leaving a void of qualified personnel and reducing the system's overall effectiveness.
- f The Supreme Court's personnel system has serious defects. Controls are weak in some areas, permitting disproportionate salaries for selected personnel, appointment of unqualified personnel, and "phantom" employees. The system lacks standardized personnel functions, defined qualifications, selection and appointment criteria, career development and disciplinary provisions, and a personnel manual. An efficient court personnel evaluation system should be a top priority for future assistance.
- g Although the court statistics system functions and reports are produced, the data is not being used optimally for planning and control purposes. Technical assistance could encourage more efficient use of the statistical information produced by these systems.

B The Supreme Court of Justice

1 Background

At the Supreme Court of Justice, JRP II focused on process analysis and redefinition, administrative reorganization and automation. Before JRP II, the Supreme Court's Constitutional Law Chamber sometimes took several years to resolve cases. The Chamber had no information system or statistics gathering and reporting systems. Similar situations existed in the Court's Criminal, Civil and Administrative Chambers. Through the Project's strategy, TRASDEC (Spanish acronym for team work, case tracking, statistics, control, decision making and

workload), case processing procedures were completely redefined and the Constitutional Chamber's case management system completely automated. The procedures that constitutional cases follow were cut by more than half and the case processing time, in some cases, by more than two thirds. Many aspects of a proposed administrative reorganization have been adopted. The TRASDEC process has been used in the Supreme Court's Administrative Law Chamber and the proposed organizational, administrative and information processing changes await approval.

2 Strategies Utilized

The strategy and methodology to modernize the chambers of the Supreme Court, the TRASDEC process, had three stages: (1) diagnostic analysis of the current situation, (2) design of a new model, and (3) approval for the model and design of the information and statistical systems to support and implement it. The diagnostic phase produced a flowchart of each proceeding, from the time it entered the Constitutional Chamber until it was archived. It used interviews with judges, clerks and secretaries to ascertain their needs, and analyzed the strengths, weaknesses, risks and opportunities of the Chamber. It then reviewed manuals and other materials to understand the specified procedures and observed the actual movements of files. Finally, it took a complete inventory of all current cases. The Chamber's organizational culture was examined to facilitate the cultural transformation process and maximize the potential for change.

In the second phase, the Project developed an integrated system that controls and influences the taking of decisions, alleviates bottlenecks, and makes the juridical work of the magistrates central to the process. This phase produced formats for repetitive steps, a statistical system for case tracking and decision-making, and integral informational aspects of the system. The new system was presented to end users in participatory workshops and appropriate modifications made.

The final phase was to secure approval to implement the new system and develop information systems to meet the functional profiles designed for the Chamber, utilizing user friendly language and a simple design. The new system emphasized the use of statistics in decision-making. Users needed encouragement to adopt the system as theirs and training in the use of the new system. Mechanisms for feedback, such as periodic meetings, furthered the system's institutionalization.

A work group was formed to assist in making the diagnostic evaluation, presenting the results, designing the new model, and implementing and institutionalizing the system. The "owner" of the process in the Constitutional Chamber was the President of the Chamber, the First Magistrate Rene Hernandez Valiente. The Constitutional Chamber underwent the transformation process first because, in addition to having a reform-minded President, it is the most respected Chamber and hence a good model from which to replicate the strategy.

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 Reduction by over 50% in average constitutional case processing times

Administrative procedures and case processing tasks were streamlined and made more efficient, reducing average case processing times in the Supreme Court's Constitutional Law Chamber (e.g., the processing time for *habeas corpus* petitions was reduced from 7 to 3 months)

The Project designed and implemented administrative procedures to reduce case backlogs, with new and simplified case processing procedures. It established a computer information network and operational systems to track the procedural development of cases and the physical location of the case files. The system also provides for public access to case information.

Achievement 2 The Supreme Court effectively collects, maintains, classifies and distributes its jurisprudence to justice sector operators

The Project provided training in the use of jurisprudence and assisted in establishing an electronic legal research and jurisprudence database. It also assisted in initiating and then supported the Supreme Court's Center of Jurisprudence, and it classified all judicial decisions from the Criminal Chamber for 1996 and 1997. It designed and implemented a plan to disseminate jurisprudence to public defenders and prosecutors.

Achievement 3 Plan to simplify and reduce administrative and case processing procedures designed and presented to the Administrative Law Chamber

The Project conducted a diagnostic review of the Administrative Law Chamber and inventoried active cases to determine the length of delay and the degree of complexity. It detailed the 300-plus steps in the case determination process and developed a plan to reduce the steps in case resolution. It also developed a case inventory system.

4 Lessons Learned and Recommendations

- a The remaining administrative and organizational proposals for the Constitutional Chamber, in particular the proposed changes in supervision and coordination, designed to ensure consistent quality in drafting of resolutions and to centralize administrative functions in a common clerks office, should be adopted and the statistical module should be put into effect.
- b In the Administrative Law Chamber, the case flow modifications proposed as a result of the TRASDEC process should be adopted and implemented, as should the proposed administrative and organizational reforms.
- c With technical assistance, the TRASDEC process should be used in the Supreme Court's other chambers to reduce case processing time and the number of procedural steps in case resolution. Similar administrative and organizational reforms, such as centralizing administrative functions, should be undertaken as well.

- d The users of the Supreme Court's statistics system need further training, especially in interpreting and using the data produced Better control mechanisms regarding the collection of data need to be adopted and followed
- e The flow of information from the Supreme Court to the Center of Jurisprudence needs improvement Sometimes several versions of the same decision arrive at the Center Electronic transfers of Supreme Court decisions would help to ensure that only the final version goes to the Center for classification and publication The jurisprudence classification and publication processes initiated in the Constitutional and Criminal Chambers should continue and the same processes should be initiated in the other Chambers

C The Judicial Training School and the National Council for the Judiciary

1 Background

The Judicial Training School (JTS) was founded in 1991 and was responsible to the Supreme Court Initially, the JTS provided only basic types of training to judges and judicial clerks JRP I supported the JTS through technical assistance in training courses and special events When the National Council for the Judiciary (NCJ) was created as a result of the Peace Accords, the JTS became part of the NCJ Its role gradually expanded to provide training for all the actors in the justice sector With the enactment of new laws pertaining to substantive and procedural criminal law, the penitentiary system, juvenile delinquency and family issues, the need for timely and efficient training for justice sector operators increased dramatically Consequently, assistance to the JTS is one of the largest components of JRP II

2 Strategies Utilized

When JRP II began in June 1993, its plan of action called for enabling the JTS to develop the justice sector leadership skills needed to implement the legal reforms and improve and modernize judicial services The plan of action had two primary components organizing the JTS as the exclusive entity for training justice sector personnel, and designing and executing training plans in family law, criminal law, juvenile delinquency law and the other judicial reforms These two components lay at the heart of most activities with the JTS JRP II provided technical assistance to the JTS in two phases From 1993 to 1996, it provided training courses in the new judicial and legal reforms In 1996, JRP II also supported the JTS in designing its 1997 and 1998 training plans and in redefining its role in the justice sector

JRP II provided extensive technical and administrative assistance and contracted professors and consultants to teach JTS courses during a three year period (1993-1996) In the first stage, the Project provided almost 90% of the economic support to the JTS The JTS and JRP II were located in the same office Some 12,000 participants were trained in topics relating primarily to the judicial reforms (See Appendix 5 for a list of the training courses provided by JRP II and the number of participants attending each course) Initially, the courses were aimed at supplementing the core legal skills of the justice sector operators, during the civil war the law schools provided seriously deficient legal education, so the initial training was in basic legal education in order to provide a base for the training that followed

The goals of the first stage of technical assistance were met in full. The 1996 Evaluation Team found that the first stage (1) significantly increased the basic legal knowledge of legal professionals in the criminal, juvenile and family systems, (2) brought recognition by justice sector operators of the importance of training as a means to improve justice system operations, and (3) consolidated the JTS as the lead inter-institutional body for justice sector training.

Beginning in 1996, the Project shifted towards organizational support to strengthen the JTS institutionally so that it could function without outside assistance. Administrative reorganization plans were implemented. Technical assistance focused on developing instructional modules and systematizing training methodology. The Project developed and implemented an information system and a system of academic and administrative controls. The local administrative staff and professors were trained and are now able to conduct the courses without foreign professors. Finally, the Project provided the JTS with a large collection of didactic materials, such as instructional modules and methodological guides, so that it could repeat courses to different operators. In 1996, after a gradual process of transferring technology and administrative expertise, the JTS became economically and administratively independent of JRP II. The Project, to a limited extent, continued providing technical assistance to the JTS, but the NCJ paid all operating expenses and the majority of its staff became permanent statutory employees of the NCJ and the JTS. By agreement of the JSCC, the JTS is now exclusively responsible for all post-university occupational training for justice sector operators.

In an important and successful innovation, in the second phase of technical assistance the training needs assessment methodology was reoriented. In the first phase, a traditional participatory methodology was used, i.e., training was determined in consultation with officials from the institutions served by the JTS to identify the training they felt their staffs needed. In the second phase, the Project developed and applied a profile-based methodology to identify real training needs. In this methodology, the training needs assessment first uses a consultative process to determine the desired occupational and educational profiles of the trainees (e.g., job functions, abilities and aptitudes needed to perform the functions). The needs assessment then determines the trainees' actual profiles. By comparing the real profiles with the desired profiles, the training plan focuses on raising actual profiles to the desired levels.

The second stage of technical assistance to the JTS also provided practical skills training to judges, public defenders and prosecutors through one-on-one on-site training. While costly, this training was extremely effective and widely accepted by the recipients. Public defenders and prosecutors received on-site training for three years, but the Project could only fund one year of on-site training for judges.

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 Better trained justice sector operators who are more aware of, and better able to implement the legal reforms

Between 1993 and 1997, JRP II trained over 12,000 participants, including judges, prosecutors, public defenders and judicial clerks in JTS courses. Most training pertained to judicial reforms in constitutional, criminal, family, and juvenile delinquency laws and procedures.

The Project defined and validated the desired and real occupational profiles for use in developing training plans for all justice sector operators. The process developed profiles of public defenders, defenders of minors, prosecutors, judges of the peace, criminal and family trial court judges, judicial clerks, and members of multidisciplinary teams in juvenile delinquency and family law.

Achievement 2 An independent, self-sustaining JTS with exclusive responsibility for training judges, public defenders and prosecutors

After obtaining the agreement of the heads of the justice sector institutions to allow the JTS to train the members of their respective institutions, the Project provided the materials and training for planning and conducting training programs. It produced instructional modules for all courses and a guide for developing instructional modules for other courses in the future.

The Project provided formal training and self-training manuals to national trainers. It institutionalized the methodology for designing occupational and educational profiles as the basis for designing training plans for justice sector operators, and it redesigned and implemented a new training evaluation system.

The Project also designed the JTS budget planning and financial management systems, improved its internal organization and administration, and designed its information processing system.

4 Lessons Learned and Recommendations

- a. The JTS went from nearly complete dependence on JRP II at the start of the project to complete financial and administrative independence in 1996. In the first three years of the project, JRP II paid for most of the School's expenses, inadvertently creating a dependence that was difficult to break. From the outset, the Project should have required counterpart funding contributions to help foster independence for the JTS. It also would have been better had the process of intensive institutional strengthening started when technical assistance to the JTS began.
- b. The profile methodology proved extremely successful in determining training needs and won the approval and continued support of all justice sector institutions. This methodology should be continued and the profiles revised periodically to meet changes. The profiles were important for designing training plans, institutional strengthening, and developing strategic planning models for the future.
- c. On-site training for training justice sector operators is highly effective and encourages institutional strengthening and reform. Through intensive personal contact, beneficiaries also

learn the virtues of reformed procedures and systems. This method is expensive, however, requiring experienced trainers and close supervision. The JTS still is not capable of providing this type of training on its own, because of the cost and the lack of qualified local personnel.

- d. The strategy of channeling training for all justice sector operators through the JTS was very successful. It permitted the JTS to become a stronger, more important player in the reform process and, by unifying training criteria, all justice sector operators received the same message, avoiding inconsistencies in content and methodologies, duplications of effort, and cost inefficiencies.
- e. JTS training activities in the first two years of the Project tried to remedy insufficient legal education of justice system operators. Unfortunately, the legal education provided by the law schools is still deficient. There will be a void as the JTS shifts to a more practical, continuing legal education approach. Law schools should use the case-analysis method and provide clinical education (whereby students handle real cases under supervision). As oral skills become more important in the legal system, law schools should develop mock trial courses and/or competitions. Finally, law school graduates need further, specialized courses after they choose to be judges, prosecutors, public defenders, or lawyers.

D The Attorney General's Office

1 Background

The Attorney General's Office (AGO) has undergone a major transformation, both structurally and functionally, since JRP II began. It is now poised to become the primary player in the investigation and prosecution of crimes, roles previously occupied by the police and criminal court judges. The 1991 Constitution vested important new powers in the Attorney General's Office. Article 193(4) gave the AGO exclusive power to initiate and prosecute criminal cases and Article 193(3) made the AGO responsible for criminal investigations. However, under the old Criminal Procedure Code, judges were responsible for investigating and determining culpability and punishment in criminal cases, assisted by police and prosecutors, so the Police and most judges simply ignored the Constitution. The new Criminal Procedure Code, which became effective in April 1998, makes the AGO the accuser and investigator, director of the criminal investigation, advocate for judicial acceptance of the accusatory instrument, and prosecutor of the crime. The defender is also empowered, while the judge takes a more passive role, that of arbiter between prosecutor and defender.

The Project's chief priority vis-a-vis the AGO was empowering the institution to fulfill its new functions. One problem to overcome was the AGO's lack of control over the investigative process. A 1994 Executive Order purported to give the AGO functional direction over the police, but the police, through their Criminal Investigation Division (CID), monopolized criminal investigations. They focused on capturing suspected criminals and remanding them to the court, with little thought to the quality of evidence gathered or how it would be used by the court system in determining guilt. The AGO learned of criminal cases only when presented in court by the police. An ONUSAL study of police treatment of accused misdemeanor law violators found many violations of defendants' rights and little prosecutor participation. Only after the Project

established a pilot project that installed prosecutors in the CID was there any meaningful coordination between the Police and the AGO

The AGO also had severe administrative and organizational problems. A 1993 diagnostic review found a vertical organizational structure, with decision-making centralized in the Attorney General and little delegation of authority. The AGO had no clear lines of authority, recruitment standards, personnel evaluations, or personnel management programs. The Department of Planning existed on paper but did little planning for the future. There was no control over procurement, transportation services, or maintenance activities. The budget process did not take into account the prosecutors' daily activities and needs. The AGO's organizational structure was not grouped by related functions (e.g., type of crime), but rather by type of proceeding or general function (e.g., criminal, human rights, procurement, anti-narcotics). The Penal Division had nine prosecutor groups at the national level, seven in the capital. Each group operated independently, handling all types of criminal cases. This structure prevented developing specialties and hindered the sharing crime information. The AGO collected only limited operational statistics on new cases, and this information did not meet case management, case tracking, evaluation or planning needs.

By the end of the Project, the AGO had undergone a major transformation, legally as well as administratively and organizationally. The Supreme Court ruled that the AGO must direct criminal investigations or risk invalidating the proceedings, the Project assisted in establishing the prosecutors' Criminal Investigations Unit (CIU) within the CID to enable the AGO to direct such investigations. Increased AGO involvement has improved the quality of evidence presented, and fewer cases are dismissed for violating the rights of the accused during administrative detention. The joint AGO/Police preparation of the Manual of the Efficient Investigator, a compilation of procedures regarding the joint investigation of criminal acts, has helped to establish closer working relationships between the two institutions. The Manual, an excellent guide for training the police in investigating crime, will strengthen relations between prosecutors and police, a key to making the new Criminal Procedure Code effective.

Attitudes of AGO personnel have changed as well. The AGO is led by a new Attorney General who is an active leader in the justice sector, supporting criminal reforms and strengthening AGO direction of criminal investigations. His prosecutors are similarly positive. In effect, the Project assisted the AGO in an institutional and cultural transformation. The Criminal Division at San Salvador's central office has been reorganized and now specializes by crime—it has eight crime-specific departments. The Juvenile Delinquency Unit, established with Project technical assistance, also specializes by crime. The new structure encourages information sharing between prosecutors in complicated criminal problems (e.g., gang-related or organized crime), and permits a more rational distribution of cases among prosecutors.

The AGO now has a Department of Integral Development for personnel issues, with a focus on strengthening AGO staff skills. The Department participated in adopting profile methodology, training in the methodology, and developing the 1998 Training Plan based on the profiles. The Department will use the profiles for hiring, training, and promotion. The Department of Planning now has a long-term planning function. It played a crucial role in planning and preparing the

AGO to implement the new Criminal Procedure Code, and it is currently creating 17 sub-regional offices throughout the country to implement administrative decentralization

2 Strategies Utilized

a Institutional Strengthening and Administrative Reform

JRP II's institutional strengthening component utilized a strategy of "integral development," with three interrelated components. The first was to establish and encourage an administration/management system supporting the AGO's mission, vision, institutional objectives and strategies, and capable of using measurable progress indicators. The second component was a management system for daily activities ("management of the routine") to continuously improve the conduct of routine activities by identifying and refining work processes and designing evaluation and monitoring mechanisms. The final component was a program to facilitate the AGO's cultural transformation, helping prosecutors to understand institutional reform—the institution's new values and attitudes and their role in it. This program was solidified in the AGO institutional educational plan and the occupational and educational profiles.

The strategy of change was participatory in nature, involving prosecutors and administrators in workshops so they accepted the change and improvement as their own. The process was not imposed, every step along the way was carefully negotiated.

b Interaction and Cooperation with the National Civil Police

The prosecutor/police coordination component strategy was participatory and interactive. It focused on two elements, creating a unit of prosecutors in the CID of the Police, and preparing an inter-institutional manual of procedures to implement the AGO's functional direction of criminal investigations. The Project created work groups, bringing together members of both institutions, and provided continual support and assistance to negotiating and assimilating the new ideas. Close cooperation with ICITAP became a key element in the strategy as the Project progressed.

c Training

El Salvador and most other Latin American countries teach law by straight lecturing and rote memorization of the contents of the codes. There is little emphasis on developing legal research, case handling or case analysis skills. The Project provided an innovation for the training component of the technical assistance—the case study and analysis method. During 1996, the Project led a training program for prosecutors that focused on the analysis, group discussion and strategizing of actual cases. The best trainees from the courses assisted in forming an in-house program to continue the case analysis and strategizing sessions in later meetings and workshops. This methodology has been institutionalized and will continue to benefit the institution. The 1996 Project Evaluation said that this methodology had rapidly and substantially increased the efficiency and effectiveness of participating prosecutors.

d Statistics and Information Processing

To motivate the technical staff in the AGO Statistics Department, the Project held a one-week seminar for 12 people drawn from the Supreme Court, the AGO, the MOJ and the UTE. The inclusion of several institutions encouraged the assimilation of the project in each institution, as each staff knew that other institutions were involved. The seminar explained the need for maintaining statistical information and provided training in the use of SPSS statistics management software, which, along with computers, was donated to each institution. The Project met with a Statistics Department technician, prosecutors and staff to determine the statistical information to be kept by the AGO. Subsequently, it provided assistance to analyze the statistics, plan for programming the statistics software, set data collecting formats, and initiate a two-month pilot project for the AGO metropolitan area offices. This pilot was later expanded to include the entire country. The Project adopted a similar strategy for the Automated Case Tracking System (ACTS).

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities)

Achievement 1 An AGO with an institutionalized policy-based strategic management system and a process of cultural transformation for the future

The Project assisted with the definition (in 1996) and the broad internal dissemination of the mission, vision and strategies of the institution.

Achievement 2 An AGO administratively and organizationally strengthened, permitting more efficiency on the part of the prosecutors in managing and controlling their cases

The Project assisted in the design and execution of a complete reorganization of the San Salvador Criminal Division and the Division of Minors. It developed definitions and objectives, and conducted training activities (both formal and on-site) for each of the specialized crime practice units within the AGO.

Other activities included assisting in the design and implementation of a Common Secretary's Office for taking and distributing complaints and cases, analyzing and preparing a report on administrative and organizational considerations in implementing the Criminal Procedure Code in the AGO, organizing centralized archives, and providing technical assistance for drafting reforms to the enabling law for the AGO.

Achievement 3 AGO complying better with its duty to direct criminal investigations

The Project assisted in establishing the prosecutors' CIU within the CID of the Police in San Salvador. The Project also created an administrative and communications infrastructure for prosecutors at the CID and specialized units to allow efficient follow up at the judicial phase of

the criminal process. It provided training to improve the operational capacity of prosecutor teams working in the CID.

The Project prepared a Police/AGO "Manual of the Efficient Investigator," which was distributed to police investigators and prosecutors, and provided training in using the Manual.

Achievement 4 Prosecutors better trained and able to fulfill their functions in the investigation and prosecution of crimes

The Project provided training to prosecutors through the JTS, with training and evaluation of 76 prosecutors in the technical aspects of case handling. Approximately 100 prosecutors received individualized on-site training. The Project developed and distributed a manual for prosecutors on implementing the Criminal Procedure Code, with both practical and theoretical sections. It assisted in developing the occupational and educational prosecutor profiles.

Achievement 5 Established in-house training unit and discussion center at the AGO

The Project designed and presented a plan to establish an in-house training unit. It provided administrative and technical support to the in-house unit to continue the process of periodic discussion and analysis of cases and case handling strategies.

Achievement 6 An AGO better able to process and use case-related information, and a pilot project level automated case tracking system operating efficiently

The Project designed, installed and implemented ACTS at the pilot project level in San Salvador. It installed a networked computer system and trained 40 prosecutors and technicians in basic computer skills and using the system. It also provided a plan to expand ACTS to the whole AGO.

Achievement 7 A modern statistical system used and maintained in the AGO

The Project established a statistics system to categorize incoming cases by crime, date of ingress and court. It purchased, designed and installed statistics software. A two-month pilot program in the greater San Salvador AGO office tested the system and provided training in statistics gathering and use.

4 Lessons Learned and Recommendations

- a. The success of the new, more adversarial Criminal Procedure Code depends in part upon the effective use of alternative resolution mechanisms (alternatives to full trial proceedings). The AGO should establish institutional standards for prioritizing cases, based on their severity and the importance to society of resolving them, and use the alternative resolutions to full trial (e.g., exercise of prosecutorial discretion, conciliation, and plea bargaining) made available by the new Criminal Procedure Code. The AGO must develop mechanisms to filter minor cases out of the system. The AGO should also develop institutional measures, such as conciliation units with prosecutors trained in alternative resolution mechanisms, to assist other prosecutors with the settlement of cases.

- b The new code requires effective, coordinated AGO-NCP investigations of criminal acts. The AGO must ensure that evidence is collected legally and is admissible as evidence at trial. The relationship between police and prosecutors is healthy, but prosecutors must learn to accept police attitudes and respect their work while ensuring that the police participate effectively in the adversarial system. This includes testifying and being cross-examined in criminal trials, which can highlight investigation process deficiencies. Prosecutors and police need practical joint training in coordinating investigations and preparing for trial. Joint USAID/ICITAP efforts to improve police-prosecutor coordination should be maintained.
- c The new AGO Enabling Law, which defines the functions and responsibilities of AGO personnel, and the AGO Career Law, which establishes and regulates the careers of the prosecutors, should be adopted and presented to the Legislative Assembly for approval.
- d Pre-trial preparation sessions between the prosecutor and testifying police officers are crucial to success at trial and should be encouraged in every case that goes to trial.
- e In the short term, more oral skills workshops should be undertaken, with a maximum of 15 people in each workshop.
- f There is a high turnover rate among AGO prosecutors, due in part to salaries that are lower than those in the judiciary. AGO salaries should be increased to match judiciary salaries.
- g Assistance should be provided to reinforce the statistics collection system for case-related activity for monitoring and supervisory purposes. Part of the Project-designed system has fallen into disuse because prosecutors consider it burdensome. Such technical, case-related data could be gathered through ACTS, but prosecutors must be more diligent in completing ACTS data sheets. Assistance also should be provided to train statistics system users.
- h ACTS needs continued assistance for implementation at the national level, with links between central, regional and sub-regional offices, as well as to the Police. Additionally, assistance is needed to make adjustments to the ACTS regarding the new CPC. There should be more assistance to the Information Processing Department in order to help implement ACTS more effectively.
- i Supervisors need to learn to be technical advisors and supervisors (rather than administrators). They should be trained in monitoring prosecutor case management activities through the ACTS system and periodic case audits.

E Office of Legal and Social Assistance (PGR)

1 Background

a Overview of the PGR

The PGR, along with the AGO and the Human Rights Ombudsman Office, is part of the Public Ministry. The Constitution specifies the PGR's two major responsibilities as defending the family—tending the interests of minors and others incapable of caring for or defending themselves—and providing legal assistance to indigent defendants, including representation in judicial proceedings. The first responsibility encompasses many functions normally associated with social welfare programs, public guardian and public administrator functions, mental health administration, labor relations, probate, adoptions, family counseling, mediation services, and legal aid. Many of these functions have nothing to do with the justice sector. However, to the extent that these functions were relevant to other legal reforms, such as the new Family Code, they were included in the scope of the Project.

The 1993 JRP II Judicial Diagnostic Evaluation found much duplication of administrative effort, with each PGR department maintaining its own records. Many record-keeping activities could be automated, but the PGR had almost no computers. There were no statistics. There was no way to monitor progress, expansion, caseloads, or compliance with legal requirements. Each unit maintained manual records on a variety of clients. There were no administrative or procedural manuals, so the reliability of even the data being kept was suspect. The PGR's office, damaged in the 1986 earthquake, still had not been repaired and was totally unsuitable. Some PGR units lack the space to afford privacy for client interviews or counseling sessions. With lower salaries than employees of the Supreme Court, poor working conditions, and inadequate equipment, morale in the PGR was generally low. The large salary inequities were a constant source of irritation to otherwise service-minded PGR employees.

The Project focused on the non-public defense related functions of the PGR in the Department of Family Relations, an important element in implementing the new Family Code. In 1996, the Office of Reception and Information (OIR) in the Department of Family Relations was established as a client advisory service and the intake/reception office for initiating and referring family-related PGR cases. The GOES built a new office building for the OIR and the Department of Family Relations, greatly improving physical conditions there. The Project evaluated and redesigned administrative procedures, purchased and installed computer equipment, and designed and implemented a new case tracking system at the pilot project level. The ACTS is key to merging all PGR departments that handle family-related issues into one department.

b Public Defense

Most of the Project's work at the PGR was directed at its second constitutionally mandated responsibility, providing legal defense services to indigent criminal defendants. Article 12 of the Constitution provides that every person has a right to a defense attorney from the moment he or she becomes an accused person until the execution of a sentence. USAID created the Public

Defense Unit within the PGR in the 1980s. Previously, there was no institutionalized public defense service. Although suspended for a number of years, USAID continued sporadic financial assistance (rent, salaries, etc.) for the Public Defenders Office (PDO) for several years until 1993, when the GOES took it over. Prior to JRP II, little technical assistance was provided to the PDO.

At the beginning of JRP II, the services the PDO provided to its clients were notoriously deficient. In its 1993 report, the Lawyer's Committee for Human Rights said "defense counsel display a remarkable lack of concern for carrying out the minimal steps necessary to defend their clients and often overlook obvious defenses, while their clients remain incarcerated." Technical activity of the defenders was very low. For example, in 1995 all public defenders together filed only three *casaciones* (legal appeals), and public defenders averaged less than one *habeas corpus* motion per year. Organizationally, the PDO had groups handling court appearances one week out of four, working other jobs in the remaining three weeks. Public defenders were divided into *adscritos* (ascribed to individual courtrooms, handling all the cases therein throughout the investigative stage) and *especificos* (specialized public defenders, handling only the most serious cases at the trial stage). The distribution of work was very inequitable, *especificos* having very low workloads. Apart from its inefficiency, the system ignored the important concept of continuity of defense, that is, providing the client with a single defender from start to finish, which generates client confidence and a feeling of "case ownership" on the part of the defender. The public defenders rarely visited their clients. Neither the PGR nor the PDO maintained effective statistical records.

The PDO improved significantly with Project assistance. Defenders' technical activity increased dramatically and they visit their clients much more often. The PDO has been restructured, the work groups and the system of shifts eliminated. Many PDO offices, especially the Divisions of Minors, have eliminated ascription and the distinction between *especificos* and *adscritos*. The PDO is poised to implement the new CPC. It has a modern statistics system installed, operating, and used for planning and reporting purposes. A case tracking system (ACTS) has been implemented at the pilot project level (in the central and greater San Salvador offices and in Soyapango) to increase defender control and efficiency in their daily work.

2 Strategies Utilized

a The PGR in General

With respect to the PGR in general, JRP II's main objectives were to strengthen its operational capacity, efficiency and technical functioning so that it could better meet the demands of current law, strengthen the role of the *Procurador General*—a key player in the reform process—and assist in implementing the new Family Code. The PGR is central to the Family Code, providing both pre-judicial conciliation services and "*procuradores de familia*" (family court attorney/guardians), who are indispensable to family court proceedings. Therefore, after a diagnostic evaluation, the Project provided extensive assistance to the staff of the Department of Family Relations of the PGR to help them in their new role. The new reception unit (OIR) facilitated case management and archiving by setting up new administrative and filing systems. A new office building alleviated the deplorable physical conditions that previously existed. Computers, printers, a network server, and case tracking software facilitated efficient case

management, elimination of duplicative administrative effort, reduction of case processing delays, and improved client services. The Project sought to increase the PGR's ability to settle family-related cases, thus lessening family court burdens.

b Public Defense

In the PDO, Project strategy changed several times in response to PDO and PGR leadership changes—over the life of the Project there were two different *Procuradores Generales* and three different directors of the PDO. During 1995, the strategy was participatory, with weekly meetings with the director and supervisors of the PDO to discuss proposed institutional changes. A far-reaching global plan of action was agreed upon, but it was not fully implemented, due to institutional and political resistance. Some components of the plan, however, were implemented. Work groups and the system of shifts was replaced by an assignment system based on a list of defenders who are periodically on call and are permanently available. A system to control periodic jail visits was established, as well as the integration of the intern center and the Division of Minors in the PDO.

To avoid political and institutional resistance, the Project initiated a pilot project, working with defenders in the San Salvador Division of Minors to eliminate the system of ascription in favor of the concept of continuity of defense. The pilot was a clear success and is now the work system plan for the entire PDO. A pilot project in the Soyapango PGR and PDO eliminated the system of ascription and the distinction between *especificos* and *adscritos*. This reformed work system functioned extremely well and became another model for the PDO as a whole.

The Judicial Training School coordinated a participatory activity to define the occupational and educational profiles of the public defender and the defender of minors, with the participation of the Director of the PDO and all coordinators. The Project-developed profile of the PDO supervisor, a technical case supervisor rather than an administrator, has been adopted by the PGR. The PGR uses the profiles for training and developing selection criteria.

During the last year of the Project, the majority of Project activity in this area focused on assisting the *Procurador General* through intensive one-on-one working sessions aimed at developing and implementing action plans.

3 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 PDO providing better criminal defense services to the poor, more people taking advantage of PDO services, and a smaller percentage of pre-trial detainees in the prisons

The number of criminal defendants assisted by the PDO rose from 4,058 in 1995, when the Project began intensive assistance to the PDO, to 8,070 in 1997. Persons placed at liberty due to

PDO intervention rose from 4,786 in 1995 to 7,159 in 1997. The percentage of pre-trial detainees in the prisons dropped from approximately 90% in 1993 to 68% in 1996.

The Project provided on-site training in case handling techniques to most public defenders and defenders of minors. It designed and assisted in implementing the Plan to Reduce the Prison Population.

Achievement 2 PDO able to implement the new Criminal Procedure Code (CPC)

With Project assistance, the PDO created a CPC implementation committee. The Project examined the need to equalize salaries between the public defenders (other justice sector operators (particularly in the court system) and helped to ensure salary equivalence between prosecutors and public defenders. It studied projected PDO workloads to define planning needs and facilitate expanding the PDO nationally, and developed a plan to implement the CPC nationwide.

Achievement 3 Technical activities of the public defenders substantially increased

Public Defenders' technical activity—legal motions or other steps to improve the juridical situation of the defendant—increased substantially. Between 1995 and 1997, the average annual number of bail petitions rose from 9.1 to 13.5 per defender, *habeas corpus* petitions from less than one to more than four, *casacion* petitions rose 166%, appeals 186% and offerings of proof 387%. Extensive on-site training provided by the Project to most public defenders and defenders of minors contributed significantly to these increases.

Achievement 4 Public defenders providing clients with better, more selective services

Public defenders increased their average number of jail visits from 13 per year in 1995 to 30 in 1997, due in part to intensive on-site training for public defenders in the importance of jail visits and in interviewing and client communication skills. The Project also initiated a jail visit program, with new forms and controls regarding the jail visit.

Achievement 5 Half of the public defenders understand the oral criminal process and prepared to implement the CPC

The Project provided training to all public defenders and defenders of minors, in coordination with the JTS, in basic oral trial skills. Training included extensive practical exercises, a mock trial and distribution of educational materials.

Achievement 6 Defenders of minors administratively and technically more efficient and better able to handle the new Juvenile Delinquency Law

The Division of Minors is a model of efficiency within the PDO and the PGR, handling up to ten times the caseloads of public defenders. The Project assisted in extensive training by the JTS in doctrinal and practical matters. The Division of Minors pilot program eliminated ascription.

Achievement 7 PGR better prepared to meet the legal demands of its role in the future

The Project provided technical assistance in drafting the PGR enabling law and provided advice regarding a career law. It also conducted a diagnostic review of the strengths, weaknesses and opportunities of the institution, and suggested ways to reorganize.

Achievement 8 Department of Family Relations in the PGR operating more efficiently, handling more cases, and better meeting client needs in an improved work environment with simplified procedures

From 1993 to 1995, initial complaints processed rose from 227 to 403 per month, from February to July of 1995, during the establishment of the centralized intake office, the number of cases initially processed monthly increased from 1327 to 1775. The Project created OIR as a centralized case intake and advice center, provided it with computers and assisted in designing its operating procedures. It revised procedures for the DFR and conducted on-site and classroom training and produced guides and model documents for OIR/DFR case handlers.

Achievement 9 PDO and Department of Family Relations better utilizing case-related information in a pilot project automated case tracking system (ACTS)

The Project contracted a local firm to design and install an ACTS in the PDO and the OIR/DFR. It procured computers and trained public defenders and case handlers in computer skills and in using the ACTS.

Achievement 10 Established modern statistical system for the PDO and the PGR.

The Project purchased and distributed a computer with statistics software installed, held a one-week seminar to motivate technicians and train them in use of statistics software, and assisted in designing monthly reports for public defenders, supervisors and the head of the PDO.

4 Lessons Learned and Recommendations

- a Monetary assistance—salaries, observational travel, office rent, vehicles, etc—was provided sporadically to the PDO from the mid-1980's until 1993, but there was little technical assistance was provided. The years of monetary assistance not linked to technical assistance made it difficult to implement a technically-oriented assistance program.
- b With the entry into effect of the CPC, a number of steps are recommended, with foreign technical assistance if possible.
 - Finish drafting the Career Law for the PDO, with objective criteria for hiring, contracting, disciplining and dismissing personnel
 - Eliminate the system of ascription at the national level
 - Eliminate the distinction between *adscritos* and *especificos*
 - Develop and use occupational profiles for all PDO posts, administrative and juridical

- Include coordinators and the director of the PDO in assessment and technical work, in accordance with the previously designed coordinator profiles
- Continue increasing the use of jail visits
- Continue to implement the Plan for the Reduction of the Prison Population as the fourth means of ingress of cases to the PDO
- Increase the workload of the public defenders to counteract the disappearance of court appointed private defenders under the new CPC
- Increase technical control and oversight by the supervisors of public defenders
- Increase the use of jurisprudence in the daily activity of the public defender
- Train extensively in conciliation techniques, key to CPC success when efficiency will depend on alternative, non-trial resolutions to keep caseloads down
- Initiate a rotation program of public defenders of adults into the Division of Minors so they can practice their oral trial skills in a jurisdiction similar to the new CPC
- Continue technical assistance to implement the ACTS and expand it to the institutional level in the PDO
- Provide additional assistance to training PDO and PGR statistics system users, especially in using data as a planning tool and implementing quality control mechanisms
- Fund NGOs to provide legal services and/or criminal defense services in areas related to the mandate of the particular NGOs
- Increase the salaries of the public defenders to prevent high turnover

c In the PGR generally, the following steps are recommended

- Internally approve the PGR's enabling law and submit it to the Legislative Assembly
- Increase the budget for the PGR, which currently operates under a maintenance budget allocated primarily to salaries
- Provide assistance to improve physical and other work related conditions in the PGR
- Continue technical assistance to implement the ACTS and expand it to the institutional level in family-related departments

F Increasing Inter-institutional Cooperation The Justice Sector Coordinating Commission and the Technical Implementing Unit

1 Background and Strategy

JRP II helped to create, develop and strengthen the Justice Sector Coordinating Commission (JSCC) and the Technical Implementing Unit (*Unidad Técnica Ejecutiva* or UTE) to improve inter-institutional cooperation and coordination in the process of modernizing and improving the justice sector. Before the Project, there was little coordination between justice sector institutions. Agencies never met to discuss goals and mutual interests, resolve problems, or share information. They did not coordinate activities or act as a united front to promote common interests. For example, when the Supreme Court planned several judicial centers and justice of the peace courthouses in 1993, it did not even consider including office space for the PDO or the AGO.

To address this lack of coordination, one of the Project's principal activities (and a condition for project execution) was the establishment of the JSCC. JSCC members are the Minister of Justice,

the President of the Supreme Court, the President of the National Council for the Judiciary, the Attorney General, and the *Procurador General*. The JSCC has four responsibilities:

- (1) establishing short and long range goals,
- (2) forming plans of action and policies,
- (3) serving as the focal point for the resolution of sector-wide problems, and
- (4) serving as the principal mechanism for implementing judicial reform

The UTE, created simultaneously with the JSCC, was to serve as the implementing agency for JSCC decisions and as the coordinating entity for all justice sector institutions in planning and implementing JRP II activities. The UTE was charged with the following responsibilities:

- (1) developing a comprehensive, long-term justice sector reform plan,
- (2) preparing and monitoring of annual Project implementation plans and budgets,
- (3) organizing conferences and seminars, including the annual Ibero-American Conference,
- (4) coordinating technical assistance, training, public education, observational travel and other Project-funded activities,
- (5) planning and supporting quarterly meetings of the justice sector institutions, and
- (6) participating in selecting NGOs and contractors to conduct Project activities

Throughout the Project, and particularly in the last two years, both the JSCC and the UTE gradually consolidated their roles in the justice sector. Three factors helped the JSCC: (1) the JSCC Enabling Law, guaranteeing continued JSCC existence, was approved in February 1996, (2) individual members of the JSCC changed, and (3) justice sector institutions recognized the need for greater cohesiveness to obtain a budget allocation adequate to implement the Criminal Procedure Code in 1998.

Although to a lesser extent, the UTE also consolidated its role in the justice sector through (1) the approval of the UTE Enabling Law in February 1996, guaranteeing its existence, (2) the consolidation of the JSCC, (3) the JSCC charging the UTE with supervising the inter-institutional coordination needed to implement the CPC, and (4) new donors to the justice sector (e.g., the IDB) which generally choose the UTE to coordinate technical assistance activities.

2 Achievements and Principal Activities

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities.)

Achievement 1 Better, sustainable coordination between justice sector institutions following the creation of the JSCC and the UTE and their consolidation as entities with their own enabling laws to ensure their continuity

The Project provided assistance to the JSCC and the UTE in developing the Five Year Plan for the justice sector and the Annual Action Plans. The Project also assisted in developing policies and strategic planning activities among justice sector institutions by working with the JSCC and the UTE.

Achievement 2 The UTE better able to serve as the justice sector's secretariat

Provided with Project assistance, the UTE prepared the Five Year Plan and subsequent Annual Action Plans. The Project conducted a UTE client poll and assisted in developing its strategic plan, with goals and indicators to measure advances.

The Project conducted a diagnostic review of administrative systems and designed computerized modules to streamline procedures such as correspondence, project financial management, purchases, banking procedures, and managerial decision making information. It also identified information processing needs and defined and developed information processing systems for the UTE and its Department of Information.

Achievement 3 The UTE with a policy-based strategic management system and a process of cultural transformation to lead the institution into the future

The Project assisted with the definition (in 1997) of the mission, vision, values and broad strategies of the UTE.

3 Lessons Learned and Recommendations

- a The JSCC should continue its efforts to increase justice sector coordination. It should continue to define the goals and objectives for the sector and develop mechanisms to reach these goals. The JSCC should be a vehicle for implementing the reform agenda, resolving inter-institutional problems, maintaining open channels of communication, and providing the leadership to respond quickly and decisively to threats and challenges to the legal reform process.
- b The Project Paper called for coordination among the seven institutions of the justice and public security sectors. However, the National Civil Police and the Ministry of Public Security, the sixth and seventh intended members, are not included in the JSCC. Political and coordination problems between the institutions in the justice sector and the public security sector, such as dealing with criminal investigations, might have been avoided had the Minister of Public Security and the Director of the National Civil Police been members of the JSCC. Interaction between the justice and public security sectors is even more important in implementing the criminal and penitentiary reforms. Therefore, the inclusion of such additional JSCC members should be considered. Similarly, the Human Rights Ombudsman, important for its role as a watchdog agency, should also be considered for JSCC membership.
- c The UTE should continue its restructuring efforts. Many believe that the UTE's complicated procedures and organizational structure interfere with the UTE getting its work done. A new administrative system was proposed and designed. It should be implemented, and the consultancy on implementing administrative systems should be extended.
- d The Project proposed and designed information systems for the UTE that should be developed and implemented. The UTE should strengthen its coordinating role regarding

justice sector information systems, ensuring inter-agency communication and maintaining the standardization of codes in the various systems to ensure compatibility and connectability of systems. This role will be important when modifying the ACTS to match the new criminal and penitentiary reforms. The UTE should work with the MOJ's Crime Policy Division on sector-wide criminal reform activities, as the data gathered will be important in developing the national crime policy.

- e The UTE should be the entity responsible for negotiating with CONSISA, the local software development firm, on monitoring and enforcing the warranty on the ACTS systems
- f The UTE should be responsible, in consultation with the Inter-institutional Information Processing Committee and the various justice sector institutions' planning committees, for developing a sector-wide management level information system. This system should be able to gather statistical and other information for planning purposes and for measuring compliance with goals, objectives and indicators defined by the JSCC. The UTE should publish and distribute an annual judicial statistics report.

G Involvement of Other International Donor Agencies in the Justice Sector

1 Background and General Information

From 1984 to 1992, USAID was virtually alone in providing assistance for judicial reform. With the signing of the Peace Accords, other donors began to participate in the sector on a limited basis. In the past two years, however, donor agencies participating in judicial reform activities have proliferated. The principal newcomer is the Inter-American development Bank (IDB), which recently initiated a major justice sector reform project. The UNDP and UNICEF have also greatly increased their levels of assistance. UNICEF participates extensively in juvenile delinquency related issues. The UNDP, both directly and in cooperation with other countries, currently is involved in the following projects:

- Training for prosecutors in investigation, and public defenders and justices of the peace in human rights issues (Sweden, \$635,000)
- Diagnosis and curriculum design for the Judicial Training School (\$104,000)
- Technical assistance to the Penitentiary School (The Netherlands, \$130,000)
- Public awareness of the criminal reforms (Sweden, \$84,000)
- Public awareness of the Family Code and the Juvenile Delinquency Law (Spain, \$200,000)
- Technical assistance to the Public Defenders Office (Spain, \$1,000,000)
- Technical assistance to the National Council for Public Security (Spain, \$200,000)
- Training of Justices of the Peace (Spain, \$2,000,000)

Other bilateral and multilateral donor projects include technical support to the National Civil Police by the Spanish Cooperation Agency (\$1,000,000) and technical assistance to the Constitutional Chamber of the Supreme Court by the European Union (\$1,000,000)

2 Achievements

All of the following were achieved at least in part due to Project activities (See Annex A for a detailed list of Project achievements and activities)

Achievement 1 A substantial increase in the number of donors providing assistance in judicial reform and to the justice sector institutions

Achievement 2 A substantial increase—over U S \$40 million—in foreign donors' funds being committed to judicial reform activities

3 Lessons Learned and Recommendations

- a In theory, coordination among donor agencies at the policy-making level occurs at donor meetings. During the first year after other donors entered the field of judicial reform, this coordination did not reach the operational level. At that level many problems arose, including conflicting visions of assistance and duplications of effort. At the Public Defenders Office, JRP II, the UNDP (Spain and Sweden), and the IDB are all players. Until recently, there were differing visions of how the PDO should operate. For example, the Spanish Cooperation Agency had advocated reestablishing and strengthening the system of ascription and division of labor, positions entirely inconsistent with those of the Project. Consultation and coordination at the operational level are essential for successful judicial reform.
- b The UTE has been the principal channeling agency for most of the projects mentioned above. The UTE still lacks the institutional capacity to do this efficiently. The UTE needs to strengthen its administrative handling of inter-institutional coordination activities, planning and monitoring activities, and financial management. The UTE undoubtedly will require more assistance if it is to fill these gaps.

ANNEXES

**DETAILED LIST OF PROJECT ACHIEVEMENTS
AND ACTIVITIES**

ANNEX A DETAILED LIST OF PROJECT ACHIEVEMENTS AND ACTIVITIES

COMPONENT ONE STRENGTHENING SALVADORAN SUPPORT FOR JUSTICE SECTOR REFORMS

A Ministry of Justice/Legal Reform

Achievement 1 Approval, entry into effect and effective implementation of a new Family Code and Family Procedure Law

- Training for all family court judges and most staff and multi-disciplinary team members
- Assistance in developing and carrying out the inter-institutional implementation plan
- Provision of equipment (computers, software, etc)
- Extensive dissemination, publicity and public education activities on the new legislation, including 2 major popular education campaigns and a publicity campaign, 14 conferences, 4 workshops, and 19 dissemination events
- Technical assistance in court administration and in the design and installation of a case tracking and statistics gathering system
- Establishment, in the UTE, of an inter-institutional committee to monitor implementation progress and discuss problems of the Family Code and Family Procedure Law
- Diagnostic evaluations of the progress in implementing the new legislation

Achievement 2 The approval, entry into effect and effective implementation of the new Juvenile Delinquency Law

- Training for all juvenile court judges and most staff and multi-disciplinary team members
- Assistance in developing and carrying out the inter-institutional implementation plan
- Provision of equipment (computers, software, etc)
- Technical assistance in court administration and the design and installation of a case tracking system
- Extensive dissemination, publicity and popular education activities, including a major popular education campaign, 19 conferences, 6 workshops, and 46 dissemination events
- Establishment, in the UTE, of an inter-institutional committee to monitor implementation progress and discuss problems regarding the Juvenile Delinquency Law
- Diagnostic evaluations of the progress in implementing the new legislation

Achievement 3 Approval of a new Criminal Procedure Code, Criminal Code and Penitentiary (Sentencing) Law, in forms which respect due process and other fundamental rights of the accused and which are aimed at increasing efficiency while reducing impunity

- Assistance in drafting and modifying the new legislation
- Technical assistance with legislative revision

- Observational trips to Puerto Rico, Guatemala and Costa Rica for congresspeople to observe similar criminal justice systems
- Extensive dissemination, publicity and popular education activities, including a major lobbying campaign, a dissemination and popular education campaign, 12 conferences, 9 workshops, and at least 12 dissemination events

Achievement 4 Preparation of justice sector institutions for the implementation of the new Criminal Procedure Code

- Assistance in forming and provided technical assistance to the Technical Committee for the Implementation of the Criminal Procedure Code (the CPC Implementation Committee)
- Technical assistance to the CPC Implementation Committee regarding the inter-institutional preparation of the justice sector budget for the overall implementation of the new Criminal and Criminal Procedure Codes
- Technical assistance to the AGO and the PGR on eliminating large salary discrepancies between the judiciary and similarly capable and situated people in the AGO and the PDO

Achievement 5 Establishment of the Crime Policy Division (CPD) in the MOJ and consolidation of the MOJ's role as the lead body in developing the national crime policy

- Diagnostic evaluation and submission of proposal detailing the necessity for and the steps required to develop and implement a national crime policy
- Workshops and seminars with MOJ and Police staff on the importance and the fundamentals of a sound national crime policy
- Technical assistance in forming the CPD as part of the MOJ, in the development of strategic plans regarding its operation, and definition of concrete projects
- Technical assistance in establishing and using databases for sector wide crime related information (especially from the AGO and the Police) and for prisoners in penitentiaries
- Assistance in dissemination activities on the necessity for a strong national crime policy
- Observational travel concerning crime policy

Achievement 6 A strengthened MOJ able to produce and distribute its own legal publications

- Donation and training of personnel in the use of a printing press
- Technical assistance to the Technical Legal Assistance Unit (ATJ) in methods for drafting and securing approval of legislation
- Limited assistance in optimal utilization of human resources and strategic planning

B Increasing Support for the Reforms Legal Awareness/NGOs

Achievement 1 Greater knowledge and awareness on the part of the general public concerning legal reforms in general, their importance, and how such reforms affect them

- Establishment of pilot project in the JRP II and the UTE to increase public awareness of the reforms and to provide training to UTE personnel in communications issues
- A Project-sponsored survey of 210 journalists to determine their attitudes toward judicial and legal reform, to serve as a basis for the future journalistic component of the Project
- A poll of 2,125 public officials on how they project themselves in the mass media
- Four two-day workshops (regarding JRP II, family law, criminal code and criminal procedure code) with 15 members of the press to expose them to the reforms and to encourage debate and free and accurate expression of ideas regarding judicial reform in the media
- Training of 38 journalists on covering judicial-related news about due process and privacy
- Preparation of Legal Dictionary for the press (not published)
- Numerous seminars and work sessions with members of universities on the need to establish courses and specialties in the field of investigative legal and judicial journalism
- Close monitoring of the press and publications regarding legal reform and periodic meetings with members of the press concerning legal reform issues
- A popular education and publicity campaign (1994) on the rights and duties of Salvadorans under the law, including production and publication of radio announcements (17,010 broadcasts of 9 different messages), production and broadcasting of four TV spots, publication of 38 paid ads in the written press and distribution of 30,000 informational brochures Themes included due process, the right to petition the Supreme Court, habeas corpus, *amparo*, arrest procedures, legality generally, equality under the law, right to defense, and legal responsibility
- Frequent dissemination events and pamphlet distributions, informational bulletins, brochures, flyers, etc in coordination with the UTE concerning the various reforms
- Numerous polls of public opinion regarding the legal reforms
- Held annual multi-day conferences regarding various legal reform issues, including
 - * First Annual Ibero-American Conference (Sept 1991 regarding penal law)(JRP I)
 - * Second Annual Ibero-American Conference (Sept 1992 regarding penal and penal procedure law)(JRP I)
 - * Tenth Anniversary of the Constitution of El Salvador (Nov 1993)
 - * Fifth Annual Ibero-American Conference, Part I (Feb 1996 regarding juvenile delinquency law)
 - * Fifth Annual Ibero-American Conference, Part II (Oct 1996 regarding penal law and administrative law)
 - * Sixth Annual Ibero-American Conference (Oct 1996 regarding alternative dispute mechanisms — undertaken with counterpart funds)

Achievement 2 Greater public knowledge and awareness about rights created under the Family Code and the Family Procedure Law, and how to exercise them

- Publicity campaign on the Family Code, from October to December 1994, including production and airing of three television spots, three radio announcements and numerous paid newspaper ads
- Family Code popular education campaign in 1994, with 8 NGOs producing their own materials and using their trainers to train over 50,000 people The average grant was \$6,250 per NGO

- Prepared and distributed 500 flip-charts and 15,000 informational pamphlets for the 1996 Family Code campaign, distributed 15,000 previously published informational pamphlets
- Training, support and supervision to 30 NGOs involved in the 1996 Family Code campaign
- Carried out 1996 Family Code popular education campaign with 30 NGOs sponsoring 860 training events and trained approximately 27,000 people all around the country. The average grant amount per NGO was \$3,675. The average cost per person trained was \$3.47
- Produced (through an NGO) and broadcasted 26 five minute radio dialogues regarding the Family Code

Achievement 3 Greater general public knowledge and awareness about the content of and the rights established under the Juvenile Delinquency Law (JDL)

- Carried out JDL popular education campaign in late 1996
- Prepared and distributed 1,000 flip-charts, accompanying training guides, 20,000 previously published informational pamphlets on the JDL, 20,000 informational pamphlets regarding the Constitution, 20,000 brochures on innovations in the JDL, and 5,000 copies of the text of the JDL itself
- Trained 172 NGO trainers from 84 NGOs in the JDL as well as a brief introduction to the contents of and the necessity for the penal and penitentiary reforms. Two-day training sessions were held in San Salvador (2), Santa Ana and San Miguel
- Solicited and evaluated NGO training program proposals and signed 49 grant agreements with NGOs to carry out training plans (average grant amount \$1,066). Signed 5 NGO training agreements not involving the distribution of grants
- Trained at least 17,022 people regarding the JDL, at an average cost of \$2.31 per person

Achievement 4 Greater general public knowledge and awareness about their rights and obligations created under the criminal and penitentiary reforms and the importance that these laws be approved and enter into effect

- Carried out 1996 pre-approval criminal and penitentiary reforms publicity campaign with one TV spot and seven paid ads in the written press
- Designed and executed NGO-sponsored and directed 1997 post-approval campaign to disseminate information and provide legal education on the need for and contents of the penal and penitentiary reforms
- Training of 28 NGO trainers, through a subcontracted NGO, on leading popular education campaigns for community leaders in the Criminal Code, Criminal Procedure Code and Penitentiary (Sentencing) Law in a six day course held at four locations
- Training of 10 NGO trainers, through a selected NGO, on the methodologies and contents for a popular education campaign in the criminal reforms aimed at members of community development groups in a 6 full day course in San Salvador
- Planned, organized and completed 3 three day courses on the Criminal Procedure Code for 26 members of various NGOs working in the legal services field
- Provided administrative support and technical assistance and training in substantive legal matters to the NGO selected to conduct the criminal reforms popular education and publicity campaigns, in preparing campaign materials

- Published and distributed 10,000 informational booklets on the new Criminal Procedure Law, 10,000 informational booklets on the new Penitentiary (Sentencing) Law, and 10,000 informational booklets on the new Criminal Code
- Trained approximately 8,000 community leaders, NGO members, ADESCO members, employees of municipal governments, etc in the new criminal reforms in all 14 departments of El Salvador through various training sessions held by Project-trained promoters
- Held training sessions for 12 law students in Santa Ana, 12 in San Salvador and 12 in San Miguel who assisted in four training sessions in penitentiaries to approximately 600 prisoners and prison employees on the Penitentiary (Sentencing) Law and the Criminal Procedure Code
- Held 9 municipal forums (for municipal employees, community leaders, municipal police, etc) in Sonsonate, La Libertad, San Marcos, San Salvador (4) and Mejicanos (2) regarding the criminal reforms Distributed the informational booklets the reforms during the forums
- Produced and aired four promotional TV spots on six different channels (approximately 3360 broadcasts) and four radio spots on eight stations (524 national broadcasts and 3696 local broadcasts), regarding the criminal and penitentiary reforms
- Published 5 paid ads in the written press in 1997 about the criminal reforms

Achievement 5 More active participation of NGOs in the judicial reform process

- Carried out 1994 inventory of most NGOs (over 250) in El Salvador working on judicial reform issues as a base for future Project activities and determine NGO activities
- Executed two family law popular education campaigns, one juvenile delinquency law popular education campaign and two criminal and penitentiary reform popular education and/or publicity campaigns with NGOs
- Workshop with NGOs on lobbying skills and developing action plans for lobbying issues
- Met periodically with ICOSEL, an NGO umbrella organization, and supported its activities
- Trained 33 members of ICOSEL and NGOs in the new criminal and criminal procedure laws

COMPONENT TWO INSTITUTIONAL STRENGTHENING FOR THE IMPLEMENTATION OF THE REFORMS

A The Trial Courts and Court Administration

Achievement 1 A reduction by over 70,000 in civil and criminal cases backlogged in the courts

- Conducted a 100 percent inventory of court cases at the national level
- Established a Case Purging Center, institutionalized by the Supreme Court in 1996
- Developed an automated file control system for the Case Purging Center
- Designed, distributed and trained in an Operations Manual for Case Purging Center

Achievement 2 Improved case flow management in the court systems

- Designed, tested and implemented automated case flow management systems in 30 criminal courts, eight family courts and eight juvenile delinquency courts
- Designed and delivered a case flow management system to the Supreme Court integrating common case elements of criminal trial courts, public defenders and prosecutors
- Provided computers and furniture to the family and juvenile courts
- Institutionalized judicial school training for continuing education in these systems

Achievement 3 Efficient automated and manual docketing and filing systems implemented and being used in the majority of criminal courts

- Designed and implemented manual docket card, forms, file folders, identification tabs, and training manuals for 12 pilot criminal courts and over 30 other courts
- Designed and implemented forms and procedures to initiate and track case components
- Introduced a unique case identification number
- Designed and implemented, in all pilot courts, docket cards, new file jackets, an administrative manual, various registers, file jackets, an administrative manual and a file identification system which speed up case file identification and processing
- Obtained acceptance of the docket card as a legitimate instrument for identifying and tracking cases in all pilot courts and expanded to other courts

Achievement 4 More efficient planning and information collection systems in court systems

- Created and staffed an Information Systems Section of the Administrative Systems Unit
- Installed automated LAN case tracking system in 10 trial courts of San Salvador
- Purchased and installed \$225,000 worth of computer equipment (two PCs and a printer for each courtroom) for all criminal courts, family courts and juvenile courts
- Designed and installed a computer network in San Salvador criminal courts providing case data from all networked courtrooms and access to the Supreme Court's database
- Trained 90 administrative court staff from various jurisdictions in basic computer use
- Designed a new Automated Case Tracking System (ACTS) in the criminal courts
- Trained 30 members of the Courts and Supreme Court technicians in the use of the ACTS
- Prepared and distributed users manuals for the Court personnel in the use of the ACTS
- Assisted in the design of pilot projects for the criminal courts in La Libertad and Apopa for the trial implementation of the ACTS
- Created a database of arrest warrants for Greater San Salvador
- Conducted a 100 percent case inventory which established an accurate, up-to-date statistical base on which to build the new statistical system
- Facilitated the establishment, by the Supreme Court, of an independent office of judicial statistics to provide a judicial branch focal point for collecting and analyzing statistics
- Designed and implemented standardized statistical reports in the pilot criminal trial courts

Achievement 5 Improved records and archive management in the court system

- Established an Archiving Unit in 1995
- Saw the first director of the Archiving Unit hired by the Supreme Court, thereby institutionalizing the function
- Identified, cataloged and transferred thousands of cases from the pilot court in Santa Tecla to the central judicial archives
- Designed an archiving course being held throughout the country for the judicial staff, establishing the foundation for a systematic records retention and retrieval program
- Designed and implemented an automated file index system at the central judicial archives and at the Archiving Unit
- Designed a records retention schedule awaiting Supreme Court approval

Achievement 6 Improved efficiency in the criminal court system by eliminating excessive administrative tasks undertaken by the judges

- Designed centralized service of process and case assignment and distribution offices
- Completed design and prototypes of administrative instruments for a pilot system
- Provided technical assistance to modify plans for a Common Clerk's Office in the Criminal Courts under the Supreme Court's plan to implement the Criminal Procedure Code

Achievement 7 A modern statistical system established and being used and maintained in the criminal court system

- Purchased and distributed one computer, with statistics software (SPSS) installed
- Held a one week seminar to motivate technicians and train in use of statistics software
- Held work sessions to determine statistics keeping needs
- Programmed and modified statistics software based on determined needs
- Initiated and monitored two month pilot program in 10 San Salvador criminal trial courts
- Designed a variety of standardized statistical reports for the criminal trial courts
- Assisted in expanding system to the national level and to family and juvenile courts

Achievement 8 More accurate judicial control over the judicial status of detained defendants

- Developed and implemented system to assure judges' compliance with obligation to visit detained defendants and control over execution of sentences and sentencing conditions

Achievement 9 Improved, more efficient juvenile delinquency court administrative systems

- Conducted a needs assessment, including a case inventory of all juvenile courts
- Formed a specialized local technical team for juvenile courts, financed by the Supreme Court, to design and implement the administrative tools and controls for the operation of all juvenile courts (2 computers and one printer for each court)

- Purchased and installed computer equipment for all twelve juvenile courts
- Designed, produced and presented numerous manual and computerized administrative tools for the juvenile courts, including file jackets, forms to control sentenced minors and the sentences imposed, registry to document movement of court files, registry of warrants issued, docket sheets for court files, calendar of scheduled trials, automated case tracking system, registry for control of exhibits, storage facilities for exhibits, forms for conducting defendant interviews and documenting prison visits, statistical report forms, psycho-social report forms, and registry for control of procedural deadlines
- Produced administrative management tools for juvenile and juvenile sentencing courts including registries to control procedural deadlines and movement of court files, calendar of trials, registry of warrants issued, registry of sentences imposed, file jackets for court files, registry of notices issued and storage and labeling facilities for exhibits
- Designed and implemented a new case tracking and information processing system
- Designed and implemented a statistical and reporting system at the national level

Achievement 10 Improved and more efficient administrative systems in the family courts

- Conducted a needs assessment in Santa Tecla family court
- Established a specialized local technical team to design and implement the administrative tools and controls for the operation of all family courts
- Elaborated on administrative-judicial operational manuals
- Created and implemented automated case tracking systems
- Trained all personnel of every family court in the county in computer use
- Created a model Archiving Unit
- Created file tabs that indicate each procedural stage of the case
- Designed and implemented new case tracking and information processing system
- Developed and produced manual administrative tools, including model resolutions and docket calendars
- Concluded development and production of manual administrative tools for use at the national level and undertook field test of these tools in San Salvador
- Designed and implemented an automated statistical reporting system being used nationally

B The Supreme Court of Justice

Achievement 1 A reduction of over 50% in the average processing time for constitutional cases

- Evaluated the Constitutional Law Chamber, including an analysis of strengths and weaknesses and an inventory of all active case files
- Designed a strategy and implemented administrative procedures to reduce case backlog, including new case processing procedures and reducing the number of steps, for example, from over 700 to less than 300, in *habeas corpus* cases
- Implemented a system to simplify voting by Constitutional Law Chamber magistrates
- Established and implemented a computer information network which now serves all the magistrates, their secretaries and the clerk's office for the Constitutional Law Chamber

- Installed and followed-up new Constitutional Law Chamber information processing and operational systems to track the procedural development of cases and the physical location of the case files and provide the public with access to the case tracking information
- Trained Constitutional Law Chamber clerical staff in computer skills
- Proposed administrative and organizational reforms, including establishment of a centralized clerks office and reorganization the system of supervision of court clerks' work

Achievement 2 The Supreme Court effectively collects, maintains, classifies and periodically distributes its jurisprudence to the operators of the justice sector

- Assisted in establishing an electronic legal research and jurisprudence accessing data base
- Assisted in initiating and provided support to the Supreme Court's Center of Jurisprudence
- Executed program through the creation of a work group coordinated with the Center of Jurisprudence to strengthen prosecutors' and public defenders ability to handle jurisprudence and current legislation and to use more effectively such instruments in their daily practice
Designed system of revision, classification and distribution of penal jurisprudence
- Obtained and classified all judicial decisions from the Criminal Chamber for 1996 and 1997
- Published 2000 copies, with the Center for Jurisprudence, of the penal case law compilation
- Held informational session to distribute jurisprudential materials to prosecutors and train them in the use of jurisprudence

Achievement 3 Plan to simplify and reduce administrative and case processing procedures designed and presented to the Administrative Law Chamber

- Conducted diagnostic investigation of the Administrative Law Chamber
- Inventoried active cases to determine the length of delay and the degree of complexity with the purpose of using such information to eliminate case backlog
- Prepared a flowchart detailing over 300 steps in the case determination process with the purpose of simplifying such processes
- Developed plan to reduce number of steps in case resolution, ascertained the information processing needs of the Chamber, and designed system to inventory completed cases

C The Judicial Training School and the National Council of the Judiciary

Achievement 1 Better trained operators of the justice sector are more aware of and better able to effectively implement the legal reforms

- Trained over 12,000 participants (usually in courses of 20 hours each), during the period from 1993 to mid-1997, including judges, judicial clerks and other employees, public defenders, and prosecutors, in JTS courses, most related to judicial reforms in constitutional law and procedure, criminal law and procedure, family law and procedure, juvenile delinquency law, alternative dispute resolution and interfamily violence, and introductory courses for criminal, family and juvenile judges and prosecutors
- Defined and validated, in extensive participation with the operators, the desired and real occupational profiles for use in developing training plans for the justice sector operators

public defenders, defenders of minors, prosecutors, judges of the peace, criminal and family trial court judges, judicial clerks, and the members of multidisciplinary teams (psychologists, social workers and educational specialists) in the areas of juvenile delinquency, juvenile delinquency sentencing and family law

Achievement 2 An independent, self-sustaining and strengthened JTS, respected by the juridical community and exclusively responsible for training judges, public defenders and prosecutors in a unified, consistent manner

- Achieved agreement of the heads of the justice sector institutions to allow the JTS to commonly train the members of their respective institutions
- Provided and trained in didactic methodologies to plan and conduct training programs
- Trained JTS personnel in conceptual and practical foundation of training
- Held workshop for 25 local teachers on systematic development of instructional modules
- Elaborated instructional modules for all courses and provided a guide for developing instructional modules for other courses in the future
- Produced instructional modules for on-site training and institutionalized training methodology
- Provided formal training to national trainers and produced self training manuals for trainers
- Established and institutionalized the strategy of process analysis as a training tool
- Institutionalized the methodology for designing occupational and educational profiles as a basis for designing training plans for operators in the justice sector for evaluating the impact of training by giving follow up to transitions from real to desired profiles
- Designed the JTS budget determination methodology and financial management system
- Established and negotiated with justice sector leaders a program of impact training through the JTS as a tool for institutional strengthening and a program to establish their own training plan
- Elaborated and/or implemented plans for improved internal organization and administration
- Redesigned and implemented new training evaluation system
- Produced manuals for training of trainers in didactic techniques and group management
- Trained 34 trainers (3 courses) in evaluation techniques
- Trained 56 trainers (3 courses) in pedagogical techniques
- Assisted with the design for a JTS new office building with classrooms, an auditorium, a library, audiovisual room, publication facilities, etc and helped obtain 3 million colones from the Government of Japan to purchase audio-visual equipment
- Designed and implemented an information processing system for the JTS

D The Attorney General's Office

Achievement 1 The AGO adopted and institutionalized policy-based strategic management and a process of cultural transformation to lead the institution into the future

- Defined (in 1996) and broadly disseminated (internally) the mission of the institution (“Defend the interests of the State and the society while at the same time securing the legality

of the process, directing the investigation of criminal acts and where appropriate prosecuting criminal proceedings, in order to achieve justice, juridical security and the common good ”)

- Defined and broadly disseminated (internally) the vision of the institution (“We will be an institution with autonomy that is trusted and well recognized at the national and international levels for our decisive support in the fight against crime and impunity ”)
- Defined and broadly disseminated (internally) the corporate values of the institution (equity, recognition, trust, autonomy, integral development and team work)
- Defined and broadly disseminated (internally) the broad strategies of the institution (combating crime and impunity, integral development of personnel, achieving autonomy, national coverage, modernization, and better image and projection of the institution)
- Defined a strategic plan to be developed in the future, and set values for indicators to measure compliance with the strategies and goals

Achievement 2 An AGO administratively and organizationally strengthened, permitting more efficiency on the part of the prosecutors in managing and controlling their cases

- Assisted in the design, validation and execution of a complete reorganization of the San Salvador Criminal Division, in 1996, based on the establishment of specialized crime units
- Undertook process of redefinition of management functions through participatory workshops seeking to define the role of mid-level managers and supervisors, which involved adopting and institutionalizing the delegation of duties throughout the AGO
- Assisted in the design and implementation of a Common Secretary’s Office for taking and distributing complaints and cases
- Created and trained specialized juvenile delinquency team of prosecutors to analyze street gang violence
- Developed definitions and objectives, and conducted training activities (both formal and on site) for each of the specialized crime practice units in the Prosecutor’s Office
- Assisted in creating the Department of Integral Development and designed its training plan
- Implemented plan to restructure the Division of Minors, with prosecutors divided into specialized crime units Initiated pilot project to study the possibility of eliminating the system of ascription of prosecutors of minors to an individual courtroom
- Held a workshop to define the methodology for analyzing AGO functions and procedures As a result of the workshop, the Department of External Control was converted into a support office and undertook the job of standardizing legal and juridical procedures
- Analyzed and prepared report on administrative and organizational considerations in implementing the Criminal Procedure Code in the AGO, including equalizing salaries for prosecutors and other operators in the system (especially in the Judiciary) to reduce the AGO turnover rate, decentralizing the AGO to provide nationwide coverage, defining AGO needs for new personnel and equipment to implement the Code nationally, preparing the 1998 AGO budget, including the additional costs required to implement the Code
- Encouraged joint legal and administrative activities, such as budget preparation, to foster closer working relationships
- Designed evidence storeroom and archiving system to store evidence and document chain of custody under the Code Prepared operating manual for the system, with occupational profiles

- Organized centralized archives to permit better handling and conserve the files in all units
- Provided technical assistance in the drafting of the Organic Law for the AGO

Achievement 3 AGO complying better with its mandated duty to direct criminal investigations

- Maintained a close working relationship with ICITAP towards the later stages of the Project
- Established and supported the Criminal Investigations Unit of prosecutors in 1996 in the Criminal Investigations Department of the Police delegation in San Salvador
- Created an administrative and communications infrastructure for prosecutors at the CID and specialized units to allow efficient follow up at the judicial phase of the criminal process
- Improved the operational capacity of prosecutor teams working in the CID through training, institutionalization of functions and work monitoring
- Sponsored numerous workshops and meetings between AGO and Police personnel to discuss the AGO's functional direction and coordination of criminal investigations
- Held joint training courses with prosecutors and police regarding criminal investigations
- Prepared joint Police-AGO Manual of the Efficient Investigator and distributed to police investigators and prosecutors Provided training in using the Manual

Achievement 4 Prosecutors better trained and able to fulfill their functions in the investigation and prosecution of crimes

- Facilitated training of prosecutors as participants in many JTS courses, including the introductory course created especially for aspiring prosecutors
- Conducted training and evaluation of 18 prosecutors from San Salvador in discovery, appeals, motion practice, conditional suspension of proceedings, and other technical prosecutor functions to increase efficiency in analyzing and resolving criminal matters
- Provided individualized on-site training to eight prosecutors in Santa Ana in technical aspects of case handling, including the exercise of procedural discretion, procedural time frames, dismissal of proceedings, and problems with illegal notifications
- Conducted training and evaluation of 18 prosecutors in San Salvador in technical aspects of case handling, including economic crimes, collection of technical proof, money laundering, coordinating investigative activities, anti-drug operations, reconstructing facts, amplification of complaint, evidentiary issues in appeals cases, and constitutional rights of the accused
- Provided individualized on-site training and evaluation of 8 prosecutors in San Vicente in technical aspects of case handling including the role of the Public Ministry, search and seizure, the role of the victim, the defendant's declaration, crime scene investigation, the defendant as a source of proof, and judicial line-ups
- Provided training and evaluation of 20 San Salvador prosecutors in the prosecution's role in defending legality of process, interpreting criminal norms, appeals involving minors, recusing judges, prescription of actions, investigating non-conventional crimes, and criminal theory
- Provided individual on-site training and education to 8 prosecutors in San Miguel in technical prosecutorial functions, including dealing with inadmissible evidence, case strategy development, final arguments in cases involving minors, nullities, appeals, gathering of proof, provisional detention, the defendant as a source of proof, and the principle of innocence

- Provided training to 20 prosecutors in San Salvador in case handling including application of rules of interpretation, not applying unconstitutional norms, crime policy of the Public Ministry, illegitimate proof as comparative law, and constitutional function of the prosecutor
- Produced 32 essays on procedural aspects of the prosecutorial function, with assistance from prosecutors and international consultants Many essays were part of the Prosecutor Manual
- Developed program to revise written arguments presented by prosecutors in actual cases
- Trained 15 prosecutors in the minors division in conciliation techniques
- Developed and distributed the “Prosecutor Manual” to implement the new Criminal Procedure Code, with both practical and theoretical sections
- Developed the desired and real occupational and educational prosecutor profiles to serve as the basis for preparing the 1998 Training Plan for the AGO
- Provided on-site training to over 70 prosecutors in case handling techniques

Achievement 5 Prosecutors more aware of the importance of using jurisprudence in their daily case work

- Created work group with the Supreme Court’s Center of Jurisprudence to strengthen the prosecutors’ ability to handle jurisprudence and legislation
- Designed system to revise and distribute case law in the AGO
- Designed case law classification system for the Criminal Chamber of the Supreme Court, and classified all decisions from the Criminal Chamber for the years 1996 and 1997
- Published and distributed 2000 copies of a compilation of Supreme Court penal jurisprudence produced by the National Center for State Courts, the AGO and the PGR

Achievement 6 At least 50% of the prosecutors attending the oral trial skills course (97 in total) understand the oral process well and can implement the oral-based CPC

- Trained 97 prosecutors, with the JTS, in oral trial skills, including direct and cross-examination of witnesses and experts and opening and closing arguments Training was carried out during 6 one-week workshops which included extensive practical exercises, a videotaped mock trial, and distribution of educational materials
- Held follow up workshops to analyze mock trial videos

Achievement 7 Established in house training unit and discussion center at the AGO

- Designed and presented plan to establish an in-house training unit, using prosecutors who excelled in the JRP II training as trainers (USETEC Technical Follow-up Unit)
- Assisted prosecutors of the in-house training unit in a research project on preventative measures and a forum on preventative measures and their origins and criminal theory
- Established and provided administrative and technical support to in-house unit to continue the process of periodically meeting to discuss and analyze cases and case handling strategies

Achievement 8 An AGO strengthened in its ability to process and use case-related information with an automated case tracking system operating efficiently at the pilot project level

- Contracted firm to design and install Automated Case Tracking System (ACTS) in the AGO
- Trained 40 prosecutors and administrative staff in ACTS Trained two technicians in the use, maintenance and programming basics the different ACTS platforms
- Developed, initiated and monitored pilot program for ACTS Expanded scope of pilot project to the AGO Division of Crimes Against Life and in the Secretariat of the AGO (with approximately 12 participants at the beginning of the pilot and 30 at the time of the close of the Project)
- Designed and implemented administrative procedures, data collection forms and model documents to implement ACTS in the Secretariat and the Division of Crimes Against Life
- Prepared and distributed user manuals for prosecutors and administrative staff in using ACTS
- Established committees of technical and legal staff to facilitate implementation of the ACTS
- Procured and installed computer network, 23 computers and 17 printers for use in the AGO
- Trained 50 prosecutors and administrative staff in general computer skills
- Prepared and presented plan to amplify ACTS to the whole institution
- Developed program to process information concerning state-owned property

Achievement 9 Established a modern statistical system being used and maintained in the AGO

- Established statistics system for incoming cases by crime, date of ingress and court
- Purchased and distributed computer with statistics software (SPSS) installed
- Held one-week seminar to motivate technicians and train them in use of statistics software
- Held work sessions to determine statistic-keeping needs
- Programmed and modified statistics software based on determined needs
- Initiated and monitored two-month pilot program in the greater San Salvador AGO office
- Assisted with the expansion of basic system to the national level

E Office of Legal and Social Assistance (PGR)

Achievement 1 PDO better complying with its constitutional duty to provide criminal defense services to the poor with a substantial increase in the number of people taking advantage of the services of the PDO and a decrease from 90% to 68% of the percentage of pre-trial detainees in the prisons

- Provided intensive on-site training in case handling techniques to most public defenders and defenders of minors
- Designed and assisted in implementing Plan to Reduce the Prison Population, in collaboration with 25 interns from the Center of Legal Practice, 100 law students and the Supreme Court Unit of Information Processing, institutionalized process of case examination by interns as a means of bringing cases into the PDO (in addition to public defenders in the Police, shifts in the courts and walk-ins), intended to ensure adequate criminal defense representation and to

increase motions for release on bail, or other alternates to imprisonment, and for release on probation

- Provided technical assistance with administrative reorganization

Achievement 2 PDO prepared to implement the new Criminal Procedure Code

- Gave technical assistance to create and operate the internal committee to implement the CPC
- Studied and reported on the need to equalize salaries between the public defenders and the other members of the sector of justice (particularly in the court system) and assured the equivalence of the salaries between prosecutors and public defenders
- Studied the projected work load and geographic exigencies of the PDO under the CPC to determine planning needs and facilitate expansion of the PDO at the national level
- Evaluated implementation of restructuring the Division of Minors in the PDO in San Salvador, San Miguel, Santa Ana and Santa Tecla, and the PDO in Soyapango, to eliminate the system of ascription, promote the principle of continuity of defense, and develop systems of administrative control and equitable distribution of cases among defenders Plan adopted by the Procurador General as the work plan for the implementation of the new CPC
- Evaluated and developed plan for the nationwide implementation of the CPC in the PGR

Achievement 3 Technical activities of the public defenders substantially increased

- Provided extensive on-site training to most public defenders and defenders of minors in the country
- Trained 32 public defenders in case handling skills and the use of ordinary and extraordinary writs and procedural mechanisms, preparation training materials and manuals
- Supported public defenders in their petitions challenging the Emergency Law's constitutionality and the presumptions of culpability contained in the CPC then in effect
- Trained 155 public defenders in handling technical evidence
- Assisted in establishing a system of rotation of public defenders in the Division of Minors in the PDO in Soyapango to practice oral trial and investigative skills

Achievement 4 Public defenders provide better, more individualized service to their clients as indicated by an increase of over 130% in the average number of jail visits per public defender (from an average of 13 per year in 1995 to 30 in 1997)

- Provided intensive on-site training to public defenders in the importance of jail visits and in interviewing and client communication skills
- Initiated jail visit program, with new forms and controls regarding the jail visit

Achievement 5 Approximately 50% of the public defenders have a good understanding of the oral criminal process and prepared for the implementation of the new CPC

- Assisted the JTS in extensive training in the CPC

- Provided training to 144 public defenders and defenders of minors, in coordination with the JTS, in basic oral trial skills, including interviewing witnesses, drafting and delivering direct and cross examinations of witnesses and experts during trial, and preparing and executing opening and closing arguments Training was carried out in 9 one-week sessions and included extensive practical exercises, a mock trial and distribution of educational materials
- Held follow-up sessions to oral trial skills course to analyze performances in the mock trial

Achievement 6 Defenders of minors administratively and technically more efficient and better able to handle the new Juvenile Delinquency Law

- Installed the Division of Minors in the PDO to implement the Juvenile Delinquency Law
- Assisted in extensive training by the JTS and the JRP II in doctrinal and practical matters (trial skills, conciliation, case handling, etc)
- Provided on-site training to all defenders of minors in San Salvador and most in San Miguel
- Initiated Division of Minors pilot program to eliminate ascription and provide technical and administrative assistance in operating the pilot program
- Established mechanisms to ensure notifications and service of process, avoid and/or to resolve scheduling conflicts, assist minors in the AGO, participate more efficiently in the investigative stage of the proceeding, and better organize the physical space of the office
- Incorporated defenders of minors in training activities as co-trainers and administrative support to self-initiated training sessions of adult defenders

Achievement 7 Public defenders and defenders of minors more aware of the need to use jurisprudence in their daily casework

- Created work group with the Center of Jurisprudence of the Supreme Court to strengthen the public defender ability to use jurisprudence and legislation, designed system to distribute case law, designed classification system for case law from the Criminal Chamber of the Supreme Court, classified all judicial decisions from the Criminal Chamber for 1996 and 1997
- Installed electronic data base of Supreme Court jurisprudence in the PDO
- Published 2000 copies, in coordination with the Supreme Court's Center for Jurisprudence, of the compilation of penal jurisprudence produced by the National Center for State Courts consultancy with the AGO and the PGR Held informational session to distribute materials to public defenders and defenders of minors and to train them in the use of jurisprudence

Achievement 8 PGR better prepared to meet the legal demands of its role in the future

- Provided technical assistance in the drafting of an Organic Law for the PGR and provided advice regarding a career law
- Undertook and presented diagnostic analysis, including an analysis of the strengths, weaknesses, threats and opportunities of the institution, and suggested ways to reorganize
- Held introductory workshop regarding strategic planning
- Met often with *Procurador General* and/or advisors on institution-wide issues and reforms

Achievement 9 Department of Family Relations in the PGR operating more efficiently, handling more cases and better meeting clients needs in an improved work environment with simplified procedures and a centralized intake office

- Undertook and presented diagnostic analysis of the DFR
- Created OIR as a centralized case intake and advice center
- Constructed new office building for OIR/DFR and provided computers and other equipment
- Assisted in designing operating procedures for the OIR and revised procedures for the DFR
- Reorganized the filing and archiving system in OIR/DFR
- Conducted on-site and classroom training for OIR/DFR case handlers in case handling methods, conciliation, computer skills
- Produced guides and model documents for OIR/DFR case handlers

Achievement 10 PDO and Department of Family Relations process and utilize case-related information with a pilot project level automated case tracking system

- Contracted local firm to design and install an ACTS in the PDO and in the OIR/DFR
- Procured 18 computers and 8 printers to the PGR for the PDO and OIR/DFR
- Trained 38 public defenders and PDO and DFR/OIR case handlers in general computer skills
- Assisted in test trials of and the making of final adjustments to the ACTS
- Prepared user manuals for public defenders and OIR/DFR case handlers regarding the ACTS
- Provided one week training course in the use of the ACTS to 30 members (public defenders, case handling and administrative staff) of the OIR/DFR and the PDO Designed training program for case handling and public defenders who did not receive training
- Commenced and monitored pilot project to implement the ACTS in the PDO San Salvador Office (15 participants), in the PDO Soyapango Office (8 participants), the OIR/DFR in San Salvador (30 participants) and designed plans for expanding pilot to the national level
- Designed new administrative procedures, along with the use of new data-collecting forms, for the implementation of ACTS in the PDO and the OIR/DFR
- Contracted two computer programmers/systems specialists to work on the implementation of the ACTS in the PDO and in the OIR/DFR

Achievement 11 Established modern statistical system for the PDO and the PGR

- Purchased and distributed a computer with statistics software (SPSS) installed
- Held one week seminar to motivate technicians and train in use of statistics software
- Held work sessions to determine statistic keeping needs
- Programmed and modified statistics software based on determined needs
- Initiated and monitored two month pilot program in the greater San Salvador PDO offices
- Assisted with the expansion of system to the national level
- Assisted in design of monthly reports for public defenders, supervisors and head of the PDO
- Assisted in the interpretation of the data extracted from the system

F Increasing Inter-institutional Cooperation The Justice Sector Coordinating Commission and the Technical Implementing Unit

Achievement 1 Better, sustainable coordination among the justice sector institutions, starting with the creation of the JSCC and the UTE and their subsequent consolidation as institutionalized entities with their own organic laws to ensure their continuity

- Established and provided assistance to JSCC and the UTE
- Provided extensive technical assistance to develop and execute the justice-sector Five Year Plan and the Annual Action Plans
- Assisted in developing policies and strategic planning activities among justice sector institutions by working with both the UTE and the JSCC

Achievement 2 The UTE better able to fulfill its role as the justice sector coordinating secretariat

- Provided technical assistance to the preparation of the five year institutional plan and in defining and carrying out of Annual Action Plans
- Conducted and analyzed UTE client poll
- Designed plan of action to strengthen the UTE institutionally
- Developed strategic plan for the UTE, with goals and indicators to measure advances, in workshops with the leaders of the UTE
- Held periodic staff meetings with UTE personnel and periodic meetings with USAID and UTE leaders to discuss Project activities and address concerns
- Conducted diagnostic examination of procedures and administrative systems used by the Departments of Finances and of Administration and designed computerized modules to streamline procedures, including correspondence, project financial management, purchases, banking procedures, cash flow, human resources, and decision making information
- Identified information processing needs and defined and developed information processing systems for the UTE and the Department of Information
- Provided on-site training in communications and legal education pilot project
- Conducted on-site training project with the Director of the UTE Department of Information in gathering and using statistical information for establishing a type of small claims jurisdiction

Achievement 3 The UTE adopted and institutionalized policy-based strategic management and a cultural transformation process for the future

- Defined mission of the institution “To provide specialized technical services in order to integrate and strengthen the justice sector in El Salvador, by the development of joint activities and strategies stemming from policies defined by the Justice Sector Coordinating Commission, with the goal of contributing to the consolidation of a democracy state of law ”
- Defined the institution’s vision for the year 2005 “To be an organ fundamental to the modernization and integral development of the justice system in El Salvador, recognized as

such by the institutions of the sector and by other national and international organizations, becoming an example and model of justice sector integration and strength in Latin America ”

- Defined the grand strategies of the institution development of coordination activities, legal reform, design and development of integrated management systems, integral human development, support to develop programs and projects to strengthen the justice sector
- Defined and set values for indicators to measure compliance with the strategies and goals
- Conducted and analyzed the results of a client survey so that the UTE is conscientious of what its clients think about the type and quality of services that it provides

G Involvement of Other International Donor Agencies in the Justice Sector

Achievement 1 A substantial increase in the number of donors providing assistance in judicial reform and to the justice sector institutions

Achievement 2 A substantial increase—over U S \$40 million—in foreign donors’ funds being committed to judicial reform activities

ANNEX B PROJECT INPUTS AND OUTPUTS

A Background

Contract Number 519-0376-C-00-3115-00 was signed by representatives of USAID and Checchi and Company Consulting, Inc in El Salvador on April 28, 1993. The contract was to implement the Judicial Reform II Project, with an effective date of June 1, 1993. The contract called for a variety of technical assistance, training and commodity procurement services to be provided over a three year period. The original contract budget totaled \$10,048,691. Through a series of amendments, funding for the contract was increased to a total of \$13,041,716 and the completion date of the Project was extended to March 31, 1998.

Section C 1 4 of the contract enumerated major inputs to be provided by the Project. Section C 1 5 enumerated the outputs expected by the time the Project was completed. These inputs and outputs are described below. The inputs and expected outputs from the contract appear in bold type, followed by brief descriptions of the inputs provided and outputs achieved by the Project.

B Project Inputs

- 1) **Technical assistance of long and short term duration in legal reform, legal education program development, court administration, organizational methods/approaches for Attorney General and Public Defenders Office, and such other areas as may be defined**

A total level of effort of approximately 570 person months of technical assistance and training services was provided by the Project. Of this total, approximately 250 person months were long-term in nature and 320 were short-term. Technical assistance and training services were provided in the following areas: legal reform, public education/awareness, court administration, and institutional strengthening of the Judicial Training School, Attorney General's Office, Public Defender's Office and the Technical Implementing Unit (UTE).

- 2) **Operational support, consisting of human resources (professors), materials and material development, and commodities for the establishment of a national justice sector training center**

Extensive technical assistance and operational support was provided to the Judicial Training School, which has become the sole Salvadoran entity charged with providing training and continuing legal education for judges, prosecutors and public defenders.

- 3) **Commodities, such as computers, textbooks, vehicles and other items acquired by justice sector agencies for Project implementation**

A total of \$533,502 was spent on commodities (computers, vehicles, office equipment, etc.) for justice sector agencies during the life of the Project. See Appendix 12 for a summary of commodity procurement activities.

4) Administrative support for the UTE and working groups, including office space for the UTE and meeting rooms for working groups

The Project provided administrative support for the UTE and various working groups. In June 1993 it was decided in consultations between USAID, the UTE and Checchi that the Project would not provide office space for the UTE. Instead, the UTE rented office space separate from the Project office.

5) Grants (both in-kind and cash) to NGOs to finance research, seminars and other activities

A total of \$355,390 in grants was provided to NGOs for information dissemination and public education/awareness activities pertaining to justice sector reforms. See Section II for specific details on NGOs and public education/awareness campaigns. A list of the NGOs that participated is presented in Appendix 4.

6) Logistical and travel support for third country training and observational travel of key Salvadoran project participants

The Project provided 26 observational trips for more than 100 members of the Salvadoran legal community and other leaders involved in the reform process. Information on observational travel is presented in Appendix 1.

7) Financial and technical support for print and TV/radio messages

The Project provided financial and technical support for seven major popular education and/or publicity campaigns. Newspapers, television and radio were utilized, as well as the publication and distribution of informational materials by the Project. See Section II for specific details.

8) Planning and logistical support for annual Ibero-American conferences on key legal issues, involving third country speakers and 400-500 Salvadoran participants

The Project provided planning and logistical support for annual Ibero-American conferences on such topics as criminal and criminal procedure law, administrative law, family law, juvenile law and alternative dispute resolution.

9) Development and publication of various publications and brochures as required

Numerous publications were developed and distributed by the Project. See Appendix 3 for a list of these publications.

C Project Outputs

- 1) A multi-year comprehensive justice sector action plan which will enjoy broad private and public sector support, and will be used to guide planning and operations of the justice sector**

In November 1993, with the technical assistance of the Project, a comprehensive Five Year Justice Sector Plan was developed in coordination with the UTE. Each year thereafter annual action plans were developed to implement the Five Year Plan. As an indication of the institutionalization of this mechanism, the justice sector, under the leadership of the UTE, is now beginning to prepare the next Five Year Plan.

- 2) Improved planning and coordination among justice sector organizations through regular meetings of the Justice Sector Coordinating Commission and creation of the Implementing Technical Unit (UTE) which will enable the justice sector to administer justice more efficiently and to program financial resources to that end**

The JSCC and the UTE were created and strengthened by the Project in order to increase justice sector coordination. Both entities have been institutionalized, have organic laws and have obtained the support and validation of the justice sector institutions.

- 3) A national level global outreach and public education program instituted and sustained through host country funding by year five of the Project**

The UTE has a fully trained and efficient Unit of Communications which is fully institutionalized and currently financed with GOES funds (although technically they are still part of the Project counterpart funds). This Unit participated fully in the pilot communications plan and in the seven project-sponsored popular education and publicity campaigns. It has also participated in numerous non-Project (e.g., UNDP) popular education campaigns and maintains a permanent dissemination program aimed at increasing public understanding of the new reforms.

- 4) A modern, reliable judicial information system in place, providing leaders and the general public with information on which to plan and to allocate resources for the justice sector**

As described in extensive detail in Section III, modern and reliable judicial information and statistics systems and modern case tracking systems have been designed and implemented in the criminal, family and juvenile courts, the AGO and the PGR/PDO.

- 5) Increased public debate and increased fora for discussion on justice sector issues**

The debate regarding judicial reforms has increased substantially in the last four years. At the start of the Project, there was little public debate regarding justice sector issues apart from highly sensationalized cases, compliance with the Peace Accords, or human rights issues. As indicated by the large amount of debate regarding the Criminal and Criminal Procedure Codes, this has

changed. There was also an extensive amount of debate regarding the ways and means to install and sustain a democratic, efficient crime policy by the GOES.

6) Adequate budgets developed for operations of all principal justice sector institutions

The budget allocations for all of the justice sector institutions have increased significantly during the life of the Project. See Executive Summary and Section II for detailed information.

7) A Criminal Investigations Office created under the Attorney General

Although this concept was part of the Peace Accords, it was abandoned for fear of granting too much power to the AGO. A July 1991 ILANUD report called the plan to place the CIO under the AGO "an anomaly and a serious danger." Based in part on reports such as these, it was decided to place the CIO under the jurisdiction of the National Civil Police (as the Criminal Investigations Division or CID).

8) Legal and administrative reforms enacted to reduce the case backlog in the courts for both criminal and civil matters

Administrative reforms include the creation and institutionalization of a Unit of Administrative Systems and a Case Purging Center in the Supreme Court which have already reduced the backlog by more than 70,000 criminal and civil cases. Legal reforms that will further reduce (and help prevent) these backlogs include the Criminal Procedure Code, the Criminal Code and the Penitentiary (Sentencing) Law.

9) Justice sector salary and compensation plans in place which are more competitive with the private sector, along with career laws to provide greater professional security

With the enactment of the mandatory 6% budget allocation to the Supreme Court, the salaries of judges and their staffs were raised significantly. Due in large part to USAID and the Project, salaries of the prosecutors and public defenders were also raised substantially and are now much more competitive with the private sector. Career laws have been drafted with Project assistance in both the AGO and the PDO, and such reforms are believed to be nearly ready to be presented to the President and the Legislative Assembly for approval.

10) A merit-based screening process in use for developing slates of candidates for judicial appointment

In accordance with the Peace Accords, judges are now selected on merit, rather than by personal connections or political affiliation. The Legislative Assembly now elects the Supreme Court Magistrates for terms of nine years. The Assembly chooses the candidates from lists drawn up by the NCJ (one half of the names) and by the bar associations (the other half). Trial court judges and justices of the peace are chosen by the Supreme Court based on slates of candidates drawn up by the NCJ.

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11) The National Council of the Judiciary (NCJ) established and operating independent of the Court with its own budget and professional staff

The NCJ was established by the Law regarding the NCJ on December 11, 1992. The NCJ is an independent institution and is not subject to orders of the Supreme Court, the Legislative Assembly or the Executive Branch. It includes eleven members: two lawyers proposed by the Supreme Court, one appellate judge, one trial court judge, three practicing lawyers, one law professor from the University of El Salvador and two from other private law schools, and one from the Public Ministry. The members are chosen by a two-thirds vote of the Assembly from among a slate of three candidates per position put forth by those bar associations having more than 100 members. Although the NCJ is still dependent on the Supreme Court for its funds, the Council has maintained its independence and has acted objectively since its inception.

12) The court system, prosecutors and public defenders utilizing computer technology for case management and tracking wherever such technology is appropriate, with modern systems for court administration adopted and operational

All of the criminal, family and juvenile delinquency courts in the country, the AGO, the PDO and the Department of Family Relations/Office of Information and Reception of the PGR are utilizing automated case tracking systems designed and implemented with the assistance of the Project. See Section III for specific details.

13) In-service training programs in place for legal, paralegal and administrative staff working in the justice sector, with special emphasis on legal procedural reforms

On-site training programs have been utilized extensively by the Project and have been institutionalized as a part of the JTS curriculum. As the JTS has become the exclusive justice sector training center, in-service training programs within each individual institution have not been developed with the exception of the AGO, in which a case analysis group was established to continue project-initiated training activities.

14) Other donors more actively engaged in funding justice reform activities

The number of foreign donors and the amount of funds being provided to the justice sector has increased dramatically. See Executive Summary and Section III for specific details.

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**EL SALVADOR
JUDICIAL REFORM II PROJECT
(Project No 519-0376)**

Volume II - FINAL REPORT - APPENDICES

Submitted to

**Office of Democratic Initiatives
U S Agency for International Development
San Salvador, El Salvador**

Submitted by

**Cecchi and Company Consulting, Inc
1899 L Street, N W , Suite 800
Washington, D C 20036-3804**

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- Appendix 7 Training of Trainer Activities
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OBSERVATIONAL TOURS

VIAJES OBSERVACIONALES DURANTE PRJ II

FECHA	DESTINO	NUMERO DE PERSONAS	PARTICIPANTES	PROPOSITO DEL VIAJE
Sep-93	Costa Rica	2	Mauricio Clará, Franklin Rosales	Seminario sobre resoluciones alternativas a conflictos en Costa Rica
Oct-93	Panamá	5	José Hernandez, Arturo Cruz, Mauricio Cornejo, Luis Villeda	Seminario de USAID sobre la Fiscalía
Oct-93	Albuquerque, San Francisco, Reno, E E U U	4	Lizette Kuri de Mendoza, Enrique Burgos Martinez, Berta Rosario Diaz, Edgar Saul Romero	Técnicas de capacitación judicial
Nov-93	Brazil	1	Aida de Escobar	Para observar el sistema de menores
Nov-93	Argentina	6	Simón Isidro Rivera, Juan Francisco García, Agustín Alas, Mauricio Clará, Roberto Romero, Juan Pablo Cordova	Para asistir a seminario de USAID sobre resoluciones alternativas a conflictos
Mar-94	Costa Rica	9	Andrés Pineda, Mario Moisa, Evelyn de Alvarenga, Rosa de Santos, Roberto Rivas, Luis Martínez, Rafael Castro, Hermes Villatoro, Gilberto Ramirez	Para estudiar el proceso penal costarricense y oralidad (Defensoría, Fiscalía)
May-94	Argentina	5	Jose David Campos, Alfredo Morán, Delmer Rodríguez, Armando Serrano, Rolando Garcia	Para asistir a dos seminarios sobre Reforma sobre Informes Penales, y sobre Reformas Penitenciarias
May-94	Costa Rica	2	Albino Tinetti, Mauricio Clará	Para observar sistema de capacitación judicial
May-94	Italy	2	Hilda Rodríguez, Concepción de Escoto	Para observar sistemas de menores infractores
Jul-94	Costa Rica	1	Gerardo Lievano Chorro	Para observar comisiones de reforma de justicia
Oct-94	Costa Rica	2	Carmen Blanco, Berta de Avalos	Para asistir a seminario de capacitación judicial

VIAJES OBSERVACIONALES DURANTE PRJ II

FECHA	DESTINO	NUMERO DE PERSONAS	PARTICIPANTES	PROPOSITO DEL VIAJE
Oct-94	San Francisco, Albuquerque, Nashville, Miami, E E U U	6	Henryk Montygierd, Aldo Espinosa, Rodolfo Borjas, Máximo Argueta, Ramón Arévalo, Edgardo Moreno	Asistir a conferencia sobre Tecnología en el Campo Judicial y observar sistemas de Capacitación Judicial
dec-94	Costa Rica	6	Gerardo Suvillaga, Marcos Valladares, Francisco Jovel, Jorge Alberto Carranza, Arturo Argumedo, José Armando Cienfuegos	Para que los diputados conocieran el código de procedimientos penales costarricense
Jan-95	Spain	4	Walter Araujo, Arturo Argumedo, Eli Diaz, Roberto Gustave	Para que los diputados conocieran el código penal español
May-95	Mexico	2	Raul Funes Posada, Harold César Lantan	Para conocer los sistemas mexicanos en el campo procesal civil y resolución alternativa de disputas
Aug-95	Chile	5	Carmen Blanco, Edgardo Cierra, Jorge Carlos Figeac, Edith Herrera, Abraham Abrego	Asistir a conferencia sobre acceso a justicia y defensa pública
Sep-95	Costa Rica	5	Justo Abarca, Jose Artiga, Rene Chiquillo, et al	Asistir a curso sobre derechos humanos
Oct-95	Washington	2	Albino Tinetti, Aronette Diaz	Para visitar a la Corte Suprema de los Estados Unidos
Oct-95	Costa Rica	10	Patricia Molina, Sonia de Segovia, Harold Lantan, Rosa Tobar, Douglas Carranza, Ramón Zuñiga, David Acuña, Sandra de Garay, Edith Godoy, Hugo López, Rolando Corcio	Observar el sistema de defensa pública a nivel organizacional y funcional Observar procesos orales
Oct-95	Argentina	1	Carlos Amílcar Amaya	Para conocer el proceso civil Argentino

VIAJES OBSERVACIONALES DURANTE PRJ II

FECHA	DESTINO	NUMERO DE PERSONAS	PARTICIPANTES	PROPOSITO DEL VIAJE
Jan-96	Spain	5	Romeo Melara, Armando Serrano, Enrique Castro, Mario Barriere, Ivette Cardona	Para conocer el sistema penal Español
Apr-96	Costa Rica	5	Lizandro Quintanilla, José Aristides Perla, Fredy Hernandez, Mark Williams, Carolina del Cid	Observar la Defensoria Publica y el desempeño de procesos orales
May-96	Williamsburg, Va	3	José Domingo Mendez, Rene Hernandez Valiente, Ruben Mejia Peña	Asistir a una conferencia sobre reforma judicial
May-96	Los Angeles, Ca	2	Carolina Romero, Sandra Chorro	Observar mecanismos para la rehabilitacion de menores infractores
Oct-96	Washington	4	PRJ II pago unicamente los boletos	Asistir a una Conferencia sobre reforma judicial
Nov-96	Puerto Rico	1	Mauricio Herrera	Acompañar a miembros del Comute Tecruco para la Implantacion del Código Procesal Penal y observar el sistema procesal penal y la coordinación entre Policia y Fiscalia
Nov-97	Guatemala	10	Sonia Delgado, Rodolfo Borjas, Johana de Flores, Luis Guillermo Flores, Hector Castro, Roger Paz, Jorge Pérez, Walter Garcia, Jorge Figeac	Observar la implantación del Código Procesal Penal en los juzgados, la Fiscalia y la Defensoria

VIAJES OBSERVACIONALES DURANTE PRJ II

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Sep-93	Costa Rica	2	Mauricio Clará, Franklin Rosales	Seminario sobre resoluciones alternativas a conflictos en Costa Rica
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May-94	Italy	2	Hilda Rodríguez, Concepción de Escoto	Para observar sistemas de menores infractores
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Oct-94	Costa Rica	2	Carmen Blanco, Berta de Avalos	Para asistir a seminario de capacitación judicial

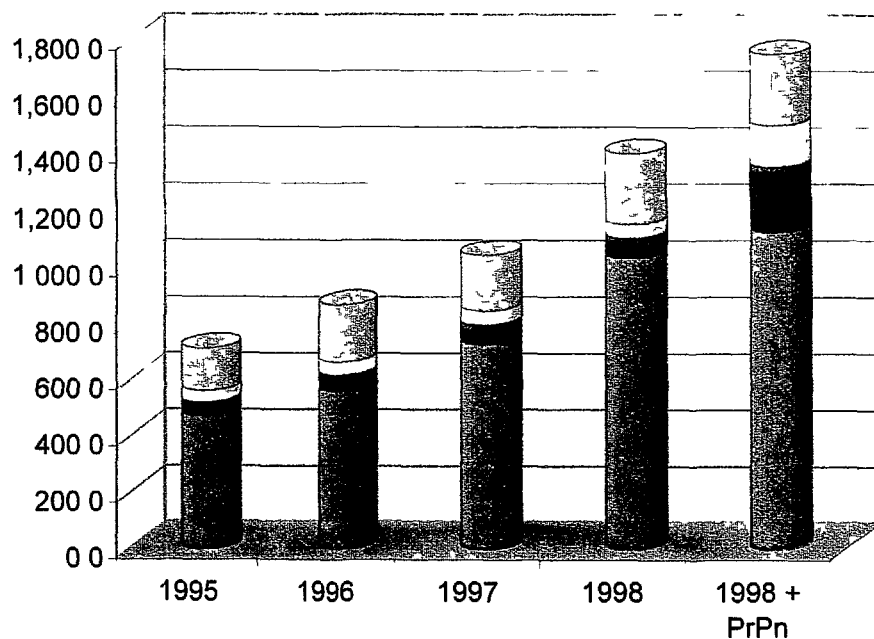
**JUSTICE SECTOR STATISTICS AND
BUDGET INFORMATION**

Ejecucion Presupuestaria del Sector de Justicia desde 1995

(En millones de colones)

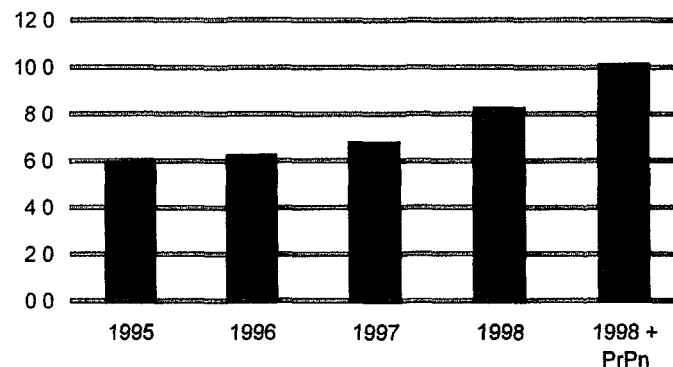
	1995	1996	1997	1998	1998 + PrPn	Impl Pr Pn	Pers	Actual	Propuesto
Organo Judicial	469 7	558 0	724 3	1,031 0	1 120 6	89 6		2,311	3,112
Fiscalia General De la Republica	47 7	57 5	69 9	69 9	230 5	160 6		886	1,855
Procuraduria General de la Republica	42 0	46 1	49 8	49 0	147 5	98 5		751	1,069
Ramo De Justicia	150 2	202 2	196 1	248 0	252 8	4 8		2,000	2,000
Total justicia	709 6	863 8	1,040 1	1,397 9	1 751 4			5,948	8,036
Otros	11 263 5	12,944 7	14,262 2	15,488 1	15,488 1				
Total PGE	11,973 1	13,808 5	15,302 3	16,886 0	17 239 5	353 5		145,168	153,204
% Sector de Justicia en el PGE	5 9	6 3	6 8	8 3	10 2			4 1	5 2

Ejecucion Presupuestaria del Sector de Justicia desde 1995

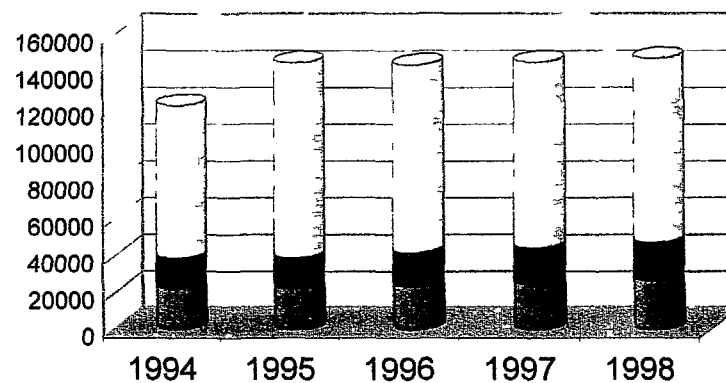


Organismo Judicial
 Fiscalía General De la Republica
 Procuraduría General de la Republica
 Ramo De Justicia

% Sector de Justicia en el PGE



Total Plazas del Sector Publico

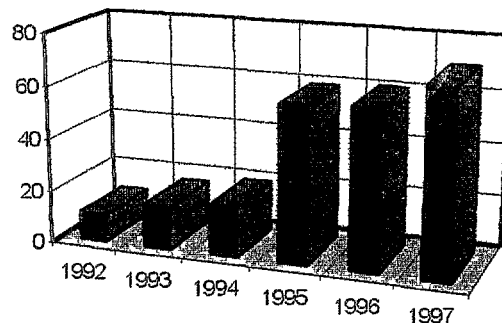


Total de plazas Gobierno Central
 Total de instituciones descentralizadas
 Total de plazas y empresas publicas

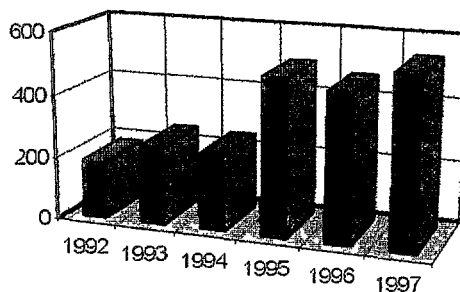
Ministerio Público
FISCALIA GENERAL DE LA REPUBLICA
Comportamiento anual de rubros importantes

AÑO Fiscal	Presupuesto En millones	Recurso Humano	
		Fiscales	Personal Administrativo
1992	¢10 32	182	145
1993	¢16 27	247	173
1994	¢18 99	241	189
1995	¢58 70	497	263
1996	¢59 88	466	292
1997	¢69 88	539	293

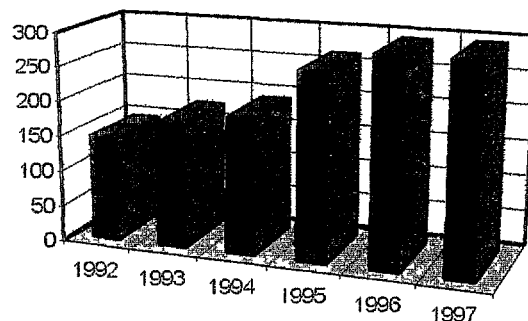
Asignacion Presupuestaria (millones ¢)



Asistentes al Fiscal General (fiscales)



Personal Administrativo (o de apoyo)

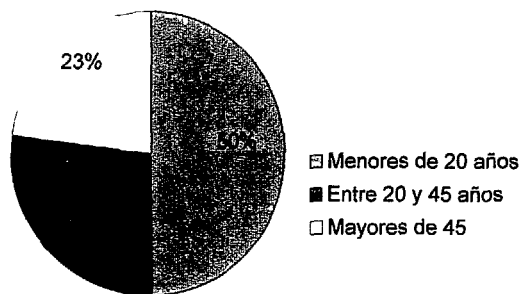


916

Población Total (1995)

Menores de 20 años	2,716,474
Entre 20 y 45 años	1,488,340
Mayores de 45	1,259,371
Total	5,464,185

Poblacion total, segun grupos de edad



Desempleo, 1996

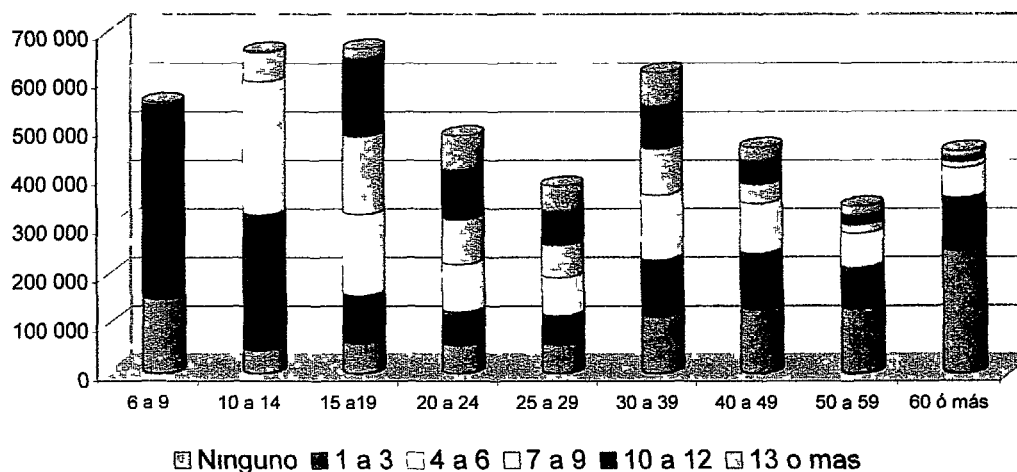
(Porcentaje de la fuerza laboral)

Guatemala	4.3
Honduras	4.5
Paraguay	5.3
Costa Rica	5.7
Brasil	5.9
México	5.9
Bolivia	6.5
Chile	7.5
Salvador	8.2
Peru	10.4
Ecuador	11.1
Colombia	11.9
Venezuela	12.5
Uruguay	12.6
Panamá	14.3
Dominicana	15.9
Nicaragua	16.1
Jamaica	16.2
Argentina	17

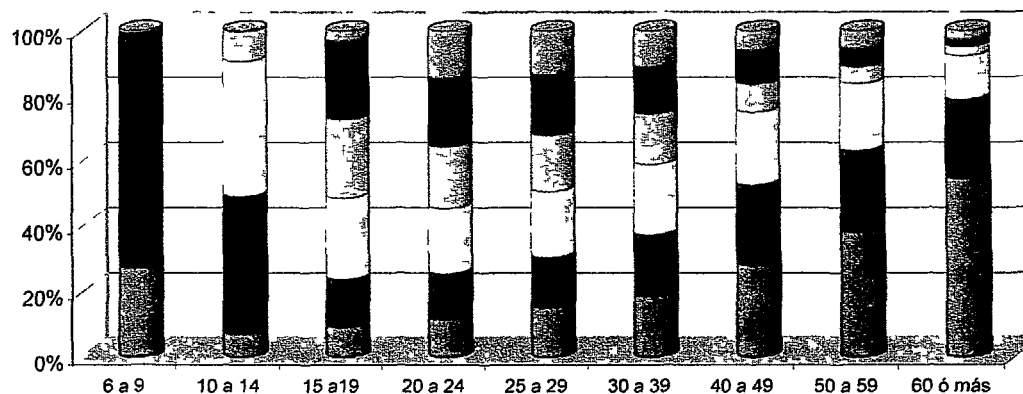
Poblacion por años de estudio aprobados

Edades	Ninguno	1 a 3	4 a 6	7 a 9	10 a 12	13 o mas	TOTALES
6 a 9	150,205	401,865	3,115	0	0	0	555,185
10 a 14	45,903	278,256	274,243	60,393	1,617	0	660,412
15 a 19	60,900	97,522	166,228	160,852	160,279	20,929	666,710
20 a 24	56,444	68,124	97,117	92,384	102,018	71,613	487,700
25 a 29	57,817	59,200	77,103	66,370	70,312	52,651	383,453
30 a 39	114,641	115,610	133,486	95,850	88,926	68,674	617,187
40 a 49	129,480	113,954	103,451	39,641	47,550	28,530	462,606
50 a 59	130,187	84,954	70,436	17,533	19,220	18,875	341,205
60 o mas	248,716	110,102	61,362	12,662	10,012	12,704	455,558

Poblacion por años de estudio aprobados



Poblacion por años de estudio aprobados (%)

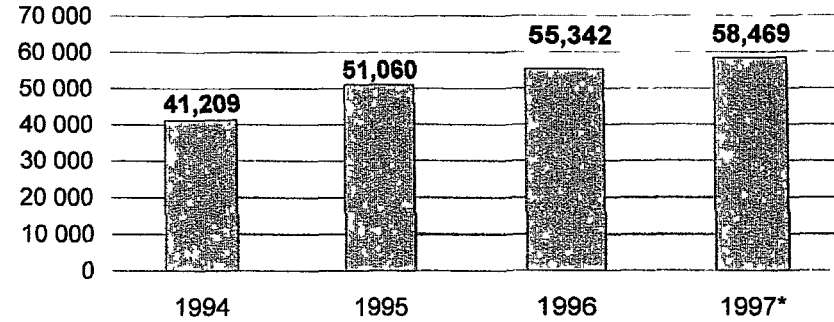


Indices de Delincuencia

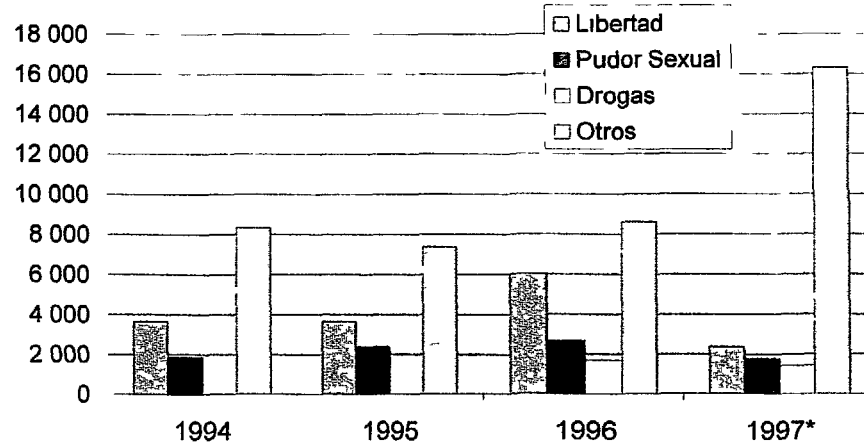
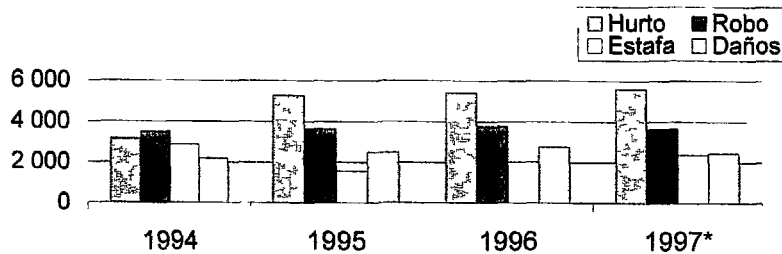
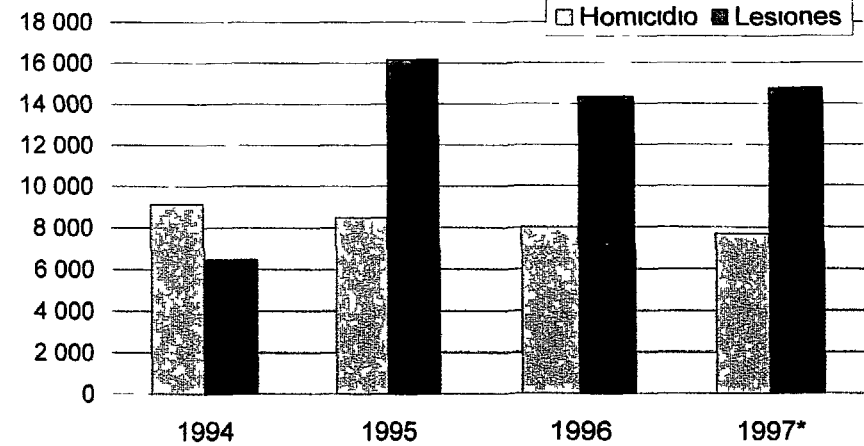
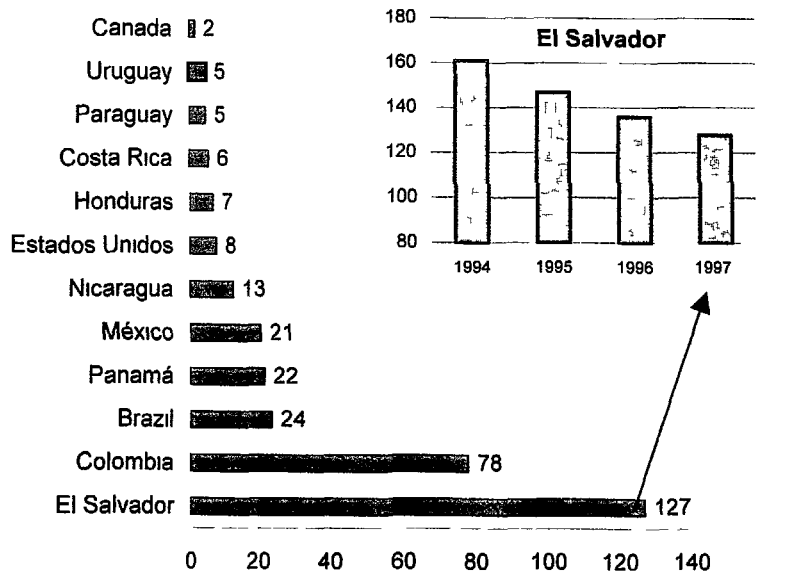
Años	1994	1995	1996	1997*
Homicidio	9,138	8,485	8,019	7,687
Lesiones	6,463	16,182	14,352	14,776
Hurto	3,170	5,280	5,416	5,623
Robo	3,495	3,647	3,785	3,670
Estafa	2,878	1,575	2,021	2,380
Daños	2,187	2,498	2,763	2,454
Libertad	3,669	3,650	6,024	2,380
Pudor Sexual	1,876	2,373	2,669	1,748
Drogas	nd	nd	1,683	1,432
Otros	8,333	7,370	8,810	16,320
Total	41,209	51,060	55,342	58,469
Variacion		0.12	0.11	0.11

Fuente: Preparado con datos de la Unidad de Estadística e Informática, Fiscalía General de la República, inferencias con base en datos de enero a octubre

Delitos Totales

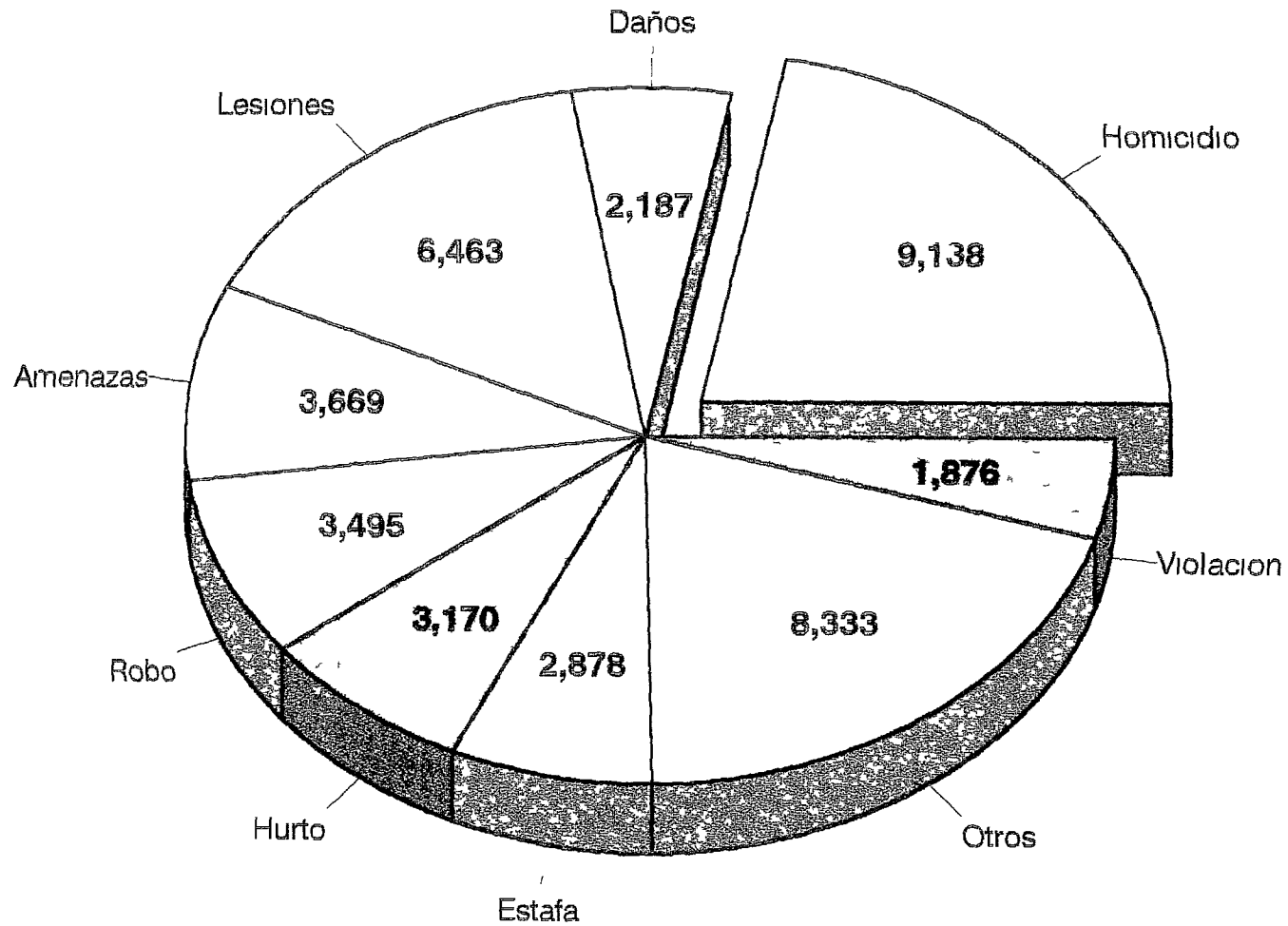


Tasa de homicidios por 100 000 habitantes



INDICE DELINCUENCIAL DE DENUNCIAS REGISTRADAS DURANTE EL AÑO 1994

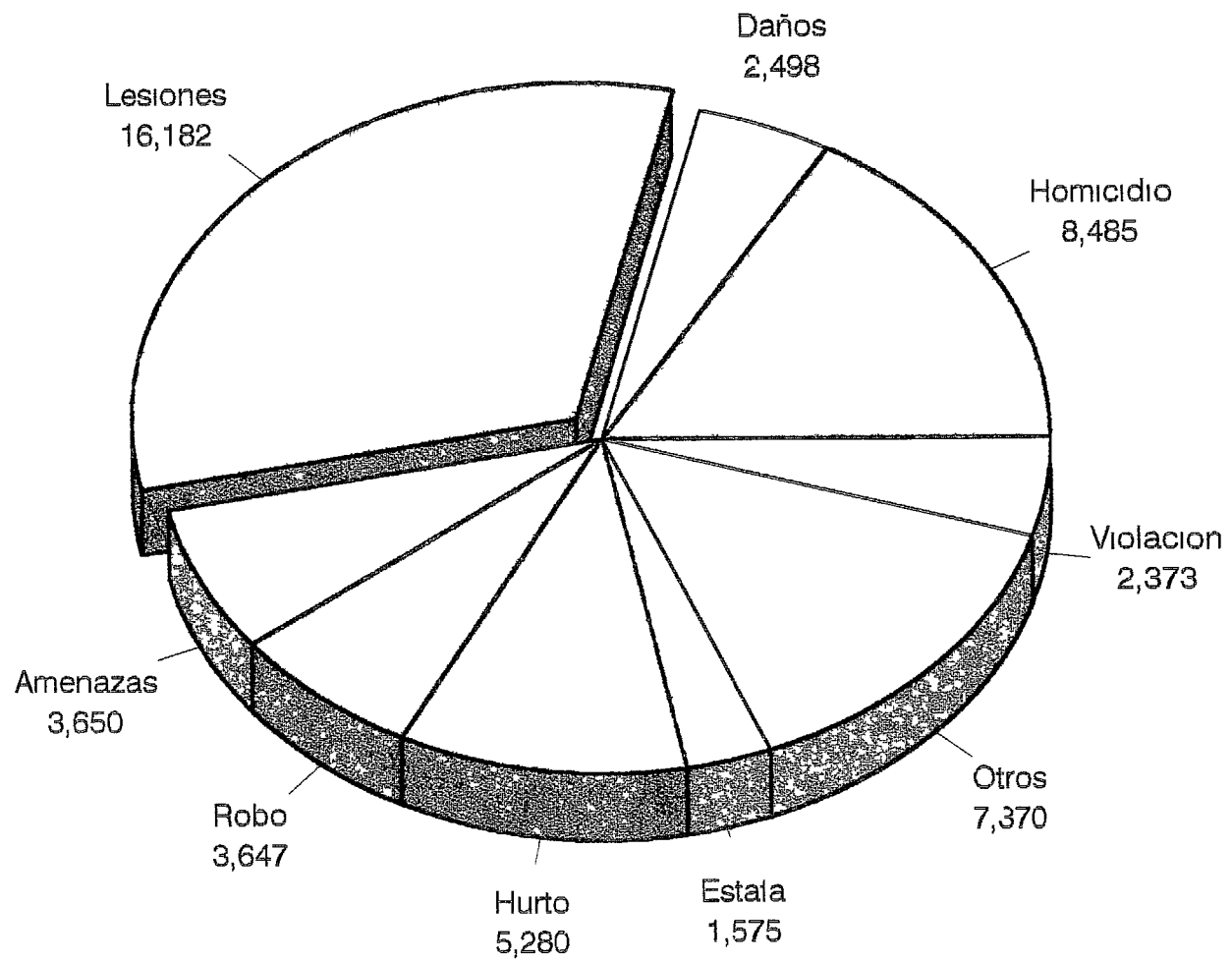
TOTAL REGISTRADO = 41,209



13

INDICE DELINCUENCIAL DE DENUNCIAS REGISTRADAS DURANTE EL AÑO 1995

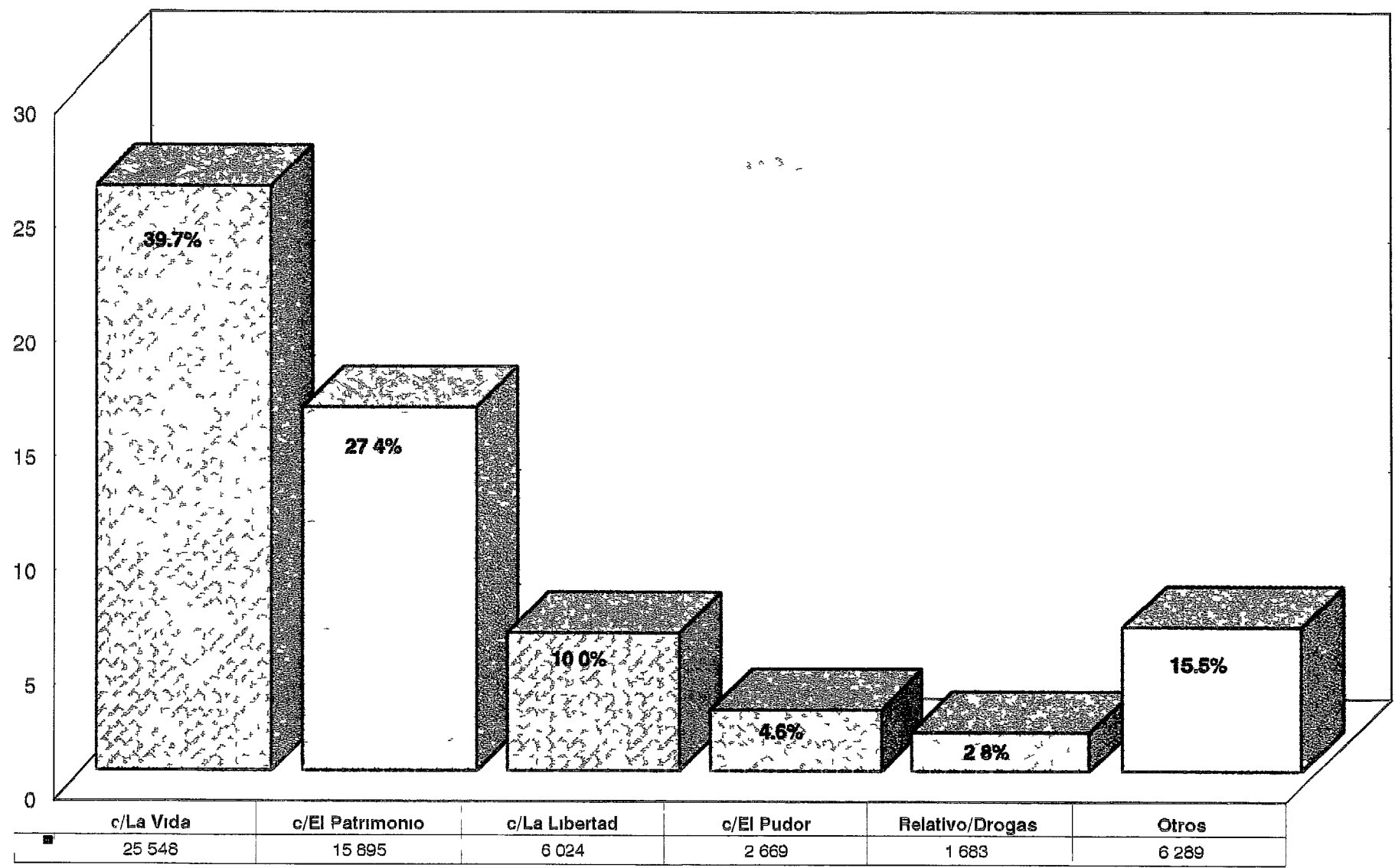
TOTAL REGISTRADO = 50,997



Nota Los Delitos Se Mencionan En Forma Generica

Registro Por Tipo de Delito

TOTAL = 58.108

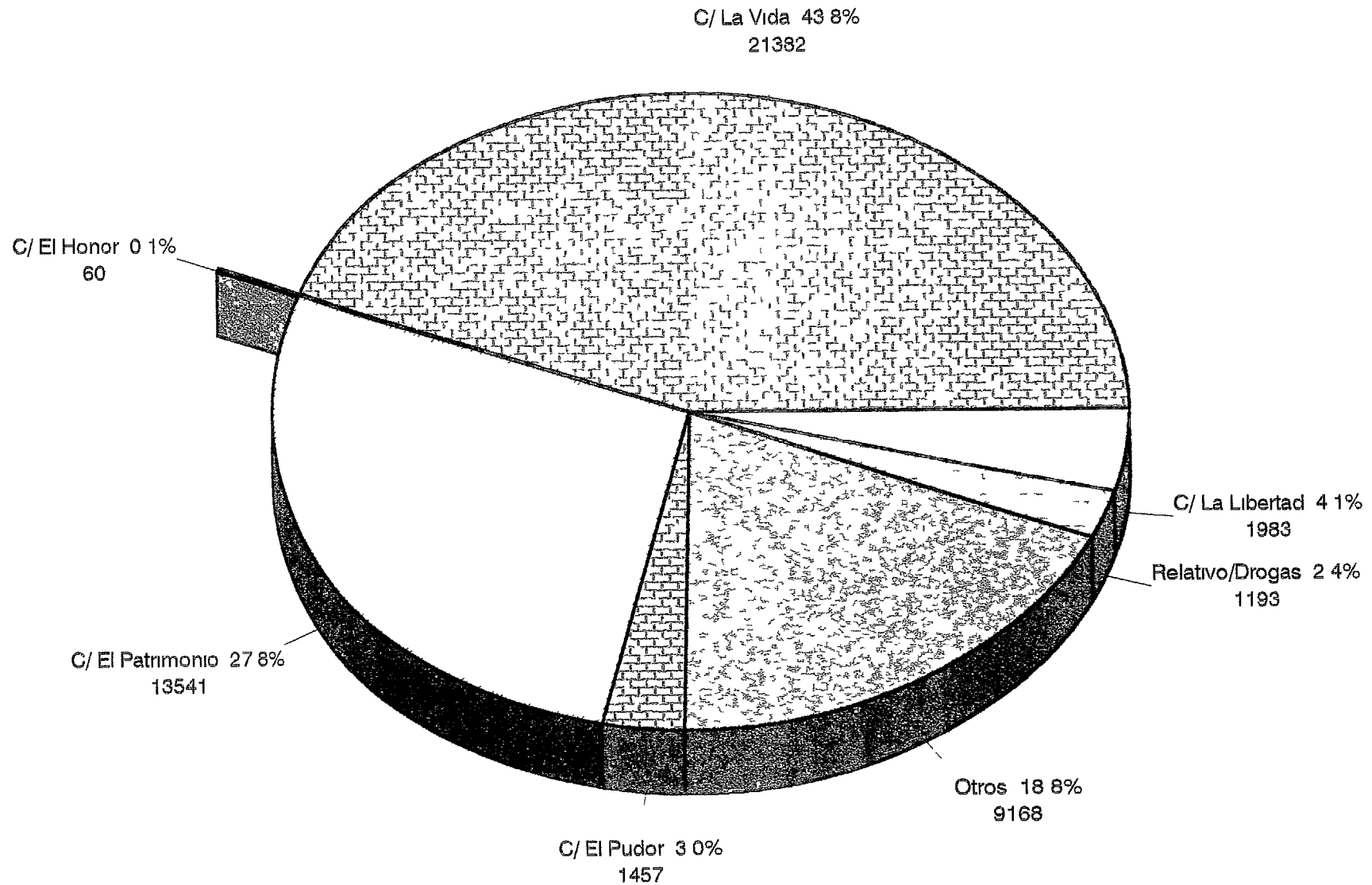


c/La Vida	c/El Patrimonio	c/La Libertad	c/El Pudor	Relativo/Drogas	Otros
25 548	15 895	6 024	2 669	1 683	6 289

09

Registro Por Tipo de Delito/1997

TOTAL = 48,784



Preparado por la Unidad de Estadísticas e Informática, Fiscalía General de la República.

Resumen de la labor jurisdiccional desarrollada por el Organo Judicial

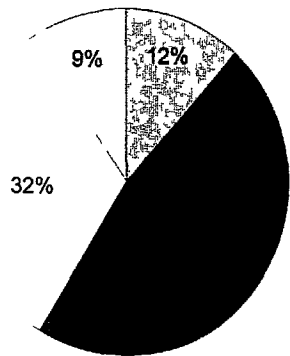
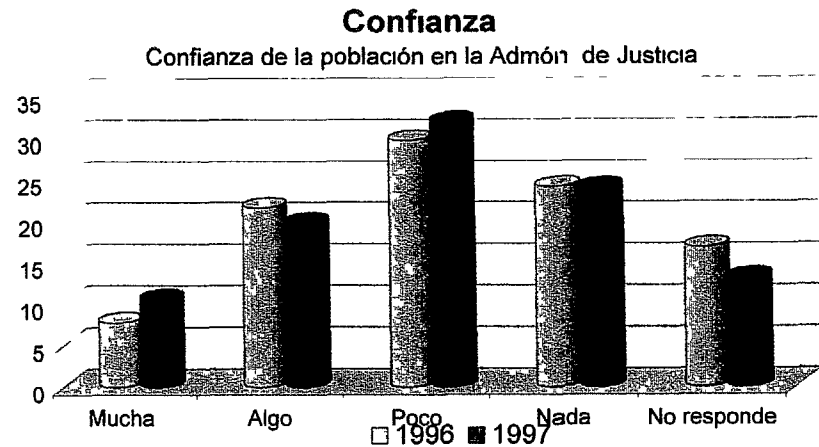
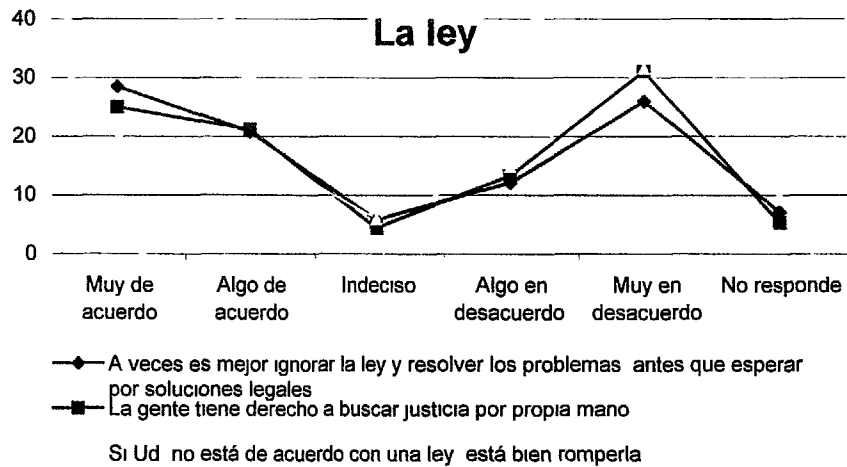
(enero a junio de 1997)

	No total de salas, camaras y juzgados	Salas, camaras y juzgados que presentan informacion	Acumulado	Ingresos	Egresos	Pendientes de resolucion
CORTE SUPREMA DE JUSTICIA						
SALA DE LO CONSTITUCIONAL	1	1	674	545	520	699
SALA DE LO CONTENCIOSO	1	1	76	61	104	33
ADMINISTRATIVO	1	1	335	175	160	350
SALA DE LO PENAL	1	1	149	106	157	98
SALA DE LO CIVIL						0
CAMARAS DE LO CIVIL	5	5	339	417	191	565
CAMARAS DE LO PENAL	5	5	999	945	241	1,703
CAMARAS DE LO LABORAL	2	2	127	287	216	198
CAMARAS DE FAMILIA	3	3	42	101	71	72
CAMARA DE TRANSITO	1	1	67	114	47	134
CAMARAS DE SEGUNDA INSTANCIA	7	7	728	1 070	1,000	798
CAMARAS DE MENORES	3	3	38	97	72	63
JUZGADOS DE PAZ	319	304	0	34 985	24 106	10,879
JUZGADOS DE LO PENAL	40	33	38,444	14 999	18,201	35,242
JUZGADOS DE LO CIVIL	26	26	40 669	6,114	3,380	43,403
JUZGADOS DE PRIMERA INSTANCIA MIXTOS*	24	18	26,025	7,172	2 350	30,847
JUZGADOS DE FAMILIA	22	19	6 981	7,018	4,970	9 029
JUZGADOS DE TRANSITO	9	9	17 177	5,465	3 889	18 753
JUZGADOS DE LO LABORAL	8	8	3,219	1,949	2,791	2 377
JUZGADOS DE LO MERCANTIL	5	5	32,006	2 916	925	33,997
JUZGADOS DE HACIENDA	2	2	3,444	423	146	3,721
JUZGADOS DE INQUILINATO	2	2	150	183	106	227
JUZGADO DE LO MILITAR	1	1	482	638	170	950
JUZGADOS DE EJECUCION DE MEDIDA	5	5	323	215	419	119
JUZGADOS DE MENORES	20	20	1,942	2,121	908	3 155
TOTALES	513	482	174 436	88 116	65 140	197 412

* El dato acumulado presenta algunas irregularidades que se están analizando por lo que no aparece

Fuente: Oficina de Estadísticas Judicial Corte Suprema de Justicia

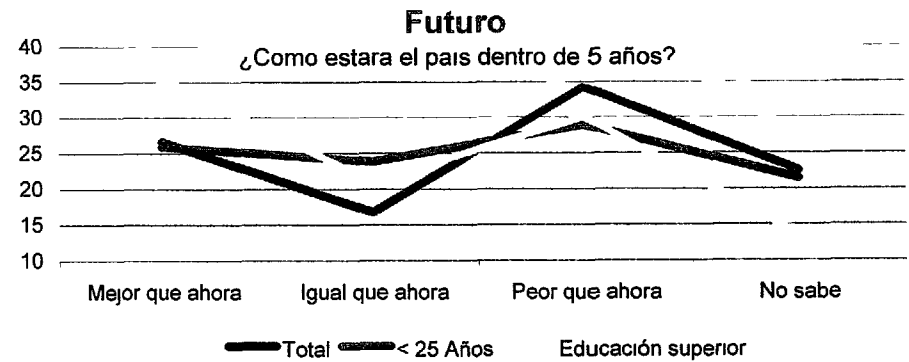
La Opinión Pública



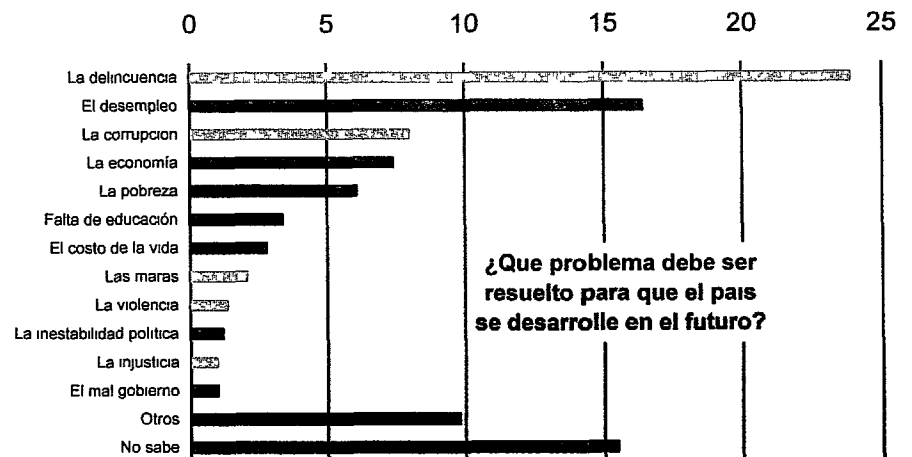
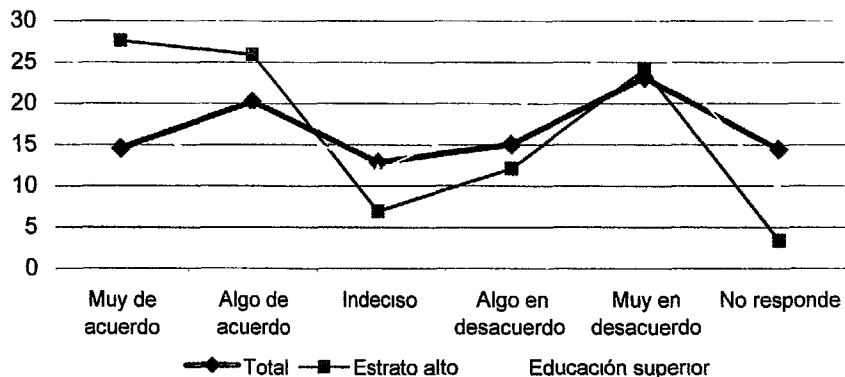
Transparencia

¿En general qué describe mejor al sistema judicial salvadoreño?

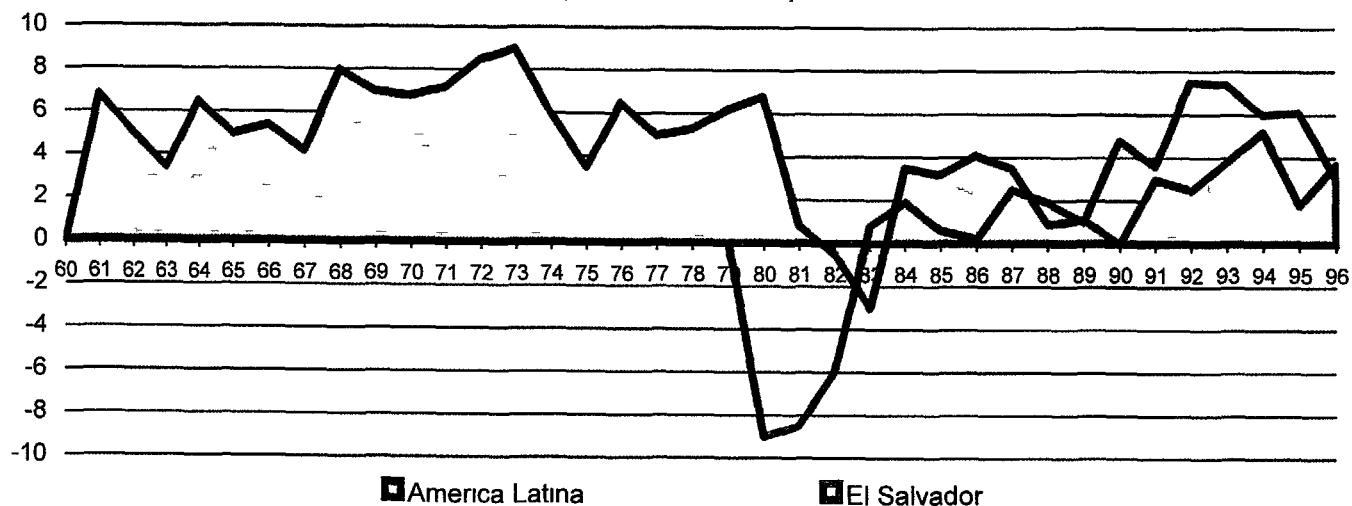
- Honesto
- Corrupto
- Hay de ambos
- No sabe



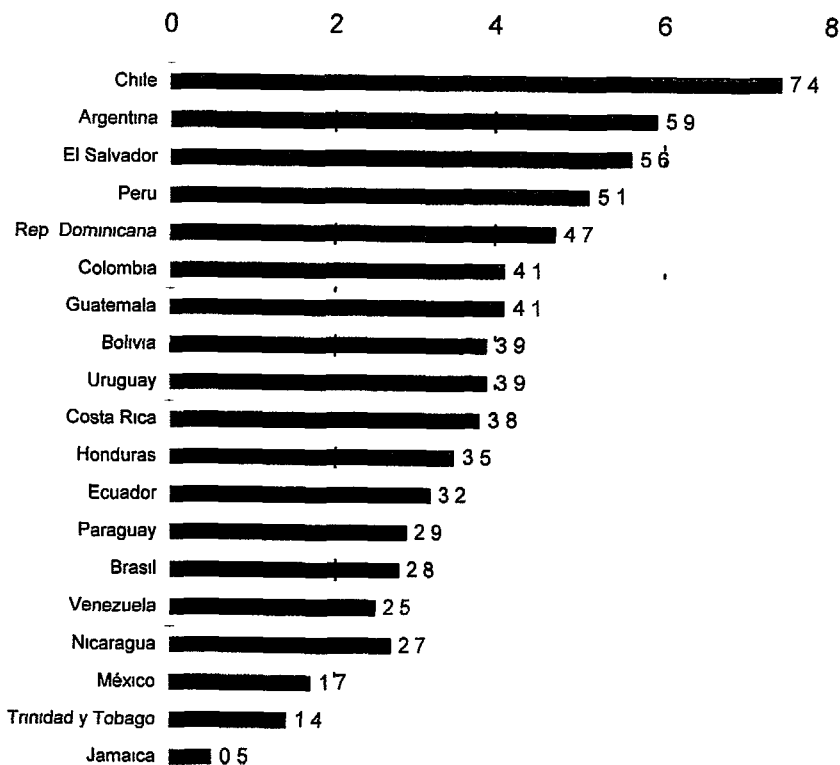
Los fallos de la Corte Suprema de Justicia son hechos de manera justa



Producto Interno Bruto America Latina - El Salvador (Tasa de crecimiento %)



Crecimiento Promedio del PIB, 1991-1996



Producto Interno Bruto - El Salvador

Años	PIB corriente (millones de colones)	PIB constante (millones desde el 90)	Variación PIB Constante %	Población (miles)	Variación PIB Per Cápita Constante %
1985	13 415	32 946	0.6	4 768	-0.7
1986	17 915	33 009	0.2	4 845	-1.4
1987	20 661	33 838	2.5	4 934	0.7
1988	24 469	34 474	1.9	5 031	-0.1
1989	28 419	34 805	1.0	5 138	-1.1
1990	36 487	36 847	4.8	5 241	2.8
1991	42 594	37 791	3.6	5 346	1.5
1992	49 841	40 643	7.5	5 453	5.4
1993	60 522	43 643	7.4	5 562	5.3
1994	71 019	46 258	6.0	5 673	3.9
1995	84 524	49 063	6.1	5 786	4.0
1996	95 069	51 529	3.0	5 902	3.0

Fuentes BCR / El Salvador

BID/Progreso Económico y Social en America Latina Informe 1997

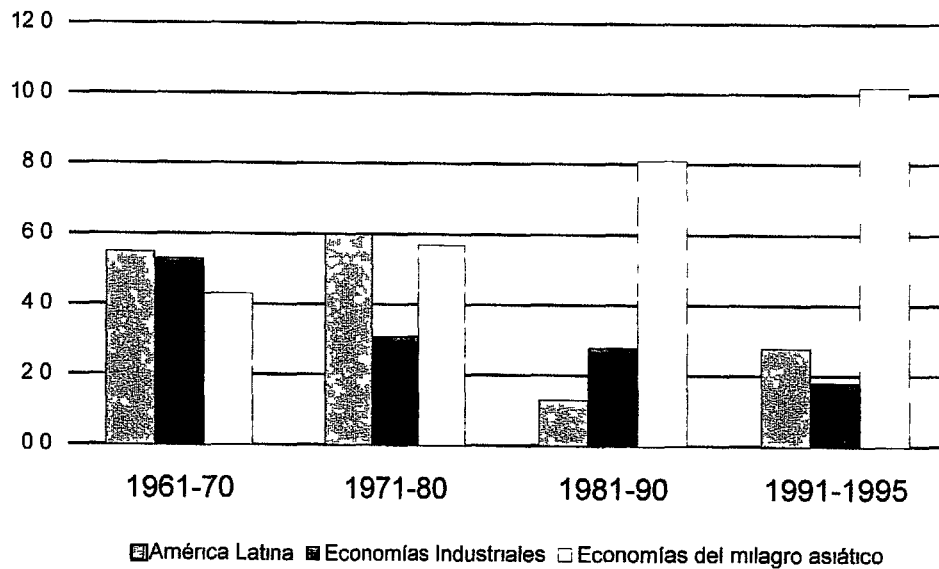
95

Crecimiento Económico Mundial (Porcentaje anual)

	1961-70		1971-80		1981-90		1991-1995	
	Simple	Ponderado	Simple	Ponderado	Simple	Ponderado	Simple	Ponderado
América Latina	5.0	5.5	4.3	6.0	1.1	1.3	3.1	2.8
Economías Industriales	4.8	5.3	3.3	3.1	2.6	2.8	1.7	1.8
Economías del milagro asiático	6.9	4.3	7.5	5.7	7.0	8.1	7.8	10.2
Total mundial	5.6	5.0	5.0	4.9	3.6	4.1	4.2	4.9

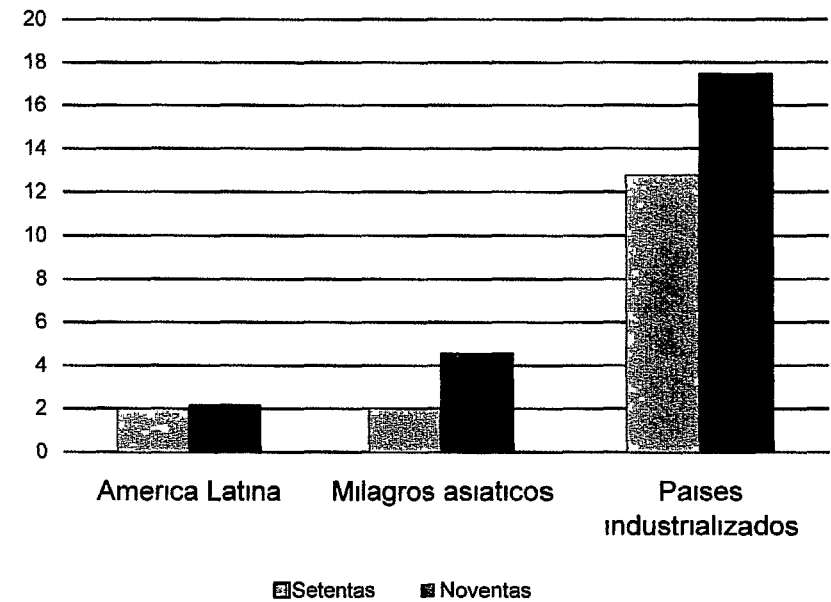
Fuente: Cálculos del BID con base en estadísticas del Banco Mundial *Progreso Económico y Social en América Latina Informe 1997*

Crecimiento Económico Mundial (porcentaje anual)



Comparaciones del Ingreso per cápita, 1971-80 y 1991-95

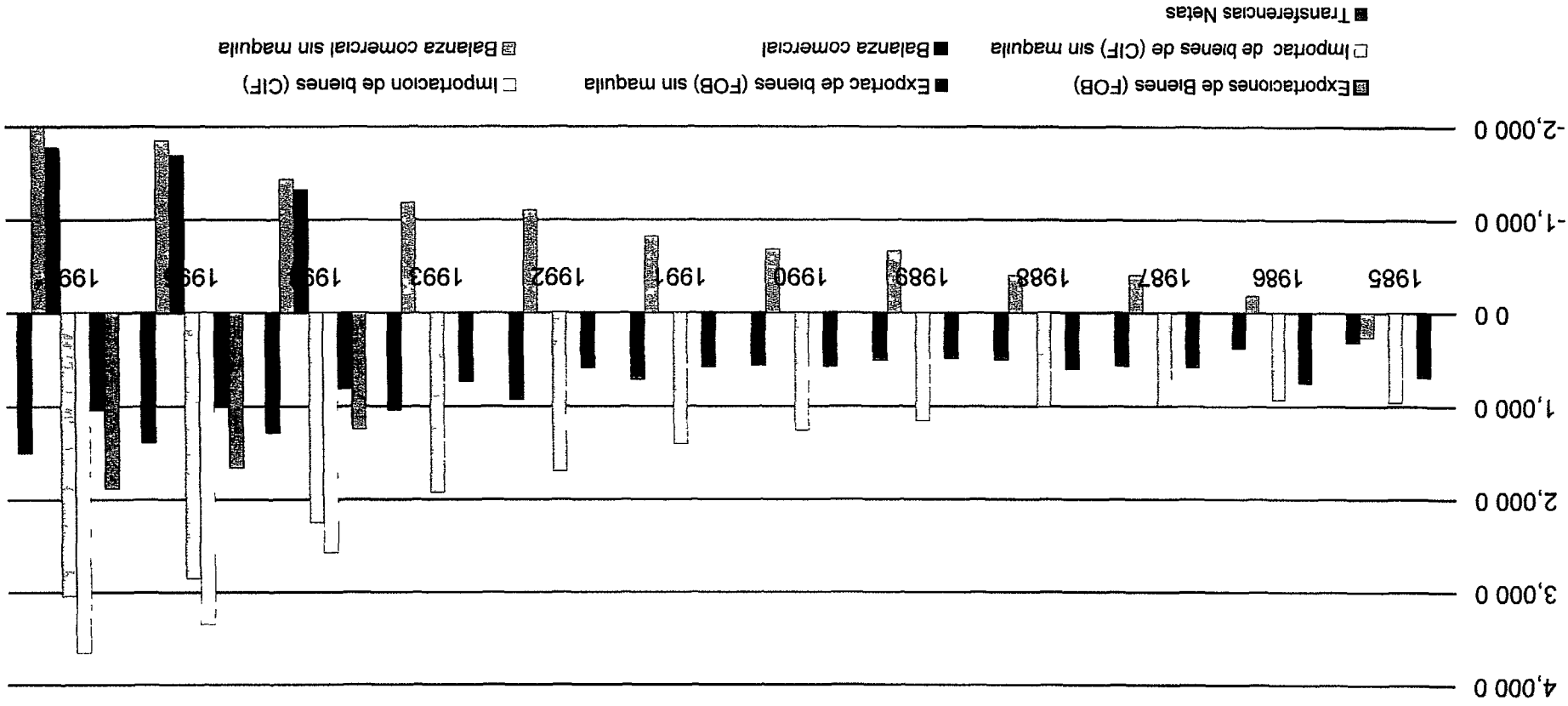
(En miles de dólares constantes de 1987)



Balanza Comercial - El Salvador

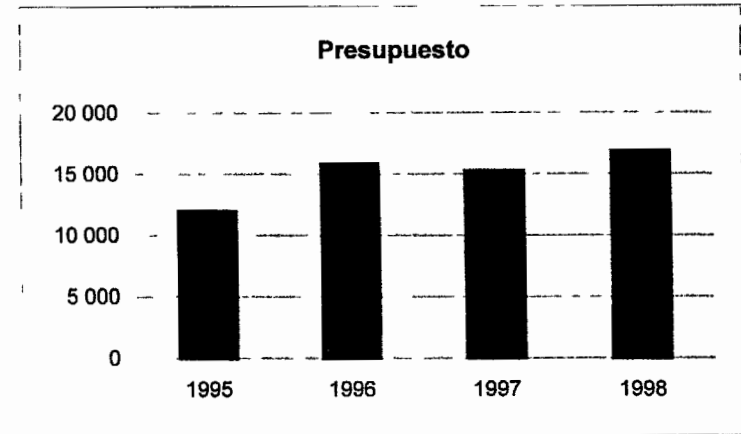
(Millones de dólares)

Año	Exportaciones de Bienes (FOB)	Importación de Bienes (CIF)	Importac de bienes de (CIF) sin maquila	Balanza comercial	Balanza comercial sin maquila	Transferencias Netas
1985	695 1	961 4	934 9	266 3	319 3	-180 0
1986	754 9	934 9	994 1	266 3	384 0	-403 2
1987	590 9	994 1	1,006 9	403 2	573 2	-398 1
1988	608 8	994 1	1,006 9	508 6	508 6	-663 8
1989	497 5	1,161 3	1,262 5	519 2	519 2	-818 0
1990	582 2	1,262 5	1,406 0	568 6	568 6	-818 0
1991	588 0	1,406 0	1,698 5	721 3	721 3	-1,101 0
1992	597 5	1,698 5	1,924 7	934 4	934 4	-1,182 7
1993	742 0	1,924 7	2,252 0	1,043 5	1,043 5	-1,434 3
1994	818 9	2,574 0	2,853 4	1,249 3	1,285 2	-1,691 2
1995	1,661 3	3,352 4	2,853 4	1,661 3	1,389 5	-1,848 8

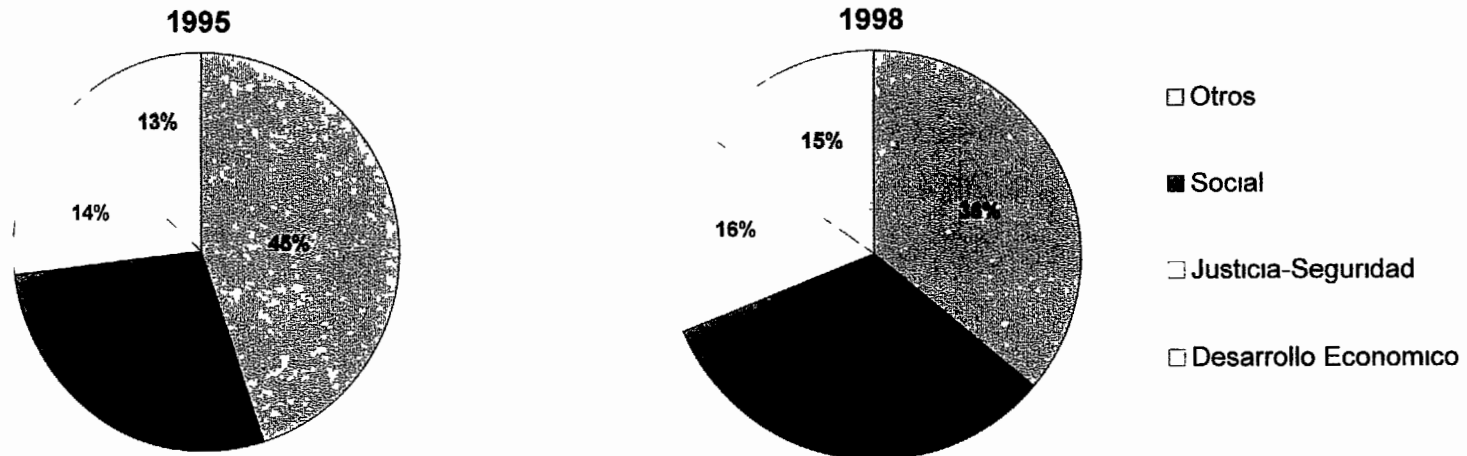


Monto del Presupuesto

Años	1995	1996	1997	1998
Millones C	11,973	15,842	15,302	16,886
Variación	3.1	29.3	-1.2	10.4
Gasto % PIB	14.3	16.7	15.1	15

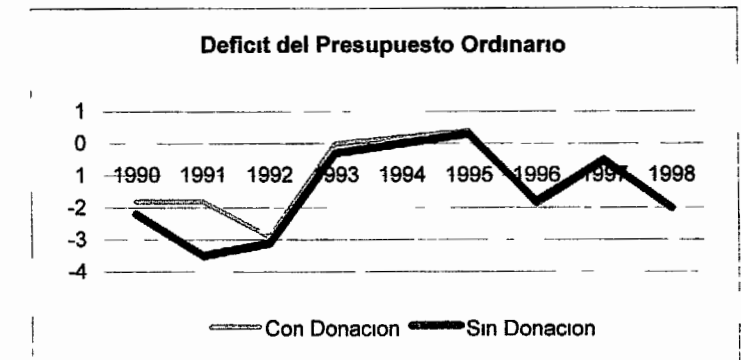


Gastos segun area de gestion



Fuentes de financiamiento (%)

	1995	1996	1997	1998
Tributarios	80.4	77.1	72.3	73.4
No Tributarios	6.1	7.6	3.2	4.1
Ingresos de capital	8.6	9	4.2	2.6
Donaciones	0.4	0.05	0.7	0.5
Deuda Externa	4.5	5.8	19.7	19.5
Total	100	100	100	100



Fuentes: Proyecto de Presupuesto 1998 e Informe Complementario 1996. Presupuesto del Gobierno Central para 1998. FUSADES Boletín No 140

PUBLICATIONS FINANCED BY THE PROJECT

**PUBLICACIONES FINANCIADAS POR
EL PROYECTO DE REFORMA JUDICIAL II**

DESCRIPCIÓN	CANT	AÑO
ANTEPROYECTO DEL CODIGO PROCESAL PENAL	13,020	1993
CODIGO DE FAMILIA	12,700	1994
PROYECTO DE CODIGO PROCESAL PENAL	4,000	1994
EN DEFENSA DEL NUEVO PROCESO PENAL	2,000	1994
MANUAL DE DERECHO CONSTITUCIONAL	500	1992
MANUAL DE DERECHO DE FAMILIA	2,250	1992
LEY DEL MENOR INFRACTOR	5,500	1995
LEY PROCESAL DE FAMILIA	4,000	1994
MANUAL DE DERECHO PENAL	500	1993
REVISTAS DEL MINISTERIO DE JUSTICIA	1,000	1993
LA REALIDAD DE LA JUSTICIA SALVADOREÑA	500	1994
EL EJERCICIO DE LA FUNCION NOTARIAL DE ACUERDO A LA NUEVA NORMATIVA DE FAMILIA	1,000	1994
APUNTES SOBRE LA LEY DE PROCEDIMIENTOS MERCANTILES	1,000	1995
TRANSPLANTES DE COMPONENTES ANATOMICOS EN SERES HUMANOS	1,000	1995
DERECHO PENAL SALVADOREÑO VIGENTE	1,000	1995
EL OMBUDSMAN	1,000	1995
NUEVA LEGISLACION PROCESAL PENAL	1,000	1995
REFLEXIONES SOBRE DERECHOS DE MENORES	1,000	1996
MANUAL DEL INVESTIGADOR EFICIENTE	500	1997
MANUAL DEL FISCAL	500	1997
MANUAL DE DEFENSOR PÚBLICO	200	1997
REVISTA DE JURISPRUDENCIA	2,000	1997
LAS NUEVAS REALIDADES (ESTADÍSTICAS SOBRE LA ADMINISTRACIÓN DE JUSTICIA 1995, Y CENSO DE POBLACIÓN PENITENCIARIA 1996)	1,000	1996

**PUBLICACIONES DE LA UNIDAD TÉCNICA EJECUTIVA DE
LA COMISION COORDINADORA DEL SECTOR JUSTICIA**

DESCRIPCIÓN	CANT	AÑO
CONOZCAMOS LA LEY DEL MENOR INFRACTOR	10,000	1996
DERECHOS Y DEBERES DE LOS JÓVENES Y LAS JÓVENES	10,000	1996
DERECHOS Y DEBERES DE LOS NIÑOS Y LAS NIÑAS	10,000	1995
REGLAMENTO GENERAL DE LOS CENTROS DE INTERNAMIENTO PARA MENORES INFRACTORES	1,500	1996
DECRETO DE CREACIÓN DEL REGISTRO NACIONAL DE LAS PERSONAS NATURALES, LEY TRANSITORIA DEL REGISTRO DEL ESTADO FAMILIAR Y DE LOS REGIMENES PATRIMONIALES DEL MATRIMONIO, LEY ORGANICA DEL REGISTRO NACIONAL DE LAS PERSONAS NATURALES	1,500	1996

**CON MOTIVO DE CONMEMORARSE EL X ANIVERSARIO
DE LA CONSTITUCIÓN, LA UTE PUBLICÓ EN 1993 LA
SIGUIENTE COLECCIÓN DE LIBROS:**

DESCRIPCIÓN	CANT	AÑO
TOMO I LAS CONSTITUCIONES DE LA REPUBLICA FEDERAL DE CENTRO-AMERICA	1,500	1993
TOMO II LAS CONSTITUCIONES DE LA REPÚBLICA DE EL SALVADOR 1824-1962	1,500	1993
TOMO III LA CONSTITUCIÓN DE LA REPÚBLICA DE EL SALVADOR 1983	1,500	1993
TOMO IV JURISPRUDENCIA CONSTITUCIONAL	1,500	1993
TOMO V DERECHO CONSTITUCIONAL TRIBUTARIO EL PRINCIPIO DE LEGALIDAD Y DOS FOLLETOS GRAFICOS	1,500	1993
PRINCIPALES INNOVACIONES DE LA CONSTITUCIÓN DE 1983	1,500	1993

LISTA DE MATERIALES ELABORADOS POR ONG's
DENTRO DEL MARCO DEL PROYECTO DE
REFORMA JUDICIAL II

DESCRIPCIÓN	CANT	AÑO
CEMUJER FOLLETO DE 14 PAGINAS "EL MATRIMONIO Y LA AUTORIDAD PARENTAL	5,000	1996
CEMUJER FOLLETO DE 22 PÁGINAS "DISOLUCIÓN DEL VÍNCULO MATRIMONIAL, ALIMENTOS, TUTELA"	5,000	1996
CEMUJER FOLLETO DE 14 PÁGINAS "REGIMENES PATRIMONIALES"	5,000	1996
CEMUJER FOLLETO DE 12 PÁGINAS "SEPARACIÓN DE BIENES"	5,000	1996
CEMUJER FOLLETO DE 12 PÁGINAS "REGIMEN DE PARTICIPACION EN LAS GANANCIAS"	5,000	1996
CEMUJER FOLLETO DE 16 PÁGINAS "COMUNIDAD DIFERIDA"	5,000	1996
CEMUJER FOLLETO DE 16 PÁGINAS "FILIACIÓN CONSANGUINEA DE LA PATERNIDAD"	5,000	1996
CEMUJER FOLLETO DE 12 PÁGINAS "FILIACIÓN CONSANGUINEA DE LA MATERNIDAD"	5,000	1996
CEMUJER FOLLETO DE 20 PÁGINAS "LOS MENORES"	5,000	1996
CEMUJER FOLLETO DE 20 PÁGINAS "LAS PERSONAS DE LA TERCERA EDAD"	5,000	1996
CEMUJER FOLLETO DE 10 PÁGINAS "LEY PROCESAL DE FAMILIA"	5,000	1996
CEMUJER FOLLETO DE PRINCIPALES INNOVACIONES DEL "CODIGO PROCESAL PENAL"	30,000	1997
CEMUJER FOLLETO DE PRINCIPALES INNOVACIONES DE LA "LEY PENITENCIARIA"	30,000	1997
CEMUJER FOLLETO DE PRINCIPALES INNOVACIONES DEL "CÓDIGO PENAL"	30,000	1997

**PUBLICACIONES EFECTUADAS POR
LA UNIDAD TÉCNICA EJECUTIVA**

DESCRIPCIÓN	CANT	AÑO
BOLETINES DE DIVULGACION JURIDICA FEBRERO, ABRIL, JUNIO, AGOSTO, OCTUBRE, DICIEMBRE	30,000	1996
FASICULO SOBRE LOS DERECHOS Y DEBERES DE LOS JOVENES Y LAS JOVENES	10,000	1996
FASICULO CONOZCAMOS LA LEY DEL MENOR INFRACTOR	10,000	1996
REGLAMENTO GENERAL DE LOS CENTROS DE INTERNAMIENTO PARA MENORES INFRACTORES	1,500	1996
TRIPTICO DE LA COMISIÓN COORDINADORA DEL SECTOR DE JUSTICIA Y DE LA UNIDAD TECNICA EJECUTIVA	2,000	1996
DECRETO DE CREACIÓN DEL REGISTRO NACIONAL DE LAS PERSONAS NATURALES, LEY TRANSITORIA DEL REGISTRO DEL ESTADO FAMILIA Y DE LOS REGIMENES PATRIMONIALES DEL MATRIMONIO, LEY ORGANICA DEL REGISTRO NACIONAL DE LAS PERSONAS NATURALES	1,500	1996
LEY ORGÁNICA DE LA COMISIÓN COORDINADORA DEL SECTOR DE JUSTICIA Y DE LA UNIDAD TECNICA EJECUTIVA CON SU REGLAMENTO	1,500	1996

**NGOs INVOLVED IN POPULAR EDUCATION/
AWARENESS CAMPAIGNS**

1. **ASOCIACION AGAPE DE EL SALVADOR**
Ing Ramón Alberto Vega, Director Ejecutivo
Km 63, Carretera a Sonzacate
Sonsonate
Tel 451-2667, 451-1456
Fax 451-1234, New fax 451-6879
2. **ASOCIACION PARA LA ORGANIZACION Y LA EDUCACION EMPRESARIAL FEMENINA (OEF DE EL SALVADOR)**
Lic. Dinorah de Sánchez, Directora Ejecutiva
25 Av Sur y Calle Central #1407, Col Cucumacayán
San Salvador
Tel/Fax 221-0957
3. **ASOCIACION SALVADOREÑA DE PROMOCION, CAPACITACION Y DESARROLLO (PROCADES)**
Lic Claudia Cáceres, Directora Ejecutiva
11 Calle Pte #4030, Col. Escalón
San Salvador
Tel/Fax: 223-7875
4. **ASOCIACION SALVADOREÑA PARA EL DESARROLLO INTEGRAL (ASALDI)**
Lic. Lorenzo Rufino Quintanilla, Director Ejecutivo
23 Av. Nte, Pasaje San Ernesto #1314
San Salvador
Tels: 225-2317 Fax: 226-6524
5. **ASOCIACION SALVADOREÑA PRO-SALUD RURAL (ASAPROSAR)**
Dra. Eduviges Guzmán de Luna, Directora Ejecutiva
Km. 62½ Carretera Panamericana, Col El Mora
Santa Ana
Tels 447-7216, 441-0646 Fax 447-7216
6. **ASOCIACION MADRE-CRIA**
Dr. Leonel Antonio Azucena, Director Ejecutivo
1a Calle Oriente #3
Zacatecoluca
Tel/Fax: 334-0081
7. **FUNDACION SALVADOREÑA PARA EL DESARROLLO DE LA MUJER Y EL NIÑO (FUNDEMUN)**
Lic. Sara del Carmen Ventura, Directora Ejecutiva
Jardines de Serramonte #2, Av Bernal, Senda #1, Casa #18
San Salvador Reparto Los Amates 2, Calle al Círculo Estudiantil
Tel: 274-1800 Usulután Tel 662-3191
8. **ORGANIZACION PROFESIONAL DE DESARROLLO (OPRODE)**
Lic. Carlos Roberto Gómez Castañeda, Director Ejecutivo
Pasaje Chaparrastique #45, Col. Miramonte
San Salvador
Tel. 226-6927 Fax 226-3960
9. **ASOCIACION DE MUJERES CAMPESINAS SALVADOREÑAS (AMCS)**
Adela López Morán, Directora Ejecutiva
Av. Francisco Menéndez Sur, Pje Comcordia #1-2
Ahuachapán
Tel/Fax. 443-0537 Cel 886-7144
10. **ASOCIACION SALVADOREÑA PARA EL DESARROLLO HUMANO (ASADEH)**
Lic. Modesto Rebollo, Director Ejecutivo
Reparto Miralvalle, Av Amsterdam, Pje. Berna #475
San Salvador
Tel/Fax: 274-0171
11. **CENTRO DE APOYO DE LACTANCIA MATERNA (CALMA)**
Lic Josefa de García, Directora Ejecutiva
Calle Aconcagua #5, Col. Miramonte
San Salvador
Tel/Fax: 226-8389

- 12 **COORDINADORA NACIONAL DE LA MUJER SALVADOREÑA (CONAMUS)**
Sra. Isabel Ramírez, Directora Ejecutiva
Pasaje Las Palmeras #130, Urb Florida, Metrocentro
San Salvador
Tel/Fax 226-2080
- 13 **COMITE DE INTEGRACION Y RECONSTRUCCION PARA EL SALVADOR (CIRES)**
Betty Argentina de Reyes, Directora Ejecutiva
41 Av. Sur y 12 Calle Pte #2137, Col Flor Blanca
San Salvador
Tels: 222-4334, 222-6630 Fax 271-0924
- 14 **FUNDACION CUSCATLAN "MANUEL FRANCO" (FUNDAC)**
Lic. Vinicio Peñate, Director Ejecutivo
25 Av. Nte y 27 Calle Pte, Edif. Panamericano Local #316
San Salvador
Tel/Fax 225-9847
15. **FUNDACION DE DESARROLLO SOCIAL (FUNDESO)**
Lic. Lindaura de Cea, Directora Ejecutiva
Calle Plan de la Laguna, contiguo Bomba de ANDA
Antiguo Cuscatlán
Tels: 243-7373/ 243-7374
16. **FUNDACION MAQUILISHUAT (FUMA)**
Dr. Hector Ricardo Silva, Dir Ej Jeanette Zelaya G., Coord PROCIPOTES
Calle y Col. Santa Teresa #22 Col. Ciudad Jardin, Pje Las Rosas 1206
San Salvador San Miguel
Tels: 284-1266, 284-1435 Tel 661-6262
Fax: 274-1434 Fax 661-1918
17. **ASOCIACION DE MUJERES SALVADOREÑAS (ADEMUSA)**
Marina Peña, Directora Ejecutiva
Calle y Urb. San Antonio Abad, Av. Los Bambúes #24
San Salvador
Tel/Fax: 274-3836
- 18 **ASOCIACION PARA LA AUTODETERMINACION Y DESARROLLO DE MUJERES SALVADOREÑAS (AMS)**
Yanira Argueta, Presidenta 12 Av Nte #2
Calle Guatemala, Pje. 9 #110, Col Río Grande
Col Centroamérica, San Salvador San Miguel
Tel. 225-2452 Tel/San Miguel 661-6550
- 19 **ASOCIACION SALVADOREÑA DE EXTENSIONISTAS EMPRESARIALES EGRESADOS DEL INCAE (ASEI)**
Ing. Ricardo Segovia, Presidente
Condominio Plaza Monterey #302, la Diagonal, Urb La Esperanza
San Salvador
Tel/Fax 226-9819, 226-9790
- 20 **ASOCIACION SALVADOREÑA DE INVESTIGACION Y PROMOCION ECONOMICA Y SOCIAL (ASIPES)**
Lic. Luis Armando Mejía, Director de Programas
27 Calle Pte #1233, Col Layco
San Salvador
Tel/Fax 225-9753
21. **COMITE DE SOLIDARIDAD PARA EL DESARROLLO DE LAS COMUNIDADES DE SAN MIGUEL (COSDECSAM)**
María Concepción Villatoro, Directora Ejecutiva
Barrio El Centro Contiguo a Iglesia Católica
Municipio de Villa El Triunfo, Usulután
Tel: 110 (ANTEL)
22. **COMUNIDADES UNIDAS DE USULUTAN (COMUS)**
Israel González Ramos, Coordinador General
San Francisco Javier, Frente a ANTEL
Tel: 663-8461 (ANTEL)

- 23 **FUNDACION PARA LA AUTOGESTION Y SOLIDARIDAD DE LOS TRABAJADORES (FASTRAS)**
 Lic Daniel Ríos Pineda, Director Ejecutivo
 Urb Buenos Aires, Av Alvarado #28, Pol "A"
 San Salvador Dr Gordillo (Viper) Tel 298-1122, Unidad 17153
 Tel 225-8008 Calle Principal #23, Barrio Concepción
 Fax 226-7152 Jucuapa Tel/Fax 665-2106
24. **COORDINACION PARA EL DESARROLLO COMUNAL DE LA UNION (CODELUN)**
 Reynaldo Abdias Fuentes, Presidente
 Antiguo Ruta Militar, Calle a Cementerio, Barrio El Calvario
 Santa Rosa de Lima, La Unión
 Tel 664-2436
- 25 **INICIATIVA PARA EL DESARROLLO ALTERNATIVO (IDEA)**
 Leandro Uzquiano, Director
 Calle Managua No. 218, Col Centroamérica
 San Salvador
 Tel/Fax 225-8529
26. **ORGANIZACION DE MUJERES SALVADOREÑAS (ORMUSA)**
 Jeanette Urquilla, Coordinadora General
 Blvd. Universitario, Col. San José, Avenida A #235
 San Salvador
 Tel. 225-5007 Fax: 226-5829
27. **COMITE COORDINADORA PARA EL DESARROLLO ECONOMICO DE ORIENTE (COMCORDE)**
 Ing. Ernesto Díaz, Director Ejecutivo
 Av. Roosevelt Sur, Frente Trópico Inn
 San Miguel
 Tel: 661-6480 Fax: 661-0321
28. **FUNDACION SALVADOREÑA PARA LA PROMOCION SOCIAL Y EL DESARROLLO ECONOMICO (FUNSALPRODESE)**
 Lic. Rolando Mata, Director Ejecutivo
 27 Calle Pte y 17 Av. Nte No. 1434, Col Layco
 San Salvador
 Tel: 225-2722 Fax: 225-5261
29. **ASOCIACION PARA EL DESARROLLO INTEGRAL DE LA MUJER (ADIM)**
 Mabel Reyes, Directora Ejecutiva
 Quebracho, Segundo Montes
 Meanguera, Morazán
 Tel 661-5055 (ANTEL de Segundo Montes)
- 30 **ASOCIACION INTERSECTORIAL PARA EL DESARROLLO ECONOMICO Y EL PROGRESO SOCIAL (CIDEP)**
 Omar Panameño, Coordinador de Proyectos
 23 Calle Pte., Pasaje 3 #131, Col Layco
 San Salvador
 Tel: 225-4133 Fax 225-3782
31. **ASOCIACION DE DESARROLLO DE DERECHOS HUMANOS (ASDDEHU)**
 Lic. Mauricio Sermeño, Director Ejecutivo
 29 Av Nte #1157, Col Buenos Aires
 San Salvador
 Tel: 235-7403 Fax. 225-2576
- 32 **INSTITUTO DE ESTUDIOS DE LA MUJER "NORMA VIRGINIA GUIROLA DE HERRERA" (CEMUJER)**
 Lic Alba América Guirola, Directora Ejecutiva
 Blvd. Ma. Cristina #144, Urb La Esperanza
 San Salvador
 Tel: 226-5466, 226-8868 Fax: 226-7734
33. **MUJERES POR LA DIGNIDAD Y LA VIDA (LAS DIGNAS)**
 Lic. Morena Soledad Herrera, Directora Ejecutiva
 Calle Gabriela Mistral # 226
 San Salvador
 Tel/Fax: 226-1879

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34. **INSTITUTO DE INVESTIGACION, CAPACITACION Y DESARROLLO DE LA MUJER "NORMA VIRGINIA GUIROLA DE HERRERA" (IMU)**
 Lic Daisy Cheyni, Directora Ejecutiva
 27 Av. Nte. #1141
 San Salvador
 Tel 226-0543 Fax 226-3080
35. **CENTRO/FUNDACION DE ESTUDIOS PARA LA APLICACION DEL DERECHO (CESPAD/FESPAD) y CENTRO DE ESTUDIOS PENALES DE EL SALVADOR (CEPES)**
 Lic Francisco Díaz, Director Ejecutivo, FESPAD, Lic. Abrahám Abrego/ICOSEL
 Urb. La Florida, Blvd. Los Heroes, Av. Las Palmeras, Pasaje Los Pinos #8
 San Salvador
 Tel 225-1556, 225-0952 Fax 225-1525
36. **FUNDACION DE PROTECCION AL NIÑO OLOF PALME (FUNPRONOP)**
 Lic Ricardo Quiñónez, Director Ejecutivo
 Col. El Roble, Calle 4 #114
 San Salvador
 Tel/Fax: 226-7622
37. **COMITE DE FAMILIARES VICTIMAS DE LAS VIOLACIONES DE LOS DERECHOS HUMANOS DE EL SALVADOR "MARIANELA GARCIA VILLAS" (CODEFAM)**
 Lic. Guadalupe Mejía, Director Ejecutiva
 Calle Gabriela Mistral #614
 San Salvador
 Tel/Fax: 226-7989
38. **ASOCIACION DE PROFESIONALES (A/P)**
 Lic. Manuel Zavaleta, Director Ejecutivo
 17 Calle Pte y Avenida España, Condominio E, No. 1
 San Salvador
 Tel/Fax: 225-6606 PDDH: 222-1604, 222-1954 Fax. 222-7240
39. **INSTITUTO DE ESTUDIOS CENTROAMERICANOS (IECA)**
 Lic. Siro Monterrosa, Director Ejecutivo
 Urb. San Luis, Pasaje Santa Lucía #2
 San Salvador
 Tel/Fax: 274-6217 Cel 886-0192
40. **CARITAS/SONSONATE**
 Dr Gilberto Gallegos
 3a Avenida Nte y 3a Calle Pte, Frente ANTEL
 Sonzacate, Sonsonate
 Tel/Fax 451-4033
41. **CARITAS/SANTA ANA**
 Jesus Samayoa, Programa Bancos Comunales
 9a. Avenida Norte #52
 Barrio Santa Barbara
 Tel/Fax: 441-1948
42. **CARITAS SANTIAGO DE MARIA**
 Miguel Escamilla, Coordinador de Proyecto
 Avenida Mariscal Gonzales #1
 Stgo de María, Usulután
 Tel: 663-0152 Fax. 663-0282
43. **CARITAS/CHALATENANGO**
 Luis Fernando Trujillo, Sub-Director
 Casa Episcopal, Diócesis de Chalate, Calle San Martín # 4, Barrio El Centro
 Chalatenango
 Tel. 335-2066 Fax 335-2520
44. **CARITAS/SAN SALVADOR (= Secretariado Social de la Diócesis)**
 Rev. Etienne Jules Aillet, Dir. Ejecutivo
 Urbanización Isidro Menéndez, Av Las Americas y Calle San José, Edif. CUC
 San Salvador
 Tel. 226-6066/ 225-2866 Fax. 226-4979

45. **CARITAS/SAN VICENTE**
David de Jesús Bonilla, Dir Ejec
1 Calle Ote. y 10a Av Norte
San Vicente
Tel. 333-0131
46. **CARITAS/ZACATECOLUCA**
Ing Carlos Alvarado
Calle General Rafael Osorio #8 Bis
Zacatecoluca
Tel/Fax 334-1833
47. **CARITAS/SAN MIGUEL**
María del Carmen Galeas, Directora Ejecutiva
2a. Avenida Norte #604
San Miguel
Tel/Fax: 661-3185
48. **INSTITUTO DE ESTUDIOS JURIDICOS DE EL SALVADOR (IEJES)**
Dr. Omar Pastor, Director Ejecutivo
29 Avenida Norte 116, Col. Buenos Aires
San Salvador
Tel: 225-2621, 225-2629, 225-2657, 225-2660
49. **CONSEJO COORDINADOR DE INSTITUCIONES PRIVADAS DE PROMOCION HUMANA DE EL SALVADOR (CIPHEs)**
Elena Martell de Velásquez, Directora Ejecutiva
Urbanización La Esperanza, Pasaje N° 3, N°120
San Salvador
Tel: 226-2334
50. **PROMOTORA PARA EL DESARROLLO COMUNAL SALVADOREÑO (PRODECOSAL)**
Lic. Ana Cecilia Pérez, Director Ejecutivo
Victorino González Arriaza, Rep Legal
Colonia Satélite, Calle Constitución, Pje Constelación 5-j
San Salvador
Tel/Fax: 274-0370
51. **COORDINADORA INTERPARROQUIAL PARA EL DESARROLLO DEL DIOCESIS DE SAN MIGUEL (COIDESAM)**
Damaris Méndez, Coordinadora (Mons Pablo Castillo, Pres)
2a Avenida Sur #401
San Miguel
Tel/Fax: 660-2277, 661-3607
52. **FUNDACION DR. MARCO ANTONIO VASQUEZ (FUNDAMAV)**
Mariano de Jesús Alegría, Presidente
Eleuterio Cárcamo, Director Ejecutivo
31 Calle Pte #1205, Col Layco
San Salvador
Tel: 226-5613 Fax 225-1504
53. **CENTRO DE DESARROLLO INTEGRAL PARA EL SALVADOR (CEDIES)**
César Ramírez, Director Ejecutivo
Centro Urbano Libertad Edificio B #24
San Salvador
Tel/Fax: 226-4141
54. **PROYECTO INTEGRAL DE MUJERES FLOR DE PIEDRA**
Olga Martínez, Coordinadora General
9a Calle Oriente #920 (cerca Parque Centenario)
San Salvador Tel: 222-3951
55. **FUNDACION SALVADOREÑA PARA LA DEMOCRACIA Y EL DESARROLLO SOCIAL (FUNDASPAD)**
Lic. Salomón Alfaro, Director Ejecutivo
Residencial San Luis, Av. 4, No. 26
San Salvador
Tel/Fax: 274-6454

56. **ASOCIACION CAMINO A LA PAZ (CAPAZ)**
 Ing. Jorge Alberto Posada, Director Ejecutivo
 19 Av Nte #1325, Col Layco
 San Salvador
 Tel/Fax: 226-5390
57. **ASISTENCIA LATINOAMERICANA PARA EL DESARROLLO HUMANO Y ORGANIZACIONAL (ALADHO)**
 Teodomiro Colocho Cabezas, Director Ejecutivo
 41 Av Sur #514, Col. Flor Blanca
 San Salvador
 Tel: 271-2517 Fax 224-3408
58. **FUNDACION BUEN CIUDADANO (FBC)**
 Dr. Julio Menjivar Rubio, Vice Presidente
 Edif. Scan, 7o Piso, Local 4, Urb La Esperanza
 San Salvador
 Tel/Fax: 225-4237
59. **INICIATIVA SOCIAL PARA LA DEMOCRACIA (ISD)**
 Licda. Celina de Monterrosa, Directora Ejecutiva
 39 Av. Nte. #1029, Urbanización Universitaria
 Apartado Postal 0558
 San Salvador
 Tel/Fax: 225-7164
60. **INSTITUTO PARA EL DESARROLLO Y LA DEMOCRACIA (IDD)**
 Dr. Jorge Martínez, Director Ejecutivo
 41 Av. Sur #514, Col. Flor Blanca
 San Salvador
 Tel: 271-2517 Fax: 224-3408
61. **INSTITUTO SALVADOREÑA DE ESTUDIOS DEMOCRATICOS (ISED)**
 Dr. Luis Antonio Torres, Director Ejecutivo
 1 Calle Pte #3549, Col. Escalón
 San Salvador
 Tel/Fax. 298-1908
62. **MOVIMIENTO SALVADOREÑO DE MUJERES (MSM)**
 Isabel de Guevara, Directora Ejecutiva
 1a Av Nte No. 1120, Barrio San Miguelito
 Apartado Postal 3431, Centro de Gobierno
 San Salvador
 Tel/Fax 225-0906
63. **FUNDACIÓN CENTRO DE COMUNICACION SOCIAL (FUCOSO)**
 Manuel Zepeda Godinez, VP
 4a Av. Sur #4-1
 Ahuachapán
 Tels: 443-1091, 443-1467
64. **FEDERACION NACIONAL DE ASOCIACIONES COOPERATIVAS AGROPECUARIAS (FENACOA R.L.)**
 Jorge Humberto Rivera S , Presidente, Consejo de Administración
 Apartado Postal 978
 San Salvador
65. **ASOCIACION DE MUCHACHAS GUIAS DE EL SALVADOR**
 Lic. María Isabel Cañada, Presidente
 Av. Maracaibo 621, Col. Miramontes
 San Salvador
 Tel: 226-7913
66. **DESARROLLO JUVENIL COMUNITARIO**
 35 Av. Sur #626, Col. Flor Blanca
 Apartado Postal (05) 95
 San Salvador
 Tel: 271-4900, 273-1222 Fax: 271-0750

67. **HOGAR MARIA AUXILIADORA**
Hna Estela Babún, Directora
5a Calle Pte entre 4a y 6a Av Sur
Chalchuapa, Santa Ana
Tel 444-0225
68. **LIGA FEMENINA SALVADOREÑA**
Hilda Navas de Rodríguez, Presidenta
29 Calle Pte #1243
San Salvador
Tel: 225-2017, 221-6270
69. **MUJER JOVEN**
Dra. Sofía Vialta Molina de Delgado, Directora Ejecutiva
Edificio Villacorta Barrure #6, Blvd Tutunichapa, Urb Esperanza
San Salvador
Tel: 226-4190 (clínica por la tarde), 225-3284 (casa)
70. **MUJERES ACTIVAS SALVADOREÑAS (MAS)**
Lic. Benito Pineda, Director de Proyectos
Calle del Catabrico #23, Jardines de Guadalupe
Antiguo Cuscatlán
Tel/Fax: 243-0454
71. **UNIDAD INTEGRAL PARA EL MEDIO AMBIENTE Y LA FAMILIA (UNIMAF)**
Lic. José Valencia Hidalgo, Director Ejecutivo
Calle Maquillishuat #212, Urb. Buenos Aires
San Salvador
Tel: 225-7307 Fax: 280-0864
72. **ASOCIACION DE MADRES DEMANDANTES**
Nelly Rivera, Coordinadora de Gestión
15 Calle Pte, Edif Federal #22, 2a Planta
San Salvador
Tel: 222-3790
73. **ASOCIACION SALVADOREÑA DE CIENTIFICOS SOCIALES (AS*CS)**
Lic. Julia Nelly Rosales, Directora Ejecutiva
Residencial San Luis, Avenida Tercera, Block A, Apt. 105
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Tel/Fax: 274-6943
74. **FUNDACION DE CAPACITACION Y DESARROLLO SOCIAL Y ECONOMICO (FUCADES)**
Lic Ana del Carmen Cañas, Presidenta
65 Av Nte. #131, Col Escalón
Tel: 298-6299 Fax. 279-3130
75. **ASOCIACION CRISTIANA FEMENINA DE EL SALVADOR**
María Isabel Villegas, Secretaria General
Calle Managua #12, Col Centroamérica
San Salvador
Tel/Fax: 225-8569/ 226-1119
76. **CEDRO**
Lic Francisco Acosta, Director Ejecutivo
Carretera a La Libertad y Av Dr José Zablah No. 1, Col. Utila
Santa Tecla
Tel/Fax: 228-0812
77. **ASOCIACION COORDINADORA PARA EL DESARROLLO INTEGRAL EL IMPOSIBLE (ACODI)**
Lic. Vicente Esteban Pérez, Director Ejecutivo
Barrio Chilapa, 3a Av Sur #44
Tacuba, Ahuachapán
Tel: ANTEL (443-1314 y 443-1120), Ext 261
78. **COMISION DE DERECHOS HUMANOS DE EL SALVADOR NO GUBERNAMENTAL (CDHES)**
Miguel Montenegro, Presidente
Urbanización La Esperanza, Pje. 1, No. 119
San Salvador email. joacob@es.com.sv
Tels. 225-0086, 225-1475, 226-0404 Fax. 225-9906

79. **ASOCIACION DE DESARROLLO INTEGRAL DE EX-BECARIOS CAPS DE ORIENTE (ADIBECAPSO)**
 Ing David Salomón Romero, Presidente
 7a Calle Pte #914, Col Ciudad Jardín
 San Miguel
 Tel/Fax 661-1918
80. **COMUNIDADES ECLESIALES DE BASE DE EL SALVADOR (CEBES)**
 Fermín Paz,
 29 Av Nte, Jardines de Zacamil, Edificio 3, Apartamento 12
 San Salvador
 Tel. 272-3813
81. **FUNDACION CAMPO**
 Ing Roberto Cruz, Gerente, Carlos Herrera, síndico
 2 Calle Pte y Av 15 de Septiembre
 Santiago de María
 Tel: 663-0564
82. **CENTRO PARA LA PROMOCION DE LOS DERECHOS HUMANOS "MADELEINE LAGADEC"**
 Roxana Marroquín, Coordinadora para promotores (?)
 Col. El Jardín, Calle Roma, Pje. 6, Casa #6
 Mejicanos
 Tel/Fax: 282-0973
83. **ASOCIACION DE MUJERES PARA LA DEMOCRACIA "LIL MILAGRO RAMIREZ" (AMD)**
 Patricia López Herrera, Coordinadora General
 19 Av. Nte #1319, Col Layco
 San Salvador
 Tel/Fax: 226-1394
84. **SOCORRO JURIDICO DE LA UNIVERSIDAD DE EL SALVADOR**
 Lic. Juana Vargas
 Ciudad Universitaria
 San Salvador
 Tel: 225-8665
85. **INSTITUTO DE DERECHOS HUMANOS - UNIVERSIDAD CENTROAMERICANA (IDHUCA)**
 Lic. Benjamín Cuellar, Director & Camelia Cartagena, Centro Documentación
 Universidad Centroamericana - José Simeón Cañas
 San Salvador
 Tel 273-4400, Ext 91 Fax: 273-1010
86. **SINODO LUTERANO, DEPARTAMENTO DE DERECHOS HUMANOS**
 Lic. Mary Campbell, Coordinador del Departamento
 Calle y Condominio Buenos Aires #1, Barrio San Miguelito
 San Salvador
 Tel/Fax: 225-2942
87. **ORGANIZACION NO GUBERNAMENTAL DE LA UNIVERSIDAD METROPOLITANA (ONG-UM)**
 Lic. Carlos Marroquín, Dir del Proyecto
 5 Calle Pte y 1 Av Nte #206
 San Salvador
 Tel: 221-0189 Fax. 222-2884
88. **COOPERATIVA NUEVA VISION**
 41 Av. Sur y 6a y 10a Calle Pte #514, Col Flor Blanca
 San Salvador
 Tel. 294-4325 Fax 224-3408

**JUDICIAL TRAINING SCHOOL COURSES EXECUTED
WITH PROJECT ASSISTANCE
(BY YEAR)**

JUDICIAL TRAINING SCHOOL COURSES – 1994

1994

AREAS	No DE CURSOS	No HORAS CAPACITACIONES	No PARTICIPANTES
1 GERENCIA JUDICIAL	12	40	181
2 DERECHO PROCESAL PENAL	30	40	827
3 DERECHO PENAL	10	40	345
4 DERECHO DE FAMILIA	14	40	440
5 DERECHO PROCESAL FAMILIAR	5	40	40
6 DERECHO CIVIL Y MERCANTIL	7	40	274
7 DERECHO PENITENCIARIO	3	40	70
8 ETICA JUDICIAL	3	40	40
9 MENOR INFRACTOR	1	40	19
10 DERECHO NOTARIAL DE FAMILIA	1	40	21
11 TRATAMIENTO DE LA PRUEBA EN DELITOS SEXUALES	1	40	43
TOTAL DE CURSOS	87	440	2 300

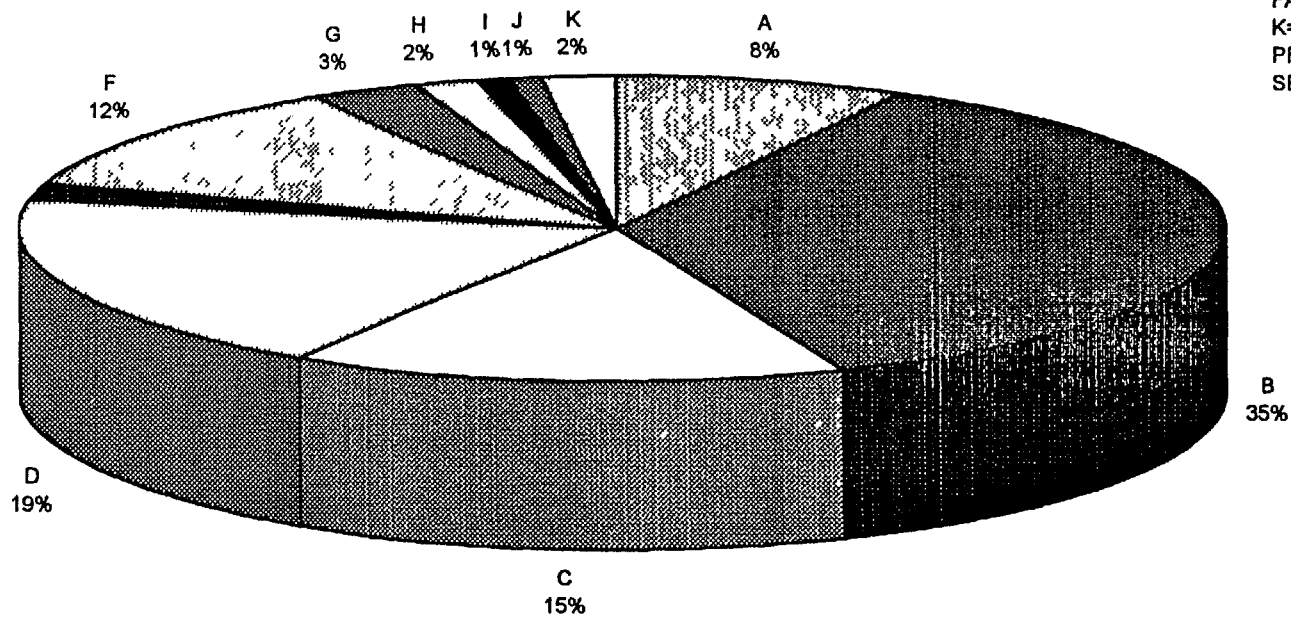
ESCUELA DE CAPACITACION JUDICIAL
TOTAL DE CAPACITACION DE ENERO A NOVIEMBRE DE 1994

	AREAS	N° DE CURSOS	N° DE PARTICIPANTES
1	GERENCIA JUDICIAL	12	181
2	DERECHO PROCESAL PENAL	30	827
3	DERECHO PENAL	10	345
4	DERECHO DE FAMILIA	14	440
5	DERECHO PROCESAL FAMILIAR	5	40
6	DERECHO CIVIL Y MERCANTIL	7	274
7	DERECHO PENITENCIARIO	3	70
8	ETICA JUDICIAL	3	40
9	MENOR INFRACTOR	1	19
10	DERECHO NOTARIAL DE FAMILIA	1	21
11	TRATAMIENTO DE LA PRUBA EN DELITOS SEXUALES	1	43
	TOTAL	87	2300

NOT se realizaron 6 Foros Academicos con una participacion total de 1155 y 2 conferencias con una participación total de 350 personas

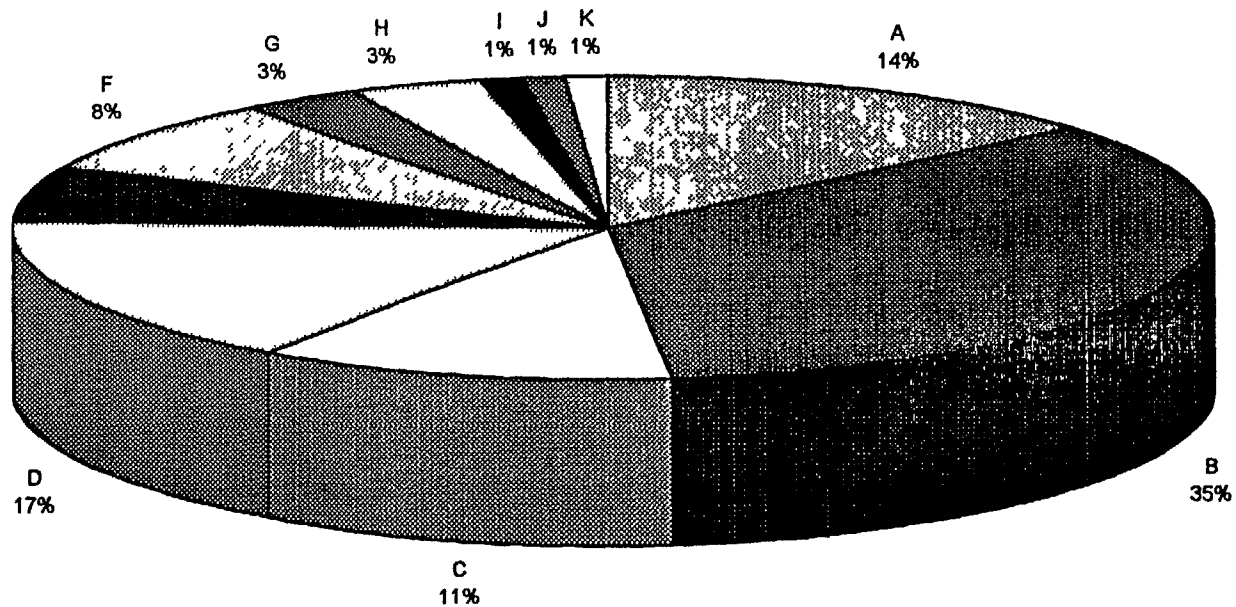
ESCUELA DE CAPACITACION JUDICIAL
GRAFICO DE CAPACITANDOS POR AREAS DE ENERO A NOVIEMBRE DE 1994

- A=GERENCIA JUDICIAL
- B=DERECHO PROCESAL PENAL
- C=DERECHO PENAL
- D=DERECHO DE FAMILIA
- E=DERECHO PROCESAL DE FAMILIA
- F=DERECHO CIVIL Y MERCANTIL
- G=DERECHO PENITENCIARIO
- H=ETICA JUDICIAL
- I=MENOR INFRACTOR
- J=DERECHO NOTARIAL DE FAMILIA
- K=TRATAMIENTO DE LA PRUEBA EN DELITOS SEXUALES



**ESCUELA DE CAPACITACION JUDICIAL
GRAFICO DE EVENTOS POR AREAS DE ENERO A NOVIEMBRE DE 1994**

- A=GERENCIA JUDICIAL
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- G=DERECHO PENITENCIARIO
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- I=MENOR INFRACTOR
- J=DERECHO NOTARIAL DE FAMILIA
- K=TRATAMIENTO DE LA PRUEBA EN DELITOS SEXUALES



JUDICIAL TRAINING SCHOOL COURSES – 1995

1995

AREAS	No DE CURSOS	No HORAS CAPACITACION	No PARTICIPANTES
1 CURSO BASICO SOBRE LA LEY DEL MENOR INFRACOR	8	134	209
2 CURSO SOBRE LEY DEL MENOR INFRACOR, CICLO I	19	462	488
3 CURSO SOBRE LEY DEL MENOR INFRACOR, CICLO II	12	168	371
4 CURSO SOBRE DERECHO PENAL, CICLO I	6	196	184
5 CURSO SOBRE DERECHO PENAL, CICLO II	7	216	189
6 CURSO SOBRE DERECHO PENAL, CICLO III	2	32	63
7 CURSO SOBRE JUSTICIA Y GENERO, CICLO I	5	100	168
8 CURSO SOBRE JUSTICIA Y GENERO, CICLO II	2	36	79
9 CURSO BASICO SOBRE DERECHO PROCESAL PENAL	3	60	106
10 CURSO SOBRE DERECHO PROCESAL PENAL, CICLO I	9	338	253
11 CURSO SOBRE DERECHO PROCESAL PENAL, CICLO II	14	288	379
12 CURSO SOBRE DERECHO PROCESAL PENAL, CICLO III	12	246	331
13 CURSO SOBRE DERECHO PROCESAL PENAL, CICLO IV	8	156	216
14 CURSO SOBRE DERECHO PROCESAL PENAL CICLO V	7	56	192
15 CURSO BASICO SOBRE CONSTITUCION Y PROCESO	3	72	66
16 CURSO SOBRE CONSTITUCION Y PROCESO CICLO I	6	156	177
17 CURSO SOBRE CONSTITUCION Y PROCESO, CICLO II	4	80	109
18 CURSO SOBRE CONSTITUCION Y PROCESO CICLO III	4	80	88
19 CURSO ESPECIALIZADO PARA LA DEFENSA PUBLICA, CICLO I	3	116	70
20 CURSO ESPECIALIZADO PARA LA DEFENSA PUBLICA, CICLO II	2	40	48
21 CURSO ESPECIALIZADO PARA LA	2	40	44

DEFENSA PUBLICA CICLO III			
22 CURSO ESPECIALIZADO PARA FISCALES CICLO I	1	40	19
23 CURSO ESPECIALIZADO PARA FISCALES CICLO II	1	20	15
24 CURSO ESPECIALIZADO PARA FISCALES, CICLO III	1	20	17
25 CURSO ESPECIALIZADO PARA FISCALES CICLO IV	1	20	15
26 CURSO ESPECIALIZADO PARA FISCALES, CICLO V	1	20	17
26 CURSO ESPECIALIZADO PARA FISCALES DE ANTINARCOTRAFICO CICLO I	1	36	15
27 CURSO ESPECIALIZADO PARA FISCALES DE ANTINARCOTRAFICO, CICLO II	1	10	16
28 CURSO ESPECIALIZADO PARA FISCALES DE ANTINARCOTRAFICO, CICLO III	1	10	14
29 CURSO BASICO PARA ASPIRANTES A JUECES DE EJECUCION DE MEDIDAS	1	40	30
30 CURSO BASICO DE EJECUCION DE MEDIDAS PARA MENORES	1	20	50
31 CURSO SOBRE PROCEDIMIENTO PROBATORIO EN MATERIA PENAL	1	10	29
32 EDUCACION DIFERENCIADA PARA JUECES DE PAZ, CICLO I	3	120	100
33 EDUCACION DIFERENCIADA PARA JUECES DE PAZ, CICLO II	2	76	68
34 CURSO BASICO DE DERECHO DE FAMILIA	5	118	164
35 CURSO BASICO DE FAMILIA PARA ASPIRANTES A JUECES	1	56	38
36 CURSO BASICO SOBRE DERECHO PROCESAL DE FAMILIA	7	180	241
37 CURSO DE DERECHO DE FAMILIA, CICLO I	10	340	198
38 CURSO DE DERECHO DE FAMILIA, CICLO II	3	100	48
39 CURSO DE DERECHO DE FAMILIA, CICLO III	5	92	142
40 CURSO SOBRE TECNICAS DE CONCILIACION	7	72	149
41 CURSO SOBRE CULTURA ORGANIZACIONAL	3	40	46
42 CURSO SOBRE LOS MEDIOS DE COMUNICACION Y EL NUEVO PROCESO PENAL	1	20	36
43 CURSO SOBRE ETICA JUDICIAL	1	6	22
44 CURSO SOBRE VIOLENCIA INTRAFAMILIAR	1	20	15

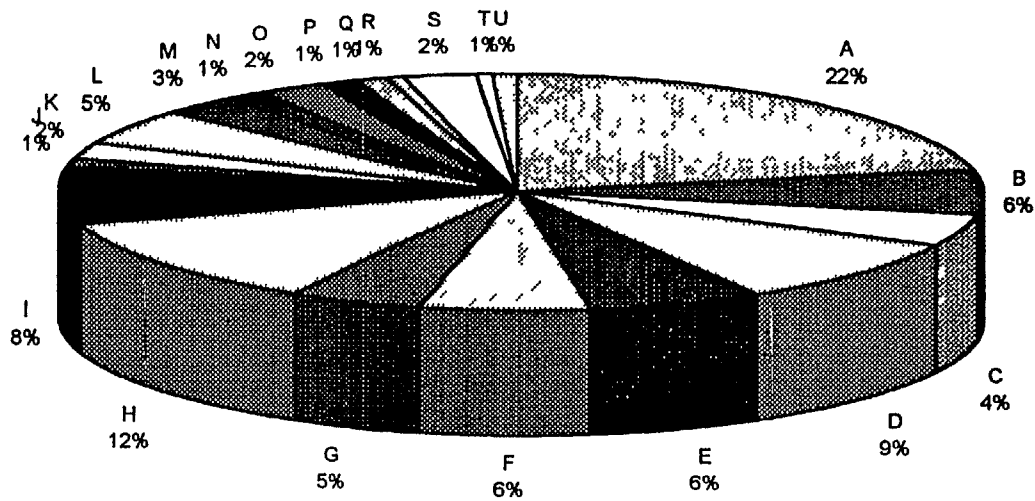
45 CURSO SOBRE DERECHO LABORAL	2	70	31
46 CURSO BASICO INDUCTIVO PARA FISCALES ADSCRITOS	3	180	78
47 CURSO-TALLER PARA DIAGNOSTICAR NECESIDADES DE EQUIPOS MULTIDISCIPLINARIOS DE MENORES	1	12	33
48 CURSO- TALLER PARA DIAGNOSTICAR NECESIDADES DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION DE MEDIDAS	1	12	20
49 CURSO DE EJECUCION DE MEDIDAS PARA MENORES	1	12	20
50 CURSO SOBRE DERECHOS DE AUTOR	1	16	21
51 CURSO SOBRE TRASTORNOS MENTALES Y DEL COMPORTAMIENTO	1	12	34
52 CURSO-SESIONES SOBRE ANALISIS DEL ROL DEL CONSEJO NACIONAL DE LA JUDICATURA EN LA ADMINISTRACION DE JUSTICIA SALVADOREÑA	1	10	8
TOTAL DE CURSOS	209	4882	5579

ESCUELA DE CAPACITACION JUDICIAL
TOTAL DE CAPACITACION DESDE ENERO A NOVIEMBRE DE 1995

	AREAS	N° DE CURSOS	N° DE PARTICIPANTES
1	DERECHO PROCESAL PENAL	25	699
2	DERECHO PENAL	7	201
3	CONSTITUCION Y PROCESO	5	139
4	DERECHO PROCESAL DE FAMILIA	8	299
5	DERECHO DE FAMILIA	11	195
6	JUSTICIA Y GENERO	6	190
7	TECNICAS DE CONCILIACION	6	154
8	CURSOS BASICO DE INGRESO "LEY DEL MENOR INFRACTOR"	14	383
9	EDUCACION CONTINUADA SOBRE "LEY DEL MENOR INFRACTOR"	10	263
10	CAPACITACION A CAPACITORES	2	34
11	CURSOS ALTERNOS	3	72
12	CURSO ESPECIALIZADO PARA LA DEFENSA PUBLICA	3	162
13	CURSO ESPECIALIZADO PARA FISCALES	8	83
14	CURSO ESPECIALIZADO PARA FISCALES NARCOTRAFICO	3	45
15	CURSO DE ASPIRANTE A JUECES DE MEDIDAS Y DE MENORES	2	80
16	CURSO SOBRE CULTURA ORGANIZACIONAL	3	46
17	CURSO SOBRE MEDIOS DE COMUNICACION Y EL NUEVO PROCESO	1	36
18	CURSO SOBRE ETICA JUDICIAL	1	22
19	CURSO BASICO INDUCTIVO PARA FISCALES ADSCRITOS	3	78
20	CURSO DE EJECUCION DE MEDIDAS PARA MENORES	1	20
21	CURSO SOBRE DERECHOS DE AUTOR	1	26
	TOTAL	123	3227

ESCUELA DE CAPACITACION JUDICIAL
GRAFICO DE CAPACITANDOS POR AREAS DESDE ENERO HASTA NOVIEMBRE DE 1995

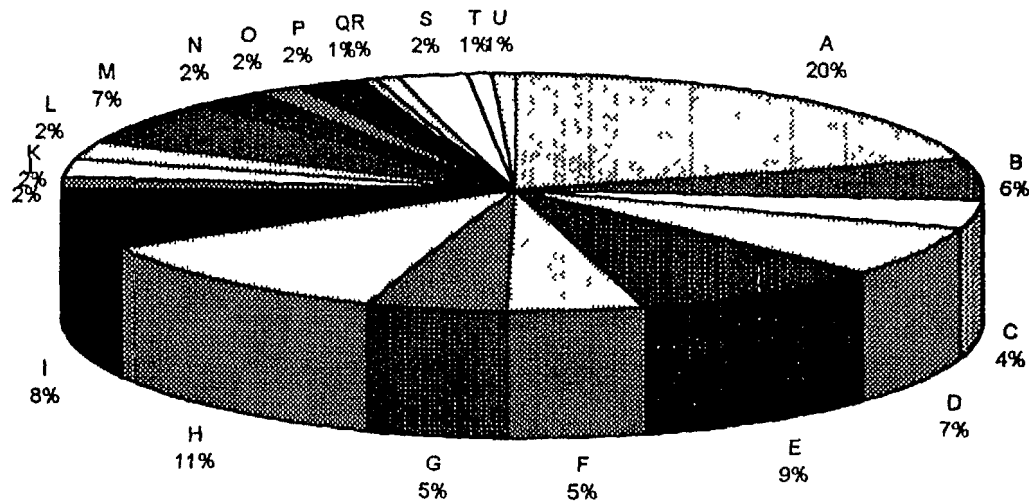
- A=DERECHO PROCESAL PENAL
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- E=DERECHO DE FAMILIA
- F=JUSTICIA Y GENERO
- G=TECNICAS DE CONCILIACION
- H=CURSO BASICO DE INGRESO LEY DEL MENOR INFRACTOR
- I=EDUCACION CONTINUADA SOBRE LEY DEL MENOR INFRACTOR
- J=CAPACITACION A CAPACITORES
- K=CURSOS ALTERNOS
- L=CURSO ESPECIALIZADO PARA LA DEFENSA PUBLICA
- M=CURSO ESPECIALIZADO PARA FISCALES
- N= CURSO ESPECIALIZADO PARA FISCALES NARCOTRAFICO
- O=CURSO DE ASPIRANTES A JUECES DE MEDIDA Y DE MENORES
- P= CORSO SOBRE CULTURA ORGANIZACIONAL
- Q= CURSO SOBRE MEDIOS DE COMUNICACION Y NUEVOS PROCESOS
- R=CURSO SOBRE ETICA JUDICIAL
- S=CURSO INDUCTIVO PARA FISCALES ADSCRITOS
- T= CURSO DE EJECUCION DE MEDIDAS PARA MENORES
- U= CURSO SOBRE DERECHO DE AUTOR



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**ESCUELA DE CAPACITACION JUDICIAL
GRAFICO DE EVENTOS POR AREAS DESDE ENERO HASTA NOVIEMBRE DE 1995**

- A=DERECHO PROCESAL PENAL
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- C=CONSTITUCION Y PROCESO
- D=DERECHO PROCESAL DE FAMILIA
- E=DERECHO DE FAMILIA
- F=JUSTICIA Y GENERO
- G=TECNICAS DE CONCILIACION
- H=CURSO BASICO DE INGRESO LEY DEL MENOR INFRACTOR
- I=EDUCACION CONTINUADA SOBRE "LEY DEL MENOR INFRACTOR
- J=CAPACITACION A CAPACITORES
- K=CURSOS ALTERNOS
- L=CURSO ESPECIALIZADO PARA LA DEFENSA PUBLICA
- M=CURSO ESPECIALIZADO PARA FISCALES
- N= CURSO ESPECIALIZADO PARA FISCALES NARCOTRAFICO
- O=CURSO DE ASPIRANTES A JUECES DE MEDIDA Y DE MENORES
- P= CORSO SOBRE CULTURA ORGANIZACIONAL
- Q= CURSO SOBRE MEDIOS DE COMUNICACION Y NUEVOS PROCESOS
- R=CURSO SOBRE ETICA JUDICIAL
- S=CURSO INDUCTIVO PARA FISCALES ADSCRITOS
- T= CURSO DE EJECUCION DE MEDIDAS PARA MENORES
- U= CURSO SOBRE DERECHO DE AUTOR



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MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION II CICLO II		
32 PROCESO DE EJECUCION DE MEDIDAS II CICLO I	2	40
33 PROCESO DE EJECUCION DE MEDIDAS AL MENOR	1	20
34 SOLUCION ALTERNA DE CONFLICTOS I CICLO I	4	80
35 SOLUCION ALTERNA DE CONFLICTOS I CICLO II	2	40
36 SOLUCION ALTERNA DE CONFLICTOS II CICLO I	4	80
37 VIOLENCIA INTRAFAMILIAR I CICLO I	4	80
38 VIOLENCIA INTRAFAMILIAR I CICLO II	1	20
39 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 1, GRUPO "A"	1	20
40 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 2 GRUPO "A"	1	20
41 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 3, GRUPO "A"	1	20
42 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 1 GRUPO "B"	1	20
43 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 2, GRUPO "B"	1	20
44 CURSO BASICO PARA ASPIRANTES A FISCALES MODULO 3, GRUPO "B"	1	20
45 MANEJO GERENCIAL DE DESPACHO	4	108
46 CURSO DE GERENCIA DE DESPACHO	3	100
47 DERECHOS HUMANOS (JUECES Y DEFENSORES PUBLICOS)	1	20
48 DERECHOS HUMANOS (DEFENSORES PUBLICOS)	3	60
49 DERECHOS HUMANOS (JUECES DE PAZ)	3	60
50 CURSO DE DERECHOS HUMANOS (PNUD)	1	20
51 CURSO INTENSIVO DE DERECHO PENAL (LITIGANTES Y DOCENTES UNIVERSITARIOS)	1	12
52 CURSO MONOGRAFICO DE DERECHO LABORAL	1	10
TOTAL DE CURSOS	187	3659

JUDICIAL TRAINING SCHOOL COURSES – 1996

CONSEJO NACIONAL DE LA JUDICATURA

ESCUELA DE CAPACITACION JUDICIAL

REPORTE ESTADISTICO MENSUAL DE CAPACITANDOS HASTA AGOSTO DE 1996

(CURSOS Y NUMERO DE PARTICIPANTES DE JUNIO A AGOSTO 1996)

CODIGO GRUPO	NOMBRE DEL CURSO	FECHA INICIO	FECHA FINAL	TOTAL GRUPO
MES DE JUNIO				
2 1 1 2 A	DERECHO PENAL I	6/3/96	6/7/96	20
2 1 1 2 B	DERECHO PENAL I	6/3/96	6/7/96	14
2 1 1 2 C	DERECHO PENAL I	6/3/96	6/7/96	27
2 4 2 2 A	DERECHO PROCESAL PENAL II	6/3/96	6/7/96	21
3 1 2 2 E	PROCESO DE MENORES II	6/3/96	6/7/96	24
5 1 1 1 E	VIOLENCIA INTRAFAMILIAR I	6/3/96	6/7/96	19
7 2 2 1 A	SOLUCION ALTERNA DE CONFLICTOS II	6/3/96	6/7/96	9
1 2 2 1 G	DERECHO PROCESAL CONSTITUCIONAL	6/10/96	6/14/96	15
2 1 1 2 D	DERECHO PENAL I	6/10/96	6/14/96	32
2 1 1 2 E	DERECHO PENAL I	6/10/96	6/14/96	27
2 4 2 2 B	DERECHO PROCESAL PENAL II	6/10/96	6/14/96	16
4 1 1 2 A	DERECHO DE FAMILIA I	6/10/96	6/14/96	15
7 2 2 1 B	SOLUCION ALTERNA DE CONFLICTOS II	6/10/96	6/14/96	28
1 2 2 1 H	DERECHO PROCESAL CONSTITUCIONAL	6/17/96	6/21/96	13
2 1 1 2 F	DERECHO PENAL I	6/17/96	6/21/96	25
2 1 1 2 G	DERECHO PENAL I	6/17/96	6/21/96	10
2 4 2 2 C	DERECHO PROCESAL PENAL II	6/17/96	6/21/96	24
4 1 1 2 B	DERECHO DE FAMILIA I	6/17/96	6/21/96	17
1 2 2 1 I	DERECHO PROCESAL CONSTITUCIONAL	6/24/96	6/28/96	25
2 1 1 2 H	DERECHO PENAL I	6/24/96	6/28/96	20
2 4 2 2 D	DERECHO PROCESAL PENAL II	6/24/96	6/28/96	12
4 1 1 2 C	DERECHO DE FAMILIA I	6/24/96	6/28/96	34
TOTAL DE JUNIO				447
MES DE JULIO				
1 2 2 1 J	DERECHO PROCESAL CONSTITUCIONAL	7/1/96	7/5/96	14
2 4 2 2 E	DERECHO PROCESAL PENAL II	7/1/96	7/5/96	20
4 1 1 2 D	DERECHO DE FAMILIA I	7/1/96	7/5/96	24
7 1 1 2 A	SOLUCION ALTERNA DE CONFLICTOS	7/1/96	7/5/96	14
1 2 2 1 A	DERECHO PROCESAL CONSTITUCIONAL	7/8/96	7/12/96	20
2 2 2 2 A	DERECHO PENAL II	7/8/96	7/12/96	15
2 4 2 2 F	DERECHO PROCESAL PENAL II	7/8/96	7/12/96	16
7 1 1 2 B	SOLUCION ALTERNA DE CONFLICTOS	7/8/96	7/12/96	20
1 2 2 1 B	DERECHO PROCESAL CONSTITUCIONAL	7/15/96	7/19/96	20
2 2 2 2 B	DERECHO PENAL II	7/15/96	7/19/96	22
2 4 2 2 G	DERECHO PROCESAL PENAL II	7/15/96	7/19/96	7
3 4 2 2 A	DERECHO DE MENORES PARA EQ MULTIDIS	7/15/96	7/19/96	15
4 3 2 2 A	DERECHO DE FAMILIA PARA EQ MULTIDIS	7/15/96	7/19/96	28
1 2 2 1 C	DERECHO PROCESAL CONSTITUCIONAL	7/22/96	7/26/96	33
2 2 2 2 D	DERECHO PENAL II	7/22/96	7/26/96	38
3 4 2 2 B	DERECHO DE MENORES PARA EQ MULTIDIS	7/22/96	7/26/96	29
4 3 2 2 B	DERECHO DE FAMILIA PARA EQ MULTIDIS	7/22/96	7/26/96	23
7 1 1 2 D	SOLUCION ALTERNA DE CONFLICTOS	7/22/96	7/26/96	27
TOTAL DE JULIO				335

CONSEJO NACIONAL DE LA JUDICATURA

	MES DE AGOSTO			
2 3 1 3 A	DERECHO PROCESAL PENAL I	8/12/96	8/16/96	33
2 3 1 3 B	DERECHO PROCESAL PENAL I	8/12/96	8/16/96	27
2 3 1 3 C	DERECHO PROCESAL PENAL I	8/12/96	8/16/96	36
1 2 2 1 E	DERECHO PROCESAL CONSTITUCIONAL	8/19/96	8/23/96	20
2 3 1 3 D	DERECHO PROCESAL PENAL I	8/19/96	8/23/96	31
2 3 1 3 E	DERECHO PROCESAL PENAL I	8/19/96	8/23/96	31
1 2 2 1 F	DERECHO PROCESAL CONSTITUCIONAL	8/26/96	8/30/96	18
	TOTAL DE AGOSTO			196
	TOTAL GENERAL			1 028

**CONSEJO NACIONAL DE LA JUDICATURA
ESCUELA DE CAPACITACION JUDICIAL**

**REPORTE ESTADISTICO MENSUAL DE CAPACITANDOS POR CODIGO E INSTITUCION HASTA MAYO DE 1996
(CURSOS Y NUMERO DE PARTICIPANTES DE ENERO A MAYO 1996)**

CODIGO GRUPO	NOMBRE DEL EVENTO	FECHA INICIO	FECHA FINAL	CODIGO DE INSTITUCION O CARGO QUE DESEMPEÑA/No DE CAPACITANDOS												TOTAL GRUPO
				1	2	3	4	5	6	7	8	9	10	11	12	
1 1 1 1 A	DERECHO CONSTITUCIONAL SALVADOREÑO I	1/15/96	1/19/96		3	3		4	7	10	2					29
2 3 1 1 A	DERECHO PROCESAL PENAL I	1/15/96	1/19/96			9		4	10	1						24
2 3 1 1 B	DERECHO PROCESAL PENAL I	1/15/96	1/19/96		1	7	1		9	5						23
2 3 1 1 C	DERECHO PROCESAL PENAL I	1/15/96	1/19/96			10	3	8	10							31
1 1 1 1 B	DERECHO CONSTITUCIONAL SALVADOREÑO I	1/22/96	1/26/96	1	5	3			8	9						26
2 3 1 1 D	DERECHO PROCESAL PENAL I	1/22/96	1/26/96		1	20			10	3						34
2 3 1 1 E	DERECHO PROCESAL PENAL I	1/22/96	1/26/96		4	12			10	10						36
4 4 1 1 A	CURSO MONOGRAFICO DE FAMILIA I	1/23/96	1/25/96	6	26											32
4 4 1 1 B	CURSO MONOGRAFICO DE FAMILIA I	1/26/96	1/29/96	6	26											32
1 1 1 1 C	DERECHO CONSTITUCIONAL SALVADOREÑO I	1/29/96	2/2/96		4			2	9	9						24
2 3 1 1 F	DERECHO PROCESAL PENAL I	1/29/96	2/2/96			10	2	3	11							21
2 3 1 1 G	DERECHO PROCESAL PENAL I	1/29/96	2/2/96			10	1	3	8						2	24
4 4 1 1 C	CURSO MONOGRAFICO DE FAMILIA I	1/29/96	1/31/96			10	1	3	8						2	2
TOTALES POR CODIGO Y GENERAL PARA ENERO DE 1996				13	70	94	8	27	100	47	2				4	36
PROMEDIO DE ALUMNOS POR GRUPO															28.01	
8 1 1 1 A	CURSO DE INGRESO PARA JUECES DE PAZ	2/1/96	2/23/96												30	31
8 1 1 1 B	CURSO DE INGRESO PARA JUECES DE PAZ	2/2/96	2/23/96												31	3
1 1 1 1 D	DERECHO CONSTITUCIONAL SALVADOREÑO I	2/5/96	2/9/96		2	1		3	4	7						1
2 3 1 1 H	DERECHO PROCESAL PENAL I	2/5/96	2/9/96			14		7	10	1						3
2 3 1 1 I	DERECHO PROCESAL PENAL I	2/5/96	2/9/96			14			10	6						3
1 1 1 1 E	DERECHO CONSTITUCIONAL SALVADOREÑO I	2/12/96	2/16/96	4	4	5			10							2
2 1 1 1 A	DERECHO PENAL I	2/12/96	2/16/96			10			10						2	2
2 2 2 1 A	DERECHO PENAL II	2/12/96	2/16/96		3	6			11							2
3 1 2 1 A	PROCESO DE MENORES II	2/12/96	2/16/96	4	10				8	7						2
4 1 1 1 A	DERECHO DE FAMILIA I	2/12/96	2/16/96		7					10		2				1
1 1 1 1 F	DERECHO CONSTITUCIONAL SALVADOREÑO I	2/19/96	2/23/96	3	3	3		2	7	5						2
2 1 1 1 B	DERECHO PENAL I	2/19/96	2/23/96			7			7	6						2
2 2 2 1 B	DERECHO PENAL II	2/19/96	2/23/96		3	5			12	5						2
3 1 2 1 B	PROCESO DE MENORES II	2/19/96	2/23/96	1	2				10	8						2
3 1 2 1 C	PROCESO DE MENORES II	2/19/96	2/23/96				6	14		6						2

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**CONSEJO NACIONAL DE LA JUDICATURA
ESCUELA DE CAPACITACION JUDICIAL**

CODIGO GRUPO	NOMBRE DEL EVENTO	FECHA INICIO	FECHA FINAL	CODIGO DE INSTITUCION O CARGO QUE DESEMPEÑA/No DE CAPACITANDOS												TOTAL GRUPO
				1	2	3	4	5	6	7	8	9	10	11	12	
4 1 1 1 B	DERECHO DE FAMILIA I	2/19/96	2/23/96					11			5				1	17
2 1 1 1 C	DERECHO PENAL I	2/26/96	3/1/96			10				9	8					27
2 4 2 1 A	DERECHO PROCESAL PENAL II	2/26/96	3/1/96		3	6		1	8	4						22
3 1 2 1 D	PROCESO DE MENORES II	2/26/96	3/1/96					21								21
4 1 1 1 C	DERECHO DE FAMILIA I	2/26/96	3/1/96					24		7					1	32
TOTALES POR CODIGO Y GENERAL PARA FEBRERO DE 1996				12	37	81	6	83	116	85	-	2			65	487
PROMEDIO DE ALUMNOS POR GRUPO															24 35	
2 1 1 1 D	DERECHO PENAL I	3/4/96	3/8/96			20			9	4						33
2 2 2 1 D	DERECHO PENAL II	3/4/96	3/8/96		1	6			8	4						19
2 4 2 1 B	DERECHO PROCESAL PENAL II	3/4/96	3/8/96		2	8			8	4						22
3 1 2 1 E	PROCESO DE MENORES II	3/4/96	3/8/96				2	8	10	5						25
4 1 1 1 D	DERECHO DE FAMILIA I	3/4/96	3/8/96					13		12						25
2 1 1 1 E	DERECHO PENAL I	3/11/96	3/15/96				17			8						25
2 2 2 1 E	DERECHO PENAL II	3/11/96	3/15/96					11	5	10						26
2 4 2 1 C	DERECHO PROCESAL PENAL II	3/11/96	3/15/96			11			8	8						27
3 2 2 1 A	DERECHO DE MENORES PARA EQ MULTIDISCI	3/11/96	3/15/96						9	14						23
4 2 2 1 A	DERECHO DE FAMILIA II	3/11/96	3/15/96	4	1			13		14						32
6 1 1 1 A	DERECHOS DE AUTOR Y DERECHOS CONEXO	3/11/96	3/15/96												74	74
S M	CURSO MONOGRAFICO PARA JUECES DE PAZ	3/15/96	3/16/96			102										102
S S	CURSO MONOGRAFICO PARA JUECES DE PAZ	3/18/96	3/19/96			169										169
S A	CURSO MONOGRAFICO PARA JUECES DE PAZ	3/15/96	3/16/96			48										48
2 1 1 1 F	DERECHO PENAL I	3/18/96	3/22/96			9			10	10						29
2 4 2 1 D	DERECHO PROCESAL PENAL II	3/18/96	3/22/96		4	1		2	7	6						20
3 2 2 1 B	DERECHO DE MENORES PARA EQ MULTIDISCI	3/18/96	3/22/96												36	36
3 3 2 1 A	PROCESO DE EJECUCION DE MEDIDAS II	3/18/96	3/22/96		4				5	3						12
4 2 2 1 B	DERECHO DE FAMILIA II	3/18/96	3/22/96					16		15					1	32
7 1 1 1 A	SOLUCION ALTERNA DE CONFLICTOS I	3/18/96	3/22/96		7				5	12					1	25
8 1 1 1 C	CURSO DE INGRESO PARA JUECES DE PAZ	3/18/96	3/29/96												32	32
2 1 1 1 G	DERECHO PENAL I	3/25/96	3/29/96		3	2			9							14
2 1 1 1 H	DERECHO PENAL I	3/25/96	3/29/96			10			9	3						22
2 4 2 1 E	DERECHO PROCESAL PENAL II	3/25/96	3/29/96	1	6	1		1	3	9						21

**CONSEJO NACIONAL DE LA JUDICATURA
ESCUELA DE CAPACITACION JUDICIAL**

CODIGO GRUPO	NOMBRE DEL EVENTO	FECHA INICIO	FECHA FINAL	CODIGO DE INSTITUCION O CARGO QUE DESEMPEÑA/No DE CAPACITANDOS												TOTAL GRUPO	
				1	2	3	4	5	6	7	8	9	10	11	12		
3321B	PROCESO DE EJECUCION DE MEDIDAS II	3/25/96	3/29/96		4					4	3						11
4221C	DERECHO DE FAMILIA II	3/25/96	3/29/96	2	5						8						15
7111B	SOLUCION ALTERNA DE CONFLICTOS I	3/25/96	3/29/96			6				2	12					1	21
TOTALES POR CODIGO Y GENERAL PARA MARZO DE 1996				7	37	393	19	64	111	164	-	-				145	940
PROMEDIO DE ALUMNOS POR GRUPO																35 35	
1112A	DERECHO CONSTITUCIONAL SALVADOREÑO I	4/15/96	4/19/96		2	3			3	4	7						19
2312A	DERECHO PROCESAL PENAL I	4/15/96	4/19/96			9			2	9	1						21
2312B	DERECHO PROCESAL PENAL I	4/15/96	4/19/96		1	5				7	2						15
2312C	DERECHO PROCESAL PENAL I	4/15/96	4/19/96			8	1		6	8							23
2421F	DERECHO PROCESAL PENAL II	4/15/96	4/19/96			1				8	7						16
3421A	DERECHO DE MENORES PARA EQUIP MULTID	4/15/96	4/19/96		19												19
8111D	CURSO DE INGRESO PARA JUECES DE PAZ	4/15/96	5/3/96													31	31
4321B	DERECHO DE FAMILIA PARA EQUIP MULTIDIS	4/15/96	4/19/96		17						7						24
7111C	SOLUCION ALTERNA DE CONFLICTOS I	4/15/96	4/19/96		1	6				10	11						28
1112B	DERECHO CONSTITUCIONAL SALVADOREÑO I	4/22/96	4/26/96		2	1				5	8					1	17
2312D	DERECHO PROCESAL PENAL I	4/22/96	4/26/96		1	20				10	3						34
2312E	DERECHO PROCESAL PENAL I	4/22/96	4/26/96		4	8				8	10						30
2421G	DERECHO PROCESAL PENAL II	4/22/96	4/26/96								7						7
3421B	DERECHO DE MENORES PARA EQUIP MULTID	4/22/96	4/26/96		19												19
4321A	DERECHO DE FAMILIA PARA EQUIP MULTIDIS	4/22/96	4/26/96		21				9								30
7111D	SOLUCION ALTERNA DE CONFLICTOS I	4/22/96	4/26/96		1	8				5	14						28
1112C	DERECHO CONSTITUCIONAL SALVADOREÑO I	4/29/96	5/3/96		3				3	7	9						22
9111A	CAPACITACION A CAPACITADORES	4/15/96	4/19/96													14	14
9111B	CAPACITACION A CAPACITADORES	4/15/96	4/19/96													7	7
9111C	CAPACITACION A CAPACITADORES	4/22/96	4/26/96													13	13
2312F	DERECHO PROCESAL PENAL I	4/29/96	5/3/96			9	2		3	10							24
2312G	DERECHO PROCESAL PENAL I	4/29/96	5/3/96			8	1		3	6							18
2311J	DERECHO PROCESAL PENAL I	4/29/96	5/3/96		1	1			14	9							25
TOTALES POR CODIGO Y GENERAL PARA ABRIL DE 1996				-	92	87	4	43	106	86	-	-				66	484
PROMEDIO DE ALUMNOS POR GRUPO																21 04	
2312H	DERECHO PROCESAL PENAL I	5/6/96	5/9/96			13			5	10	1						29
2312I	DERECHO PROCESAL PENAL I	5/6/96	5/9/96			14				10	6						30
5111A	VIOLENCIA INTRAFAMILIAR I	5/6/96	5/9/96		8					5	10						23

**CONSEJO NACIONAL DE LA JUDICATURA
ESCUELA DE CAPACITACION JUDICIAL**

CODIGO GRUPO	NOMBRE DEL EVENTO	FECHA INICIO	FECHA FINAL	CODIGO DE INSTITUCION O CARGO QUE DESEMPEÑA/No DE CAPACITANDOS												TOTAL GRUPO
				1	2	3	4	5	6	7	8	9	10	11	12	
1 1 1 2 D	DERECHO CONSTITUCIONAL SALVADORENO I	5/13/96	5/17/96	1	2	1		5	3	6					18	
3 1 2 2 A	PROCESO DE MENIORES II	5/13/96	5/17/96	3	5				4	4					16	
5 1 1 1 B	VIOLENCIA INTRAFAMILIAR I	5/13/96	5/17/96		4				6	12					22	
1 1 1 2 E	DERECHO CONSTITUCIONAL SALVADORENO I	5/20/96	5/24/96	4	5	5			9						23	
3 1 2 2 B	PROCESO DE MENIORES II	5/20/96	5/24/96	2	2				8	7					19	
3 1 2 2 C	PROCESO DE MENIORES II	5/20/96	5/24/96	1			6	16		8					31	
5 1 1 1 C	VIOLENCIA INTRAFAMILIAR I	5/20/96	5/24/96	2	4				6	10				2	24	
1 1 1 2 F	DERECHO CONSTITUCIONAL SALVADORENO I	5/27/96	5/31/96	3	3	3			7	5					21	
3 1 2 2 D	PROCESO DE MENIORES II	5/27/96	5/31/96					21							21	
5 1 1 1 D	VIOLENCIA INTRAFAMILIAR I	5/27/96	5/31/96		10				9	8				1	28	
2 5 01	TECNICAS DE INVESTIGACION	5/13/96	5/17/96						15						15	
2 5 02	TECNICAS DE INVESTIGACION	5/20/96	5/24/96						16						16	
2 5 03	TECNICAS DE INVESTIGACION	5/27/96	5/31/96						15						15	
9 1 1 1 D	CAPACITACION A CAPACITADORES	5/20/96	5/24/96											17	17	
9 1 1 1 E	CAPACITACION A CAPACITADORES	5/27/96	5/31/96											20	20	
9 1 1 1 F	CAPACITACION A CAPACITADORES	5/27/96	5/31/96											19	19	
3 01	DERECHOS HUMANOS	5/13/96	5/17/96											15	15	
1 3 02	DERECHOS HUMANOS	5/20/96	5/24/96											25	25	
1 3 03	DERECHOS HUMANOS	5/27/96	5/31/96											15	15	
1 3 04	DERECHOS HUMANOS	5/27/96	5/31/96											27	27	
TOTALES POR CODIGO Y GENERAL PARA MAYO DE 1996				16	43	36	6	47	123	77				-	141	489
PROMEDIO DE ALUMNOS POR GRUPO															23.46	
TOTALES GENERALES POR CODIGO Y GENERAL HASTA MAYO DE 1996				48	279	691	43	264	556	459	2	2			421	2.765
PROMEDIO DE ALUMNOS POR GRUPO															26.46	

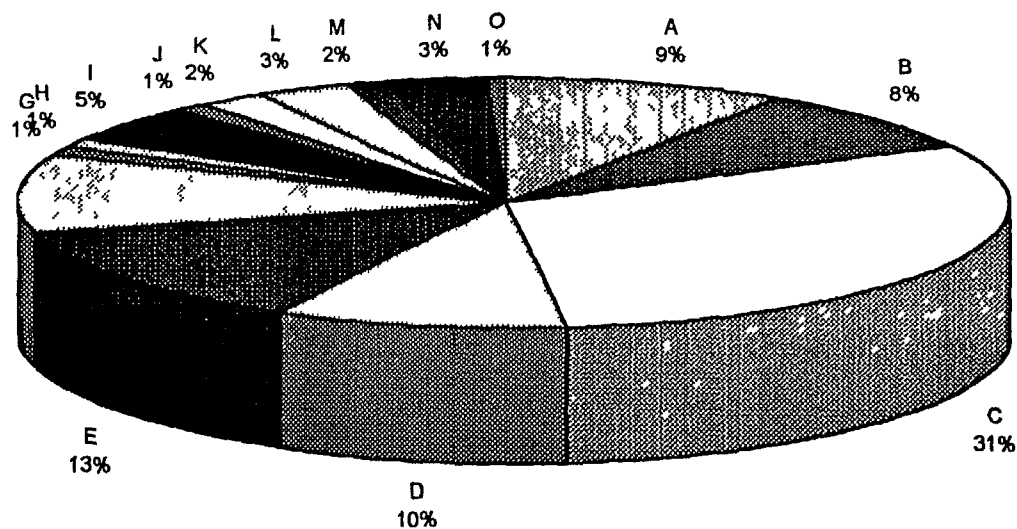
CODIGOS 1 = MAGISTRADO DE CAMARA 2 = JUEZ DE 1a INSTANCIA 3 = JUEZ DE PAZ 4 = SECRETARIO U OFICIAL MAYOR 5 = COLABORADOR JURIDICO 6 = FISCALIA GENERAL DE LA REPUBLICA
7 = PROCURADURIA GENERAL DE LA REPUBLICA 8 = PROCURADURIA PARA LA DEFENSA DE LOS DERECHOS HUMANOS 9 = CONSEJO NACIONAL DE LA JUDICATURA
10 = PROFESOR UNIVERSITARIO 11 = LITIGANTE 12 = OTROS

ESCUELA DE CAPACITACION JUDICIAL
TOTAL DE CAPACITACION DE ENERO HASTA OCTUBRE DE 1996

	# DE CURSO	# DE CAPACITANDOS
1 Derecho Cosntitucional y de los Derechos Humanos	17	354
2 Derecho Procesal Constitucional	15	319
3 Derecho Penal	57	1358
4 Derecho Procesal Penal	18	409
5 Derecho de Familia	24	577
6 Derecho de Menores	19	413
7 Derecho de Familia P/ Equi Multidisciplina	2	51
8 Derecho de Menores P/ Equi Multidiscipli	2	44
9 Solucion Alterna de Conflictos	9	200
10 Violencia Intrafamiliar	2	49
11 Justicia y Genero	4	97
12 Capacitacion a Capacitores	6	90
13 Cursos monograficos P/ Jueces de Paz	3	319
14 Curso Basico de Ingreso	6	194
15 Derechos de Autor y Derechos Conexos	1	74
TOTAL	185	4548

ESCUELA DE CAPACITACION JUDICIAL

GRAFICO DE EVENTOS POR AREAS DESDE ENERO HASTA OCTUBRE DE 1996

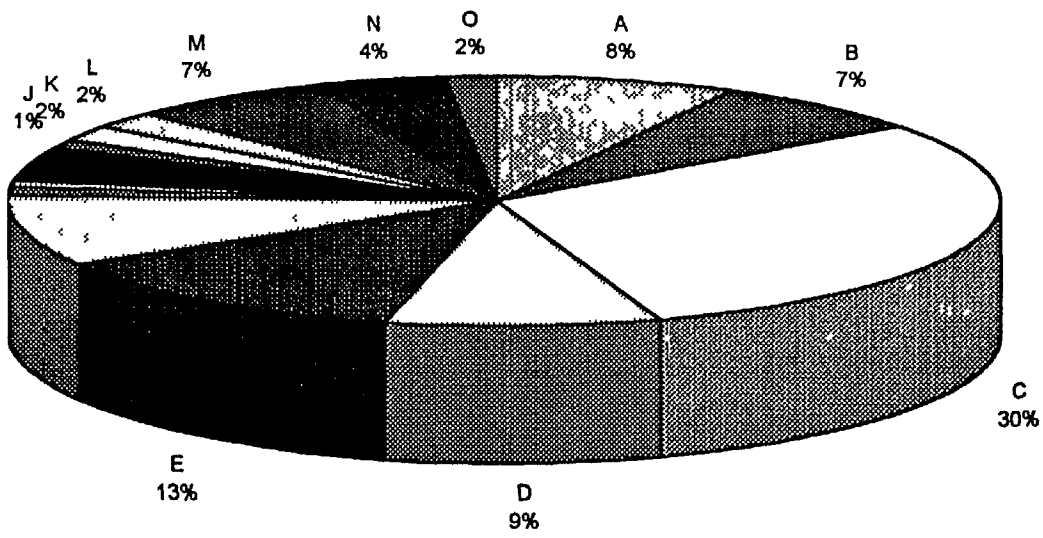


- A=Derecho Constitucional y de D D H H
- B=Derecho Procesal Constitucional
- C=Derecho Penal
- D=Derecho Procesal Penal
- E=Derecho de Familia
- F=Derecho de Menores
- G=Derecho de Familia para equipos multidisciplinares
- H=Derecho de Menores para equipos multidisciplinares
- I= Solución Alternativa de Conflictos
- J=Violencia Intrafamiliar
- K=Justicia y Genero
- L= Capacitación a Capacitadores
- M=Cursos Monográficos para Jueces de Paz
- N=Curso básico de Ingreso
- O=Derechos de Autor y Derechos Conexos

ESCUELA DE CAPACITACION JUDICIAL

GRAFICO DE CAPACITANDOS POR AREAS DESDE ENERO HASTA OCTUBRE DE 1996

- A=Derecho Constitucional y de D D H H
- B=Derecho Procesal Constitucional
- C=Derecho Penal
- D=Derecho Procesal Penal
- E=Derecho de Familia
- F=Derecho de Menores
- G=Derecho de Familia para equipos multidisciplinares
- H=Derecho de Menores para equipos multidisciplinares
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- L= Capacitación a Capacitores
- M=Cursos Monográficos para Jueces de Paz
- N=Curso básico de Ingreso
- O=Derechos de Autor y Derechos Conexos



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**JUDICIAL TRAINING SCHOOL SEMINARS AND WORKSHOPS
(BY YEAR)**

SEMINARS AND WORKSHOPS – 1994

SEMINARIOS, EVENTOS Y TALLERES

1994

ACTIVIDAD	TEMA	LUGAR Y FECHA	No PARTICIPANTES
FORO ACADEMICO	LA ORALIDAD EN EL PROCESO PENAL DR. DANIEL PASTOR DR. FERNANDO CRUZ	HOTEL EL SALVADOR 18 DE MARZO	250
TALLER PARA JUECES PENALES	UNIFICACION DE CRITERIOS Y CONCRETIZACION SOBRE EL PROYECTO DE DEPURACION DE CAUSAS PENALES DR. HENRYK MONTYGIERD DRA CARMEN BLANCO	HOTEL CAMINO REAL 19 MARZO	16
CONFERENCIA	FUNCION NORMATIVA DE LA CONSTITUCION, JURISDICCION Y PROCESO DR. VICTOR MORENO CATENA	UNIDAD DE AULAS 30 DE MARZO	110
FORO ACADEMICO	VIOLENCIA DOMESTICA Y EL TRATAMIENTO EN EL ORDENAMIENTO JURIDICO SALVADOREÑO	HOTEL EL SALVADOR 15 ABRIL	250
TALLER	UNIFORMIDAD DE CRITERIOS DE PROCEDIMIENTOS CIVILES Y MERCANTILES DR. HENRYK MONTYGIERD DRA CARMEN BLANCO DR. MAURO BERNAL SILVA	HOTEL PRESIDENTE 29 ABRIL	150
FORO ACADEMICO	DERECHO DE FAMILIA DRA NELLY MINYERSKI DR. LUIS FERNANDO SAURA DRA ANITA DE BUITRAGO DRA GLADYS PACHECO, LIC EMMA DINORAH DE AVELAR	AUDITORIUM DE CAESS 3 JUNIO	250
CONFERENCIA	POLITICAS CRIMINALES QUE INSPIRARON EL ANTEPROYECTO DEL CODIGO PROCESAL PENAL DR. ALBERTO BINDER	AHUACHAPAN 3 JUNIO	60
CINEFORUM PARA PROFESORES	VIOLENCIA DOMESTICA DRA GIOCONDA BATRES LIC EVELYN DE ALVARENGA	SALA DE CAPACITACION PRJII 15 JUNIO	25
FORO ACADEMICO	DERECHO DE FAMILIA DRA ANITA DE BUITRAGO DRA. EVA CAMACHO DRA DELIA IÑIGO DR. CARLOS ARIANNA	SANTA ANA 29 JULIO	200

	DR. SIMON ISIDRO RIVERA		
CICLO DE CONFERENCIAS	DERECHO MERCANTIL DR. LUIS FERNANDEZ DE LA GANDARA DR. JOSE ANTONIO GARCIA CRUCES	SALA MULTI-USOS DE LA UTE 19 AL 22 DE JULIO	150
TALLER	TEORIA DEL DELITO (AREA PRACTICA JURIDICA) DR. MANUEL MORAN	SAN SALVADOR 20 AGOSTO	60
TALLER	TEORIA DEL DELITO DR. MANUEL MORAN	SANTA ANA 27 AGOSTO	30
TALLER	GERENCIA DE JUZGADOS DR. DENNIS MONTOYA	SAN SALVADOR AULAS ECJ 10, 11, 13 Y 14 OCTUBRE	24 (SECRETARIOS Y COLABORADORES JURIDICOS)
2 SEMINARIO-TALLER	JUSTICIA CONSTITUCIONAL Y PROCESAL PENAL DR. VICTOR MORENO CATENA DR. JOSE MARIA ASENCIO	CORTE SUPREMA DE JUSTICIA 11, 15 Y 18 NOVIEMBRE 12 Y 19 NOV	60
SEMINARIO-TALLER	JUSTICIA CONSTITUCIONAL Y PROCESAL PENAL DR. VICTOR MORENO CATENA DR. JOSE MARIA ASENCIO	CORTE SUPREMA DE JUSTICIA 11, 15 Y 18 NOVIEMBRE	30
2 CONFERENCIAS	PRISION PREVENTIVA Y PRUEBA ILICITA DR. VICTOR MORENO CATENA DR. JOSE MARIA ASENCIO	HOTEL EL SALVADOR 15 Y 17 NOVIEMBRE	40
TALLER NACIONAL DE CONSULTA	PLAN ANUAL DE CAPACITACION 1995 DR. MIGUEL SANCHEZ MENDEZ DR. LUIS FERNANDO SOLANO DR. JOSE ALBINO TINETTI, DRA. CARMEN BLANCO LIC BERTA DIAZ ZELAYA	HOTEL EL SALVADOR 24 NOVIEMBRE	90
TOTAL			1795

SEMINARS AND WORKSHOPS – 1995

SEMINARIOS, EVENTOS Y TALLERES

1995

ACTIVIDADES	TEMA	LUGAR Y FECHA	No PARTICIPANTES
PREPARACION Y FILMACION DE JUICIO ORAL Y PUBLICO	EL NUEVO PROCESO ORAL DE ACUERDO AL PROYECTO DE CODIGO PROCESAL PENAL	SAN SALVADOR ENERO-FEBRERO	50
PRESENTACION DE VIDEO SOBRE JUICIO ORAL Y PUBLICO	EL NUEVO PROCESO ORAL DE ACUERDO AL PROYECTO DE CODIGO PROCESAL PENAL	SAN SALVADOR 16 FEBRERO HOTEL EL SALVADOR	100
DIAGNOSTICO SOBRE CAPACITACION EN DERECHO DE FAMILIA (DIAGNOSTICO FINALIZADO Y ELABORACION DE PROGRAMA)	FAMILIA DRA EVA CAMACHO DR. JOSE ARCADIO SANCHEZ VALENCIA	SAN SALVADOR JUZGADOS DE FAMILIA MARZO	
CONFERENCIA (PARA ESTUDIANTES UNIVERSITARIOS)	DERECHO DE FAMILIA DRA DELIA BEATRIZ IÑIGO DRA GLADYS PACHECO	UNIVERSIDAD DE EL SALVADOR SANTA ANA 25 DE MAYO	150
DISEÑO DE FORMULARIOS PARA RESOLUCIONES JUDICIALES EN FAMILIA (PRIMER BORRADOR)	FAMILIA DRA EVA CAMACHO DR. JOSE ARCADIO SANCHEZ VALENCIA	SAN SALVADOR	
REALIZACION DE VIDEO	"AUDIENCIA DE SENTENCIA EN UN PROCESO DE FAMILIA"	SAN SALVADOR	50
TOTALES			350

SEMINARS AND WORKSHOPS – 1996

SEMINARIOS, EVENTOS Y TALLERES

1996

ACTIVIDADES	TEMA	LUGAR Y FECHA	No PARTICI- PANTES
TALLER	PERFIL DEL DEFENSOR PUBLICO	HOTEL PRESIDENTE 4 JUNIO	40
TALLER	PERFIL DEL PROCURADOR DE MENORES	HOTEL PRESIDENTE 6 JUNIO	40
TALLER	PERFIL DEL FISCAL	HOTEL PRESIDENTE	40
TALLER	PERFIL DEL JUEZ DE PAZ	HOTEL TERRAZA 30 JULIO	40
TALLER	PERFIL DESEADO DEL JUEZ DE LO PENAL	HACIENDA DE LOS MIRANDA 2 OCTUBRE	40
TALLER	PERFIL DESEADO DEL TRABAJADOR SOCIAL DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE MENORES	HACIENDA DE LOS MIRANDA 7 OCTUBRE	40
TALLER	PERFIL DESEADO DEL TRABAJADOR SOCIAL DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION DE MEDIDAS	HACIENDA DE LOS MIRANDA 7 OCTUBRE	40
TALLER	PERFIL DESEADO DEL EDUCADOR DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE MENORES	HACIENDA DE LOS MIRANDA 8 OCTUBRE	40
TALLER	PERFIL DESEADO DEL PSICOLOGO DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE MENORES	HACIENDA DE LOS MIRANDA 8 OCTUBRE	40
TALLER	PERFIL DESEADO DEL PSICOLOGO DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION DE MEDIDAS	HACIENDA DE LOS MIRANDA 9 OCTUBRE	40
TALLER	PERFIL DESEADO DEL EDUCADOR DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION DE MEDIDAS	HACIENDA DE LOS MIRANDA 9 OCTUBRE	40

TALLER	PERFIL DESEADO DE SECRETARIOS	UNIDAD DE AULAS 9 10 Y 11 OCTUBRE	4
TALLER	PERFIL DESEADO DE SECRETARIOS	HOTEL PRESIDENTE 11 OCTUBRE	40
TALLER	PERFIL DESEADO DE SECRETARIOS	HOTEL PRESIDENTE 11 OCTUBRE	40
TALLER	PERFIL DESEADO DEL EDUCADOR DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE FAMILIA	AULA 4 14 OCTUBRE	10
TALLER	PERFIL DESEADO DEL TRABAJADOR SOCIAL DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE FAMILIA	AULA 4 15 OCTUBRE	10
TALLER	PERFIL DESEADO DEL SOCIOLOGO DE EQUIPOS MULTIDISCIPLINARIOS DE JUZGADOS DE EJECUCION DE MEDIDAS	AULA 4 15 OCTUBRE	13
TALLER	PERFIL DEL SECRETARIO	AULA 4 14 AL 18 OCTUBRE	4
TALLER	PERFIL DESEADO DEL JUEZ DE FAMILIA	HOTEL PRESIDENTE 21 OCTUBRE	40
TOTALES			205

TRAINING OF TRAINER ACTIVITIES

CAPACITACION A CAPACITADORES. 1994 - 1995 - 1996

DOCENTES PARTICIPANTES

CLAVE	NOMBRE	No PARTICIPANTES	ACTIVIDAD	NACIONALES	EXTRANJEROS
1994 I	Técnicas Didácticas para Educación de Adultos I I	25	Taller (16 horas)	José Albino Tinetti María Esperanza Valle	Carmen Blanco (costarricense)
II	Técnicas Didácticas para Educación de Adultos I II	23	Taller (16 horas)	José Albino Tinetti María Esperanza Valle	Carmen Blanco (costarricense)
III	Diseño Curricular	22	Taller (16 horas)	José Albino Tinetti María Esperanza Valle	Carmon Blanco (costarricense)
1995 I	Utilización de Recursos Audiovisuales I-I	30	Taller (16 horas)		Frank Alvarado Carmen Blanco (costarricenses)
II	Utilización de recursos audiovisuales I II	27	Taller (16 horas)		Frank Alvarado Carmen Blanco (costarricenses)
III	Evaluación del aprendizaje I II	28	Taller (16 horas)	José Albino Tinetti María Esperanza Valle	Carmen Blanco Meléndez (costarricense)
IV	Evaluación del aprendizaje I II	32	Taller (16 horas)	José Albino Tinetti María Esperanza Valle	Carmen Blanco Meléndez (costarricense)
1996 I	Evaluación y Mediación de los aprendizajes	29	Curso (10 horas)		Juan Manuel Esquivel (costarricense)
II	Técnicas didácticas	23	Curso (10 horas)		Maritza Fuentes (costarricense)
III	Sistematización de Módulos Instruccionales y Cursos	19	Curso (10 horas)	María Esperanza Valle	Guillermo Calderón (costarricense) Ana Isabel Belfon (panameña)
IV	Curso intensivo para Docentes Derecho Constitucional	8	Reunión (8 horas)		Eloy García (español)
V	Curso intensivo para Docentes Derecho de Familia	10	Reunión (8 horas)		Delia Itigo (argentina)
VI	Curso intensivo para docentes de Conciliación y Mediación	8	Curso (10 horas)		Irene Murillo Ruín Javier Arguedas Ruano (costarricenses)

ON-SITE TRAINING ACTIVITIES

CAPACITACION EN EL PUESTO

1996

JUZGADO	JUEZ	CAPACITADOR	MES	ACTIVIDAD
10ª PENAL, S S	DR. GUILLERMO GUTIERREZ SANTAMARIA	YOLANDA PEREZ	MARZO	CAPACITACION INICIAL
7ª PENAL S S	LIC RAUL DIAZ	YOLANDA PEREZ	MARZO	CAPACITACION INICIAL
8ª PENAL S S	DR RAFAEL VIAUD	ILEANA MENDEZ SANDI	MARZO	CAPACITACION INICIAL
4ª PENAL S S	LIC ROSA MARIA FORTIN HUEZO	MARIA EUGENIA VILLASEÑOR	MARZO	CAPACITACION INICIAL
6ª PENAL, SAN SALVADOR	LIC FELIPE ROBERTO LOPEZ ARGUETA	MARIA STELLA RODRIGUEZ	MARZO	CAPACITACION INICIAL
2ª PENAL, NUEVA SAN SALVADOR	LIC OSCAR SILVERIO MELENDEZ CASTANEDA	MARCO ANTONIO CASTRO	ABRIL	CAPACITACION INICIAL
3ª FAMILIAR, S S	LIC EVELYN ROXANA NUÑEZ	CARLOS ARIANNA	ABRIL	CAPACITACION INICIAL
TRIBUNAL DE MENORES, NUEVA SAN SALVADOR	LIC MRNA ANTONIETA PERLA JIMENEZ	MARCEL HOPPE	ABRIL	CAPACITACION INICIAL
2ª MENORES, S S	LIC MARIA ISABEL PONCE GALLARDO	ANA MARIA FREITAS	ABRIL	CAPACITACION INICIAL
1ª FAMILIA, S S	DRA EMMA DELIA DIAZ DE LUNA	GLADYS INES PACHECO	MAYO	CAPACITACION INICIAL
4ª FAMILIA, S S	LIC GUADALUPE ZELEDON	MARTA CALDERON GUTIERREZ	MAYO	CAPACITACION INICIAL
1ª PENAL, S S	LIC JOSE LUIS GIAMMATTEI	CARLOS ALTUVE	MAYO	CAPACITACION INICIAL
2ª PENAL, S S	DR. TEODORO GODOFREDO MIRANDA	GUILLERMO PONZ	MAYO	CAPACITACION INICIAL
3ª PENAL, S S	DR. RAFAEL ARNOLDO CASTRO	ALBERTO DURAN	MAYO	CAPACITACION INICIAL
2ª PENAL, NUEVA SAN SALVADOR	LIC OSCAR SILVERIO MELENDEZ CASTANEDA	MARCO ANTONIO CASTRO	MAYO	SEGUIMIENTO DE CAPACITACION
5ª PENAL S S	DR. ANDRES PINEDA CHICAS	MARCO ANTONIO CASTRO	MAYO	CAPACITACION INICIAL
10ª PENAL S S	DR. GUILLERMO GUTIERREZ SANTAMARIA	MAGDA PEREIRA	JUNIO	SEGUIMIENTO CAPACITACION
1ª PENAL, SOYAPANGO	LIC MIGUEL VALDEZ IRAHETA	MARCO ANTONIO CASTRO	JUNIO	CAPACITACION INICIAL
2ª MENORES, S S	LIC MARIA ISABEL PONCE GALLARDO	ANA MARIA FREITAS	JULIO	SEGUIMIENTO CAPACITACION
3ª FAMILIA, S S	LIC EVELYN ROXANA NUÑEZ	CARLOS ARIANNA	JULIO	SEGUIMIENTO CAPACITACION
3ª MENORES, S S	DR. MARCO VINICIO	ANA MARIA FREITAS	JULIO	CAPACITACION

	MENENDEZ			INICIAL
JUZGADO DE FAM ILIA, ZACATECOLUCA	LIC PATRICIA ELIZABETH MOLINA DE RIVAS	CARLOS ARIANNA	JULIO	CAPACITACION INICIAL
2ª FAMILIA, S S	LIC SONIA MORALES DE SEGOVIA	DELIA BEATRIZ IÑIGO	JULIO	CAPACITACION INICIAL

**LIST OF OCCUPATIONAL AND EDUCATIONAL PROFILES
DEVELOPED BY THE PROJECT**

No	NOMBRE DEL PERFIL	FECHA DE REALIZACION	RESUMEN DE CONTENIDO	COORDINADORES	
				NACIONALES	EXTRANJEROS
1	Defensores Publicos	Junio 96	<p>FUNCION GENERAL Ejercer con eficiencia la defensa tecnica para asegurar el cumplimiento del debido proceso en coordinaci3n permanente con la linea de defensa material del imputado</p> <p>FUNCIONES ESPECIFICAS CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Lizandro Quintanilla Carolina del Cid Jose David Campos Ventura	Julia de Freitas Daniel Salazar
2	Fiscales	Junio-Julio/96	<p>FUNCION GENERAL Defender los intereses del Estado y de la sociedad promoviendo de oficio o a petici3n de parte la acci3n de la justicia en defensa de la legalidad.</p> <p>FUNCIONES ESPECIFICAS CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Astor Escalante Hermes Berardo Villatoro Marta Elisia Flores Jos3 David Campos Ventura	Julia de Freitas Hiram Puig Lugo Jaime Giraldo
3	Procurador de Menores	Junio 96	<p>FUNCION GENERAL Ejercer con eficiencia la defensa tecnica del menor para asegurar el cumplimiento del debido proceso, en coordinacion permanente con la linea de defensa material del menor</p> <p>FUNCIONES ESPECIFICAS CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Lizandro Quintanilla Carolina del Cid Jos3 David Campos Ventura	Julia de Freitas Daniel Salazar
4	Juez de Paz	Julio-Sept. 96	<p>MISION INSTITUCIONAL. Administrar pronta y cumplida justicia, con autonomia e independencia, constituyendose en garante del estricto cumplimiento de la Constituci3n y de los principios y garantias del debido proceso</p> <p>FUNCIONES ESPECIFICAS CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Levis Italmir Orellana Nelson Rauda Jos3 David Campos Ventura	Julia de Freitas

No	NOMBRE DEL PERFIL	FECHA DE REALIZACION	RESUMEN DE CONTENIDO	COORDINADORES	
				NACIONALES	EXTRANJEROS
5	Secretarios de Juzgados	Sept -Oct 96	<p>FUNCION GENERAL Controlar y supervisar la recepcion y distribucion de los escritos, el proceso de consignación de las personas detenidas diligencias y objetos decomisados las relaciones con otros funcionarios e instituciones, supervisar el proceso de entradas y salidas de expedientes del despacho judicial, el proceso de notificación y citación, autorizar con su firma las resoluciones judiciales, levantar acta de los actos procesales, administrar personal etc</p> <p>SUBFUNCIONES, CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	<p>Maria Elena de Abrego Gerardo Hernández Rigoberto Ortiz José David Campos Ventura</p>	<p>Julia de Freitas</p>
6	Docentes de la Escuela de Capacitación Judicial	Sept 96	<p>FUNCION AREA ACADEMICA Elaborar, revisar analizar o modificar en caso necesario, los módulos instruccionales de los cursos a dictar, y cuando el módulo no exista, participar en su diseño Participar en el diseño y aplicacion de técnicas e instrumentos de diagnóstico de necesidades de capacitacion Participar en la formulación de los diseños curriculares en su área de especialidad. Organizar, dirigir y coordinar la ejecucion academica de los cursos de capacitación. Servir como agente de cambio para el mejoramiento del funcionamiento institucional Participar en los eventos de actualización y</p>	<p>Maria Esperanza Valle</p>	<p>Maritza Fuentes</p>

			capacitación a los que la Escuela de Capacitación Judicial convoque. SUBFUNCIONES, CONOCIMIENTOS, HABILIDADES Y ACTITUDES		
No	NOMBRE DEL PERFIL	FECHA DE REALIZACIÓN	RESUMEN DE CONTENIDO	COORDINADORES	
				NACIONALES	EXTRANJEROS
7	Juez Penal	Octubre 96	MISION INSTITUCIONAL Administrar pronta y cumplida justicia, con autonomía e independencia, constituyéndose en garantía del estricto cumplimiento de la Constitución y procurando con su intervención y supervisión directa, la transparencia de las actuaciones procesales, etc. FUNCIONES GENERALES CONOCIMIENTOS, HABILIDADES Y ACTITUDES	Delfino Parrilla Andrés Pineda Chucas	Julia de Freitas Magda Pereira
8	Equipo Multidisciplinario de Juzgados de Menores	Octubre 96	PSICOLOGO, EDUCADOR Y TRABAJADOR SOCIAL FUNCION GENERAL Colaborar con el juez en la atención del menor, investigando su situación psicológica educativa y social, participando del seguimiento durante el cumplimiento de las medidas provisionales CONOCIMIENTOS, HABILIDADES Y ACTITUDES	José Mauricio Flores Luis Edmundo Gálvez Yolanda de Flores María Antonieta de Linares	Julia de Freitas
9	Equipo Multidisciplinario de Juzgados de Ejecución de Medidas	Octubre 96	SOCIOLOGO FUNCION GENERAL. Función de trámite previo a la atención de casos en el área de sociología, función de investigación individual del profesional en sociología, en el trabajo en equipo, en proyección a la comunidad. CONOCIMIENTOS, HABILIDADES Y ACTITUDES EDUCADOR Y PSICOLOGO FUNCION GENERAL. Asegurar y colaborar con el Juez de Ejecución de Medidas, en el control y seguimiento de las medidas definitivas impuestas al menor a través de la inserción a programas que viabilicen el proceso de educarlo en responsabilidad. Supervisar periódicamente el cumplimiento de las medidas de libertad asistida e internamiento para determinar los logros en su formación integral. CONOCIMIENTOS,	Jose Mauricio Flores Luis Edmundo Gálvez Yolanda de Flores María Antonieta de Linares	Julia de Freitas

No	NOMBRE DEL PERFIL	FECHA DE REALIZACION	RESUMEN DE CONTENIDO	COORDINADORES	
				NACIONALES	EXTRANJEROS
10	Equipo Multidisciplinario de Juzgados de Familia	Octubre 96	<p>EDUCADOR FUNCIONES Realizar actividades de trámites iniciales en la atención de casos notificados por orden del Juez. Realizar el estudio educativo y desarrollar programas educativos dentro del Juzgado de Familia. integrar y elaborar los estudios cuando el Juez lo ordene Desarrollar acciones de divulgación y promoción del Código de Familia en las comunidades CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p> <p>TRABAJADOR SOCIAL FUNCIONES Realizar la investigación diagnóstica social del caso, integrar estudios psicosociales desarrollar acciones en la comunidad relacionadas con la atención social CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p> <p>PSICOLOGO FUNCIONES Realizar estudios psicológicos, estudios psicosociales desarrollar acciones en la comunidad que tengan relación con el área psicológica y los tribunales de familia CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Nuria Salinas Lilian de Zaldaña Cecilia Romagoza	Julia de De Freitas Daniel Salazar

No	NOMBRE DEL PERFIL	FECHA DE REALIZACION	RESUMEN DE CONTENIDO	COORDINADORES	
				NACIONALES	EXTRANJEROS
11	Jueces de Familia	Octubre 96	<p>FUNCION GENERAL Administrar justicia en materia del Derecho de Familia, realizando dentro de los parametros legales, la dirección, conducción y ejecución de los actos procesales necesarios en estricto cumplimiento de los principios constitucionales, la Convención de los Derechos del Niño Tratados, Código de Familia y la Ley Procesal de Familia.</p> <p>FUNCIONES, CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>	Evelyn Roxana Nuñez	Julia de De Freitas Eva Camacho
12	Coordinador de Defensores Publicos	Noviembre 96	<p>FUNCION GENERAL Planificar organizar, supervisar dirigir y controlar la labor del equipo de defensores publicos a su cargo mediante la asesoria técnica necesaria y el ejercicio de la defensa publica, a fin de dar cumplimiento efectivo al mandato constitucional y a las politicas institucionales en materia de defensa publica.</p> <p>CONOCIMIENTOS, HABILIDADES Y ACTITUDES</p>		Maritza Fuentes

PUBLIC DEFENDERS OFFICE STATISTICS

DEPARTAMENTO DE DEFENSORIA PENAL, P G R

1995

Agrupacion mensual de datos estadisticos para 1995

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instruccion	Contra dictoria	Ejecucion de la pena	Apela ciones	Habeas Corpus	Casasion	Total	En la P N C	En los Tribunales	Total	Excarme laciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	37	1 096	542	32	n/a	n/a	n/a	0	n/a	n/a	0	19	n/a	n/a	n/a
Febrero	63	1 440	507	59	n/a	n/a	n/a	0	n/a	n/a	0	55	n/a	n/a	n/a
Marzo	63	1 452	439	32	n/a	n/a	n/a	0	n/a	n/a	0	37	n/a	n/a	n/a
Abril	77	1 668	514	123	10	1	1	12	80	147	227	41	30	7	21
Mayo	70	1 561	361	63	12	4	1	17	119	161	280	50	102	38	57
Junio	76	1 641	384	117	10	4	0	14	140	173	313	50	134	35	67
Julio	71	1 584	312	89	15	11	0	26	127	216	343	42	100	19	71
Agosto	72	1 806	401	67	8	3	0	11	132	227	359	71	105	33	58
Septiembre	71	1 837	424	114	13	5	1	19	118	274	392	74	109	31	73
Octubre	82	2 288	468	129	21	7	0	28	206	307	513	78	118	53	102
Noviembre	81	2 177	497	97	20	13	0	33	286	315	601	73	166	42	101
Diciembre	76	1 844	385	114	14	6	0	20	202	240	442	56	104	52	69
TOTALES	839	20,394	5,234	1,036	123	54	3	180	1,410	2,060	3,470	646	968	310	619

Datos estadisticos Promedio, por Defensor 1995

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instrucción	Contra dictoria	Ejecucion de la pena	Apela ciones	Habeas Corpus	Casasion	Total	En la P N C	En los Tribunales	Total	Excarme laciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	37	29.6	14.6	0.9	n/a	n/a	n/a	0.0	n/a	n/a	0.0	0.5	n/a	n/a	n/a
Febrero	63	22.9	8.0	0.9	n/a	n/a	n/a	0.0	n/a	n/a	0.0	0.9	n/a	n/a	n/a
Marzo	63	23.0	7.0	0.5	n/a	n/a	n/a	0.0	n/a	n/a	0.0	0.6	n/a	n/a	n/a
Abril	77	21.7	6.7	1.6	0.1	0.0	0.0	0.2	1.0	1.9	2.9	0.5	0.4	0.1	0.3
Mayo	70	22.3	5.2	0.9	0.2	0.1	0.0	0.2	1.7	2.3	4.0	0.7	1.5	0.5	0.8
Junio	76	21.6	5.1	1.5	0.1	0.1	0.0	0.2	1.8	2.3	4.1	0.7	1.8	0.5	0.9
Julio	71	22.3	4.4	1.3	0.2	0.2	0.0	0.4	1.8	3.0	4.8	0.6	1.4	0.3	1.0
Agosto	72	25.1	5.6	0.9	0.1	0.0	0.0	0.2	1.8	3.2	5.0	1.0	1.5	0.5	0.8
Septiembre	71	25.9	6.0	1.6	0.2	0.1	0.0	0.3	1.7	3.9	5.5	1.0	1.5	0.4	1.0
Octubre	82	27.9	5.7	1.6	0.3	0.1	0.0	0.3	2.5	3.7	6.3	1.0	1.4	0.6	1.2
Noviembre	81	26.9	6.1	1.2	0.2	0.2	0.0	0.4	3.5	3.9	7.4	0.9	2.0	0.5	1.2
Diciembre	76	24.3	5.1	1.5	0.2	0.1	0.0	0.3	2.7	3.2	5.8	0.7	1.4	0.7	0.9
TOTALES	839	293.4	79.4	14.4	1.6	0.7	0.0	2.4	18.6	27.3	45.9	9.1	12.9	4.1	8.2

DEPARTAMENTO DE DEFENSORIA PENAL, P. G. R

1996

Agrupacion mensual de datos estadisticos para 1996

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instruccion	Contra dictoria	Ejecucion de la pena	Apelaciones	Habeas Corpus	Casacion	Total	En la PNC	En los Tribunales	Total	Excarcelaciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	86	2 407	466	125	32	12	0	44	258	326	584	80	129	63	150
Febrero	80	2 142	422	46	29	10	0	39	217	342	559	84	157	67	140
Marzo	91	2 428	565	109	28	18	0	46	332	465	797	124	169	80	167
Abril	89	2 270	591	183	26	20	0	46	321	437	758	75	189	76	180
Mayo	85	2,511	660	107	34	27	2	63	368	561	929	115	219	96	238
Junio	82	2 341	690	132	47	21	0	68	395	477	872	106	172	124	228
Julio	78	2 326	520	155	37	28	5	70	399	415	814	101	208	89	225
Agosto	67	1 915	533	227	33	29	0	62	324	461	785	72	153	78	189
Septiembre	82	2 132	785	217	53	24	1	78	413	509	922	101	216	105	247
Octubre	78	2 053	666	162	55	27	1	83	405	559	964	92	215	73	241
Noviembre	74	1 887	593	171	59	31	2	92	360	525	885	74	214	84	236
Diciembre	74	2,124	625	152	49	17	0	66	482	520	1 002	72	150	84	186
TOTALES	966	26,536	7,116	1,786	482	264	11	757	4,274	5,597	9,871	1,096	2,191	1,019	2,427

Datos estadisticos Promedio, por Defensor 1996

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instruccion	Contra dictoria	Ejecucion de la pena	Apelaciones	Habeas Corpus	Casacion	Total	En la PNC	En los Tribunales	Total	Excarcelaciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	86	28 0	5 4	1 5	0 4	0 1	0 0	0 5	3 0	3 8	6 8	0 9	1 5	0 7	1 7
Febrero	80	26 8	5 3	0 6	0 4	0 1	0 0	0 5	2 7	4 3	7 0	1 1	2 0	0 8	1 8
Marzo	91	26 7	6 2	1 2	0 3	0 2	0 0	0 5	3 6	5 1	8 8	1 4	1 9	0 9	1 8
Abril	89	25 5	6 6	2 1	0 3	0 2	0 0	0 5	3 6	4 9	8 5	0 8	2 1	0 9	2 0
Mayo	85	29 5	7 8	1 3	0 4	0 3	0 0	0 7	4 3	6 6	10 9	1 4	2 6	1 1	2 8
Junio	82	28 5	8 4	1 6	0 6	0 3	0 0	0 8	4 8	5 8	10 6	1 3	2 1	1 5	2 8
Julio	78	29 8	6 7	2 0	0 5	0 4	0 1	0 9	5 1	5 3	10 4	1 3	2 7	1 1	2 9
Agosto	67	28 6	8 0	3 4	0 5	0 4	0 0	0 9	4 8	6 9	11 7	1 1	2 3	1 2	2 8
Septiembre	82	26 0	9 6	2 6	0 6	0 3	0 0	1 0	5 0	6 2	11 2	1 2	2 6	1 3	3 0
Octubre	78	26 3	8 5	2 1	0 7	0 3	0 0	1 1	5 2	7 2	12 4	1 2	2 8	0 9	3 1
Noviembre	74	25 5	8 0	2 3	0 8	0 4	0 0	1 2	4 9	7 1	12 0	1 0	2 9	1 1	3 2
Diciembre	74	28 7	8 4	2 1	0 7	0 2	0 0	0 9	6 5	7 0	13 5	1 0	2 0	1 1	2 5
TOTALES	966	330.0	88.9	22.6	6.1	3.3	0.1	9.6	53.7	70.2	123.9	13.6	27.4	12.7	30.4

DEPARTAMENTO DE DEFENSORIA PENAL, P G R

1997

Agrupacion mensual de datos estadisticos para 1997

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instruccion	Contra dictoria	Ejecucion de la pena	Apela ciones	Habeas Corpus	Casasion	Total	En la PNC	En los Tribunales	Total	Excarme laciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	80	2 205	776	165	51	24	0	75	391	518	909	105	204	76	215
Febrero	73	2 040	744	192	38	11	0	49	348	491	839	87	171	79	227
Marzo	82	2 387	874	195	42	18	0	60	431	553	984	90	162	86	232
Abril	82	2 599	845	226	46	86	3	135	344	622	966	120	225	120	252
Mayo	75	2 132	756	224	37	22	1	60	329	484	813	118	210	87	235
Junio	67	2 107	725	211	42	18	1	61	345	455	800	103	171	95	270
Julio	66	2 031	748	182	42	16	1	59	249	444	693	80	141	75	211
Agosto	75	2 461	831	205	28	34	2	64	321	431	752	90	205	103	252
Septiembre	69	2 204	668	204	26	20	0	46	255	362	617	98	158	69	194
Octubre	67	2 192	799	297	37	22	2	61	269	508	777	101	198	115	279
Noviembre															
Diciembre															
TOTALES	736	22,358	7,766	2,101	389	271	10	670	3,282	4,868	8,150	992	1,845	905	2,367

Datos estadisticos Promedio, por Defensor 1997

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instruccion	Contra dictoria	Ejecucion de la pena	Apela ciones	Habeas Corpus	Casasion	Total	En la PNC	En los Tribunales	Total	Excarme laciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	80	27.6	9.7	2.1	0.6	0.3	0.0	0.9	4.9	6.5	11.4	1.3	2.6	1.0	2.7
Febrero	73	27.9	10.2	2.6	0.5	0.2	0.0	0.7	4.8	6.7	11.5	1.2	2.3	1.1	3.1
Marzo	82	29.1	10.7	2.4	0.5	0.2	0.0	0.7	5.3	6.7	12.0	1.1	2.0	1.0	2.8
Abril	82	31.7	10.3	2.8	0.6	1.0	0.0	1.6	4.2	7.6	11.8	1.5	2.7	1.5	3.1
Mayo	75	28.4	10.1	3.0	0.5	0.3	0.0	0.8	4.4	6.5	10.8	1.6	2.8	1.2	3.1
Junio	67	31.4	10.8	3.1	0.6	0.3	0.0	0.9	5.1	6.8	11.9	1.5	2.6	1.4	4.0
Julio	66	30.8	11.3	2.8	0.6	0.2	0.0	0.9	3.8	6.7	10.5	1.2	2.1	1.1	3.2
Agosto	75	32.8	11.1	2.7	0.4	0.5	0.0	0.9	4.3	5.7	10.0	1.2	2.7	1.4	3.4
Septiembre	69	31.9	9.7	3.0	0.4	0.3	0.0	0.7	3.7	5.2	8.9	1.4	2.3	1.0	2.8
Octubre	67	32.7	11.9	4.4	0.6	0.3	0.0	0.9	4.0	7.6	11.6	1.5	3.0	1.7	4.2
Noviembre															
Diciembre															
TOTALES	736	304.4	105.8	28.8	5.3	3.6	0.1	9.0	44.4	66.1	110.5	13.5	25.1	12.3	32.4

Datos estadísticos Promedio, por Defensor

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instrucción	Contra dictoria	Ejecucion de la pena	Apelaciones	Habeas Corpus	Casacion	Total	En la PNC	En los Tribunales	Total	Excarce-laciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	37	29 6	14 6	0 9	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0 5	n/a	n/a	n/a
Febrero	63	22 9	8 0	0 9	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0 9	n/a	n/a	n/a
Marzo	63	23 0	7 0	0 5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0 6	n/a	n/a	n/a
Abril	77	21 7	6 7	1 6	0 1	0 0	0 0	0 2	1 0	1 9	2 9	0 5	0 4	0 1	0 3
Mayo	70	22 3	5 2	0 9	0 2	0 1	0 0	0 2	1 7	2 3	4 0	0 7	1 5	0 5	0 8
Junio	76	21 6	5 1	1 5	0 1	0 1	0 0	0 2	1 8	2 3	4 1	0 7	1 8	0 5	0 9
Julio	71	22 3	4 4	1 3	0 2	0 2	0 0	0 4	1 8	3 0	4 8	0 6	1 4	0 3	1 0
Agosto	72	25 1	5 6	0 9	0 1	0 0	0 0	0 2	1 8	3 2	5 0	1 0	1 5	0 5	0 8
Septiembre	71	25 9	6 0	1 6	0 2	0 1	0 0	0 3	1 7	3 9	5 5	1 0	1 5	0 4	1 0
Octubre	82	27 9	5 7	1 6	0 3	0 1	0 0	0 3	2 5	3 7	6 3	1 0	1 4	0 6	1 2
Noviembre	81	26 9	6 1	1 2	0 2	0 2	0 0	0 4	3 5	3 9	7 4	0 9	2 0	0 5	1 2
Diciembre	76	24 3	5 1	1 5	0 2	0 1	0 0	0 3	2 7	3 2	5 8	0 7	1 4	0 7	0 9
Enero	86	28 0	5 4	1 5	0 4	0 1	0 0	0 5	3 0	3 8	6 8	0 9	1 5	0 7	1 7
Febrero	80	26 8	5 3	0 6	0 4	0 1	0 0	0 5	2 7	4 3	7 0	1 1	2 0	0 8	1 8
Marzo	91	26 7	6 2	1 2	0 3	0 2	0 0	0 5	3 6	5 1	8 8	1 4	1 9	0 9	1 8
Abril	89	25 5	6 6	2 1	0 3	0 2	0 0	0 5	3 6	4 9	8 5	0 8	2 1	0 9	2 0
Mayo	85	29 5	7 8	1 3	0 4	0 3	0 0	0 7	4 3	6 6	1 0 9	1 4	2 6	1 1	2 8
Junio	82	28 5	8 4	1 6	0 6	0 3	0 0	0 8	4 8	5 8	1 0 6	1 3	2 1	1 5	2 8
Julio	78	29 8	6 7	2 0	0 5	0 4	0 1	0 9	5 1	5 3	1 0 4	1 3	2 7	1 1	2 9
Agosto	67	28 6	8 0	3 4	0 5	0 4	0 0	0 9	4 8	6 9	1 1 7	1 1	2 3	1 2	2 8
Septiembre	82	26 0	9 6	2 6	0 6	0 3	0 0	1 0	5 0	6 2	1 1 2	1 2	2 6	1 3	3 0
Octubre	78	26 3	8 5	2 1	0 7	0 3	0 0	1 1	5 2	7 2	1 2 4	1 2	2 8	0 9	3 1
Noviembre	74	25 5	8 0	2 3	0 8	0 4	0 0	1 2	4 9	7 1	1 2 0	1 0	2 9	1 1	3 2
Diciembre	74	28 7	8 4	2 1	0 7	0 2	0 0	0 9	6 5	7 0	1 3 5	1 0	2 0	1 1	2 5
Enero	80	27 6	9 7	2 1	0 6	0 3	0 0	0 9	4 9	6 5	1 1 4	1 3	2 6	1 0	2 7
Febrero	73	27 9	1 0 2	2 6	0 5	0 2	0 0	0 7	4 8	6 7	1 1 5	1 2	2 3	1 1	3 1
Marzo	82	29 1	1 0 7	2 4	0 5	0 2	0 0	0 7	5 3	6 7	1 2 0	1 1	2 0	1 0	2 8
Abril	82	31 7	1 0 3	2 8	0 6	1 0	0 0	1 6	4 2	7 6	1 1 8	1 5	2 7	1 5	3 1
Mayo	75	28 4	1 0 1	3 0	0 5	0 3	0 0	0 8	4 4	6 5	1 0 8	1 6	2 8	1 2	3 1
Junio	67	31 4	1 0 8	3 1	0 6	0 3	0 0	0 9	5 1	6 8	1 1 9	1 5	2 6	1 4	4 0
Julio	66	30 8	1 1 3	2 8	0 6	0 2	0 0	0 9	3 8	6 7	1 0 5	1 2	2 1	1 1	3 2
Agosto	75	32 8	1 1 1	2 7	0 4	0 5	0 0	0 9	4 3	5 7	1 0 0	1 2	2 7	1 4	3 4
Septiembre	69	31 9	9 7	3 0	0 4	0 3	0 0	0 7	3 7	5 2	8 9	1 4	2 3	1 0	2 8
Octubre	67	32 7	1 1 9	4 4	0 6	0 3	0 0	0 9	4 0	7 6	1 1 6	1 5	3 0	1 7	4 2
Noviembre															
Diciembre															
1995	839	293	79	14	2.2	1.0	0.1	3.2	25	36	61	9.1	12.9	4.1	8.2
1996	966	330	89	23	6.1	3.3	0.1	9.6	54	70	124	13.6	27.4	12.7	30.4
1997	736	365	127	35	6.3	4.3	0.2	10.8	53	79	133	16.2	30.1	14.8	38.9

NOTA: los totales de 1997 han sido provectados por carecer de los valores para noviembre y diciembre. Tambien algunos totales de 1995 al no disponer de informacion los primeros tres meses.

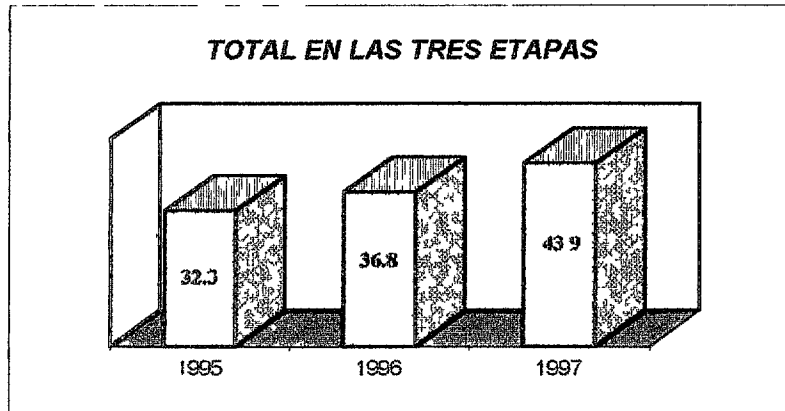
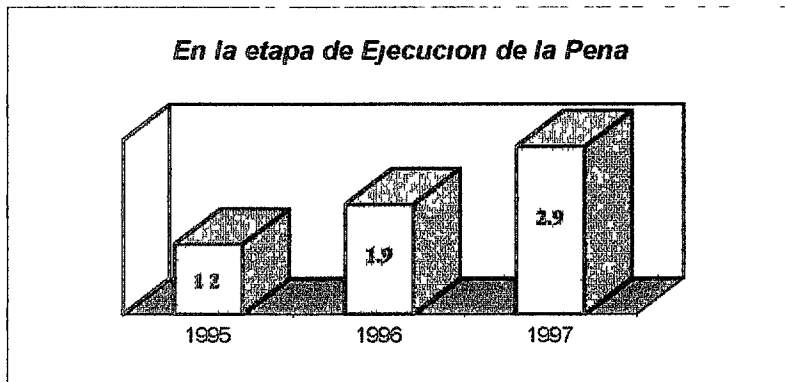
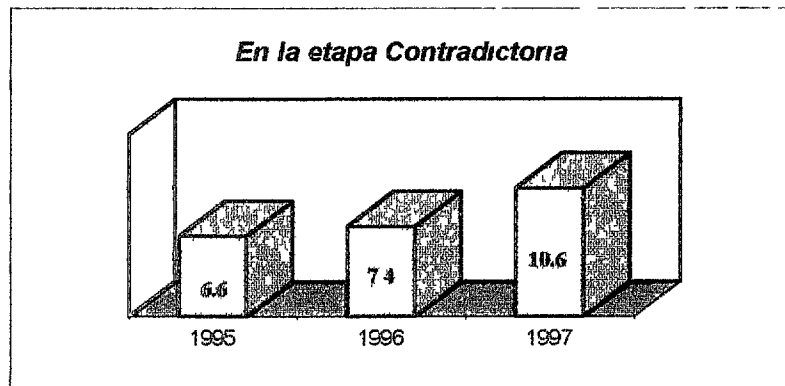
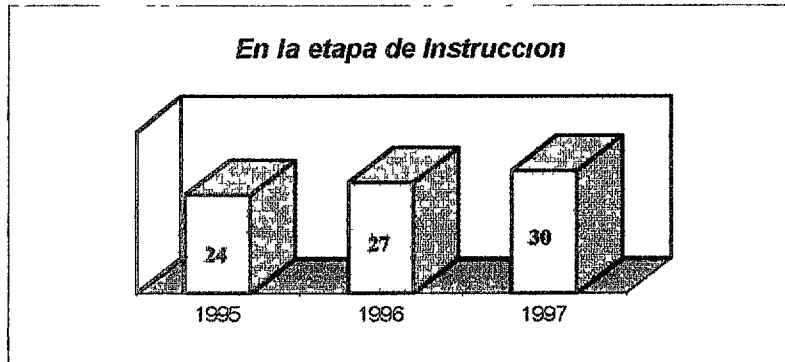
Agrupación de datos estadísticos totales

MESES	Reportes Recibidos	Carga de trabajo por etapa			Recursos presentados				Indagatorias realizadas			Otras actividades			
		Instrucción	Contra dictoria	Ejecución de la pena	Apelaciones	Habeas Corpus	Casacion	Total	En la PNC	En los Tribunales	Total	Excarchelaciones	Visitas Carcelarias	Instancias de Sobreseimiento	Ofrecim de prueba
Enero	37	1 096	542	32	n/a	n/a	n/a	n/a	n/a	n/a	n/a	19	n/a	n/a	n/a
Febrero	63	1 440	507	59	n/a	n/a	n/a	n/a	n/a	n/a	n/a	55	n/a	n/a	n/a
Marzo	63	1 452	439	32	n/a	n/a	n/a	n/a	n/a	n/a	n/a	37	n/a	n/a	n/a
Abril	77	1 668	514	123	10	1	1	12	80	147	227	41	30	7	21
Mayo	70	1 561	361	63	12	4	1	17	119	161	280	50	102	38	57
Junio	76	1 641	384	117	10	4	0	14	140	173	313	50	134	35	67
Julio	71	1 584	312	89	15	11	0	26	127	216	343	42	100	19	71
Agosto	72	1 806	401	67	8	3	0	11	132	227	359	71	105	33	58
Septiembre	71	1 837	424	114	13	5	1	19	118	274	392	74	109	31	73
Octubre	82	2 288	468	129	21	7	0	28	206	307	513	78	118	53	102
Noviembre	81	2 177	497	97	20	13	0	33	286	315	601	73	166	42	101
Diciembre	76	1 844	385	114	14	6	0	20	202	240	442	56	104	52	69
Enero	86	2 407	466	125	32	12	0	44	258	326	584	80	129	63	150
Febrero	80	2 142	422	46	29	10	0	39	217	342	559	84	157	67	140
Marzo	91	2 428	565	109	28	18	0	46	332	465	797	124	169	80	167
Abril	89	2 270	591	183	26	20	0	46	321	437	758	75	189	76	180
Mayo	85	2,511	660	107	34	27	2	63	368	561	929	115	219	96	238
Junio	82	2 341	690	132	47	21	0	68	395	477	872	106	172	124	228
Julio	78	2,326	520	155	37	28	5	70	399	415	814	101	208	89	225
Agosto	67	1 915	533	227	33	29	0	62	324	461	785	72	153	78	189
Septiembre	82	2 132	785	217	53	24	1	78	413	509	922	101	216	105	247
Octubre	78	2 053	666	162	55	27	1	83	405	559	964	92	215	73	241
Noviembre	74	1 887	593	171	59	31	2	92	360	525	885	74	214	84	236
Diciembre	74	2 124	625	152	49	17	0	66	482	520	1 002	72	150	84	186
Enero	80	2 205	776	165	51	24	0	75	391	518	909	105	204	76	215
Febrero	73	2 040	744	192	38	11	0	49	348	491	839	87	171	79	227
Marzo	82	2,387	874	195	42	18	0	60	431	553	984	90	162	86	232
Abril	82	2 599	845	226	46	86	3	135	344	622	966	120	225	120	252
Mayo	75	2 132	756	224	37	22	1	60	329	484	813	118	210	87	235
Junio	67	2 107	725	211	42	18	1	61	345	455	800	103	171	95	270
Julio	66	2,031	748	182	42	16	1	59	249	444	693	80	141	75	211
Agosto	75	2 461	831	205	28	34	2	64	321	431	752	90	205	103	252
Septiembre	69	2 204	668	204	26	20	0	46	255	362	617	98	158	69	194
Octubre	67	2 192	799	297	37	22	2	61	269	508	777	101	198	115	279
Noviembre					NOTA: los totales de 1997 han sido proyectados por carecer de los valores para noviembre y diciembre. También algunos totales de 1995 al no disponer de información los primeros tres meses										
Diciembre															

1995	839	20,394	5,234	1,036	164	72	4	240	1,880	2,746	4,626	646	1,290	413	325
1996	966	26,536	7,116	1,786	482	264	11	757	4,274	5,597	9,871	1,096	2,191	1,019	2,427
1997	736	26,830	9,319	2,521	467	325	12	804	3,938	5,842	9,780	1,190	2,214	1,086	2,840

Los valores en las gráficas representan la Cantidad Mensual Promedio de Expedientes por Defensor

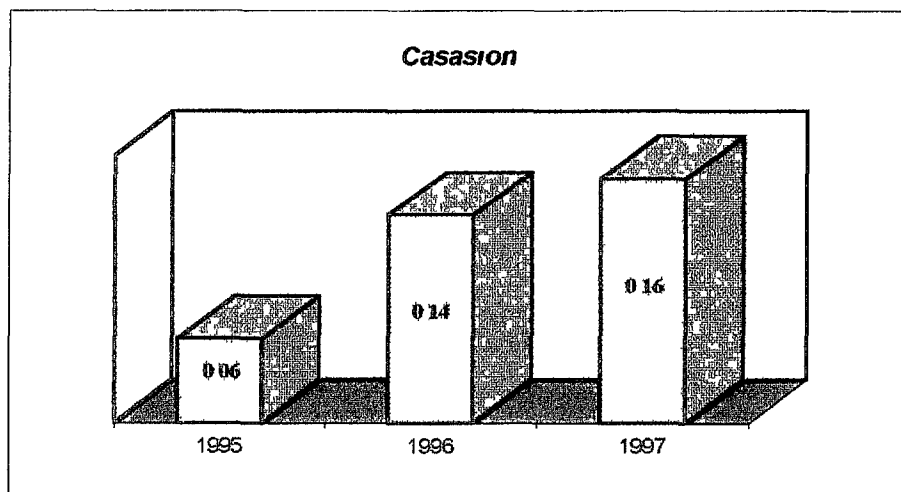
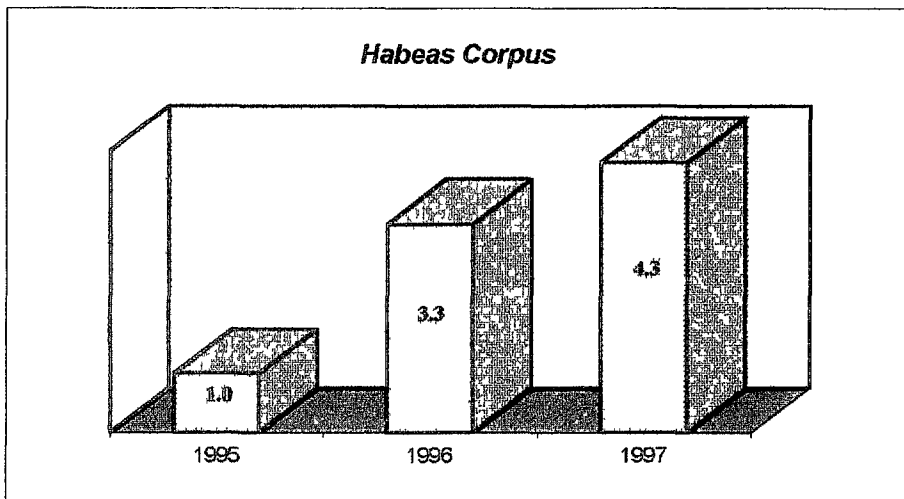
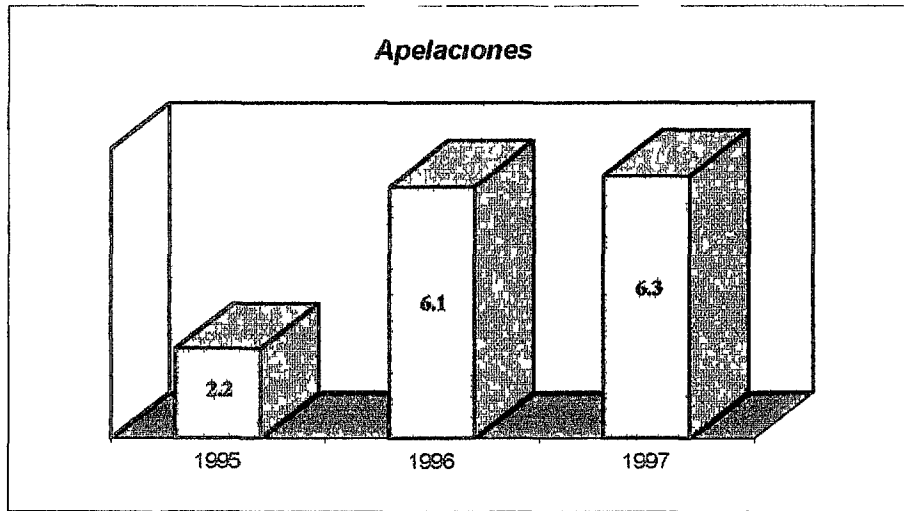
Departamento de Defensoría Pública P G R
CARGA DE TRABAJO (promedio por defensor)



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Los valores en las graficas representan la Cantidad Anual Promedio de Recursos por Detensor

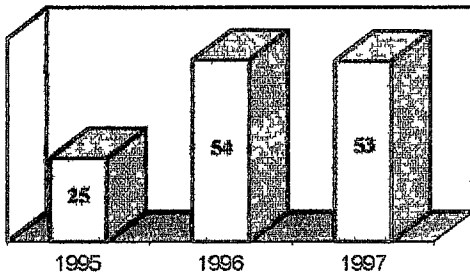
Departamento de Defensoría Pública P G R
RECURSOS PRESENTADOS



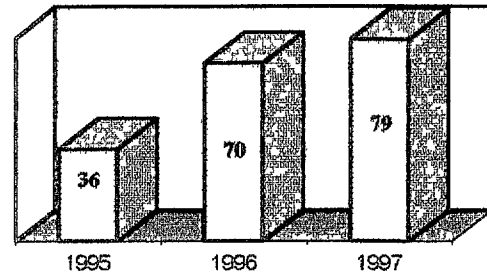
Los valores en las graficas representan la Cantidad Anual Promedio de Actividades por Defensor

Departamento de Defensoría Pública P G R INDAGATORIAS REALIZADAS (promedio por defensor)

En la Policía Nacional Civil

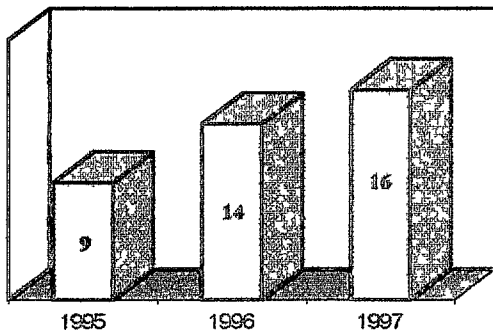


En los Tribunales

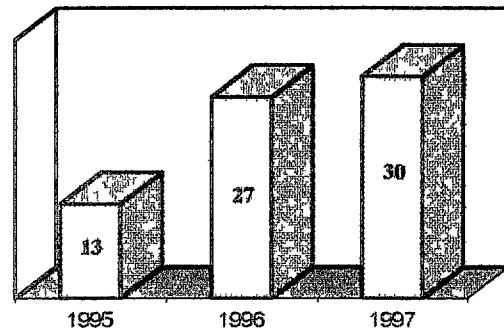


OTRAS ACTIVIDADES REALIZADAS (promedio por defensor)

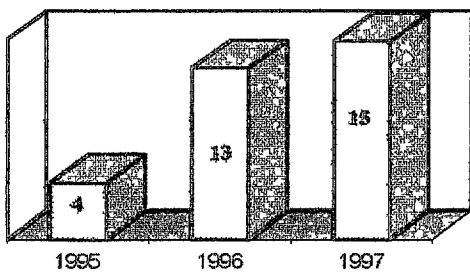
Excarcelaciones



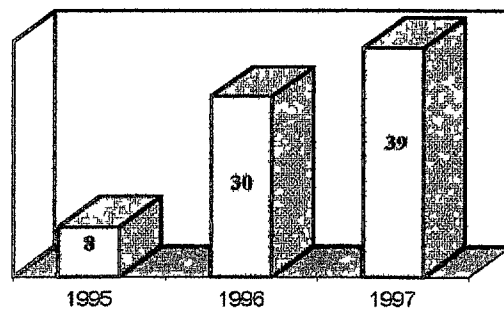
Visitas Carcelarias



Instancias de Sobreseimiento



Ofrecimientos de Prueba



Policía Nacional Civil

	1995	1996	1997
Asistidos	4,024	7,593	7,301
Liberados	377	250	367
Consignados	3,647	7,190	6,934

Etapa de Instrucción

	1995	1996	1997
Activos al inicio	20,197	27,125	27,653
Asignados en el mes	6,648	8,981	7,888
Renuncias	132	264	148
Sustituciones de defensor			
Priv X Public	881	1,480	1,487
Public X public	540	804	736
Públic X Oficio	413	564	628
Public X Privad	174	356	400
Alternativas de libertad			
En term inquirir	2,156	3,144	2,690
Revocat detencion	170	348	275
Declarat de falta	860	1,133	1,200
Sobreseimeto	365	871	744
Por nulidad	27	62	30
Por otros	318	827	860
Total	3,896	6,328	5,800
A etapa contradictoria	979	1,666	1,568
Total al fin de mes	21,000	26,558	26,830

Etapa Contradictoria

	1995	1996	1997
Activos al inicio	4,719	6,227	8,363
Ingresados de Instrucc	1,157	1,704	1,649
Sustituciones de defensor			
Priv X Public	105	123	95
Public X public	114	80	115
Public X Oficio	125	165	253
Public X Privad	51	221	306
Veredictos			
Absolutorias	120	182	174
Condenatoria	57	86	91
Total	177	267	265
Sentencias			
Absolutorias	161	275	289
Condenatoria	242	406	487
Total	403	660	776
Total a fin de mes	5,251	7,128	9,319

Ejecución de la pena

	1995	1996	1997
Exped al inicio de mes	1,046	1,825	2,194
Exped ingresados			
Para susp condicional	144	321	350
Para Libertt condicional	29	55	148
Para conmutacion	63	157	288
Para cumplimiento	63	173	251
Para otros fines	16	42	37
Total	315	739	1,074
Libertades obtenidas			
Por susp condicional	121	294	205
Por liert condicional	9	42	42
Por cumplimiento	27	50	49
Por otros	65	274	359
Total	222	651	655
Archivados por derogat	41	94	91
Total al fin de me	1,098	1,794	2,521

Otras actividades

	1995	1996	1997
Apelaciones	166	483	467
Habeas Corpus	73	264	244
Casacion	4	11	12
Total	243	758	722
Indag PNC	1,882	4,274	3,938
Indag Tribun	2,757	5,610	5,842
Total	4,639	9,884	9,780
Excarcelaciones	652	1,096	1,190
Visitas Carcel	1,338	2,194	2,214
Inst sobresem	416	1,020	1,086
Ofrec pruebas	862	2,430	2,840

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LONG-TERM TECHNICAL ASSISTANCE ADVISORS

Appendix 11

LONG-TERM TECHNICAL ASSISTANCE ADVISORS

Name	Period of Assignment	Position
Jorge Obando	June 1993 - August 1996	Chief of Party
Guido Fernandez	June 1993 - June 1994	Public Education/Information Specialist
Henryk Montygierd	January 1994 - April 1997	Court Administration Specialist
Luis Ospina	January 1994 - December 1996	Information Systems Specialist
Carmen Blanco	January 1994 - December 1995	Judicial Training Specialist
Aldo Espinosa	January 1995 - December 1997	Institutional Strengthening Specialist (AGO)
Mark Williams	January 1996 - December 1997	Public Defense Specialist/ Chief of Party *
Katherine Muller	January 1996 - December 1996	Judicial Training Specialist
Luis Chang Pizarro	January 1996 - December 1996	Prosecution Specialist
Stephen Stewart	January 1996 - December 1996	NGO Specialist

* Mr Williams assumed the role of Chief of Party after the departure of Jorge Obando in August 1996

SUMMARY OF U S COMMODITY PROCUREMENT

JUDICIAL REFORM II - SUMMARY OF U S COMMODITY PROCUREMENT

Commodity	Vendor	Purchase Order Date	Quantity	Value	Total	Donated to
VEHICLES						
1993 Ford Explorer	Sargent International, Inc	6/03/93	1	\$20,636 00	\$20,636 00	UTE
1993 Ford Aerostar Van	Sargent International, Inc	6/11/93	1	\$17,096 00	\$17,096 00	PGR
1993 Ford Ranger Pickup Truck	Sargent International, Inc	8/06/93	1	\$17,543 00	\$17,543 00	FGR
1994 Ford Tempo	Sargent International, Inc	4/11/94	1	\$14,327 00	\$14,327 00	CNJ
COMPUTER HARDWARE & SOFTWARE						
HP Netserver LC Pentium 100Mhz Tower PC,with backup systems	Meridian Resources, Inc	8/29/96	3	\$3,859 00	\$11,577 00	OJ
CVT Computer, 75 MHZ Pent	Meridian Resources, Inc	8/29/96	80	\$1,305 00	\$104,400 00	OJ(78), PGR(2)
CD ROM drive (internal)	Meridian Resources, Inc	8/29/96	50	\$107 00	\$5,350 00	OJ(48),PGR(2)
Dot matrix printer	Meridian Resources, Inc	8/29/96	20	\$455 00	\$9,100 00	OJ(18), PGR(2)
Ribbons for printers	Meridian Resources, Inc	8/29/96	100	\$4 25	\$425 00	OJ(90), PGR(10)
HP Powerwise 1000 VA On-line UPS	Meridian Resources, Inc	8/29/96	3	\$383 00	\$1,149 00	OJ
Tripplite Omnipro 450/Voltage regulator	Meridian Resources, Inc	8/29/96	80	\$179 00	\$14,320 00	OJ(78), PGR(2)
Novel Netware V4 1 (10 users)	Meridian Resources, Inc	8/29/96	3	\$1,590 00	\$4,770 00	OJ
Wordperfect for Windows 95 in Spanish/ full version LAN	Meridian Resources, Inc	8/29/96	1	\$230 00	\$230 00	OJ
Wordperfect additional licenses	Meridian Resources, Inc	8/29/96	27	\$213 00	\$5,751 00	OJ
MS Word for Windows 95 Spanish/ full version for LAN	Meridian Resources, Inc	8/29/96	2	\$326 00	\$652 00	OJ(1), PGR(1)

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JUDICIAL REFORM II - SUMMARY OF U S COMMODITY PROCUREMENT

Commodity	Vendor	Purchase Order Date	Quantity	Value	Total	Donated to
Windows licences Spanish/English/Portugese	Meridian Resources, Inc	8/29/96	60	\$255 00	\$15,300 00	OJ(49), PGR(11)
Powersoft Sybase SQL (8 users) Anywhere V5 0	Meridian Resources, Inc	8/29/96	3	\$780 00	\$2,340 00	OJ
Powersoft Sybase SQL (single user) Anywhere V5 0	Meridian Resources, Inc	8/29/96	1	\$235 00	\$235 00	PGR(1)
Sybase SQL licenses	Meridian Resources, Inc	8/29/96	49	\$95 00	\$4,655 00	OJ(48), PGR(1)
Installation costs (1996 delivery)	Meridian Resources, Inc	8/29/96	-	\$4,148 00	\$4,148 00	-
Service and warrants costs (1996 delivery)	Meridian Resources, Inc	8/29/96	-	\$16,525 00	\$16,525 00	-
Airfreight(with Insurance)	Meridian Resources, Inc	8/29/96	-	\$8,119 00	\$8,119 00	-
Hewlett - Packard Netserver LF	Meridian Resources, Inc	9/18/95	4	\$5,338 00	\$21,352 00	OJ(1), PGR(2), FGR(1)
Hewlett - Packard Netserver LC 486 DX2/66 TOWER	Meridian Resources, Inc	9/18/95	3	\$3,599 00	\$10,797 00	OJ
Opal P7000 486 Desktop Computer	Meridian Resources, Inc	9/18/95	69	\$1,680 00	\$115,920 00	OJ(29), FGR(22), PGR(18)
HP Laserjet 5P/ Printer	Meridian Resources, Inc	9/18/95	4	\$918 00	\$3,672 00	OJ(1), PGR(2), FGR(1)
Okidata Microline 590 Dot Matrix printer (narrow)	Meridian Resources, Inc	9/18/95	20	\$483 00	\$9,660 00	FGR(15), PGR(5)
Okidata Microline 595 Dot Matrix printer (wide)	Meridian Resources, Inc	9/18/95	3	\$1,141 00	\$3,423 00	OJ(1), PGR(2)
Tripp-Lite OmniPro 675 VA UPS	Meridian Resources, Inc	9/18/95	4	\$243 00	\$972 00	OJ(1), FGR(2), PGR(1)
Voltage Regulator/ Trip-Lite LS604 600 watt line conditioner	Meridian Resources, Inc	9/18/95	69	\$85 00	\$5,865 00	OJ(29), FGR(22), PGR(18)
Cardinal MVP 1141 Fax / Modem Card	Meridian Resources, Inc	9/18/95	5	\$51 00	\$255 00	FGR(2), PGR(3)
Lancard 2000 + Network Interface Card	Meridian Resources, Inc	9/18/95	30	\$49 00	\$1,470 00	OJ

JUDICIAL REFORM II - SUMMARY OF U S COMMODITY PROCUREMENT

Commodity	Vendor	Purchase Order Date	Quantity	Value	Total	Donated to
Novell Netware v 3 12 Operating System for Server Type A (25 users)	Meridian Resources, Inc	9/18/95	4	\$1,958 00	\$7,832 00	OJ(1), PGR(2), FGR(1)
Novell Netware v 3 12 Operating System for Server Type B (10 users)	Meridian Resources, Inc	9/18/95	3	\$1,328 00	\$3,984 00	OJ
Wordperfect for Windows 6 1 Spanish full version	Meridian Resources, Inc	9/18/95	1	\$245 00	\$245 00	OJ
Wordperfect for Windows 6 1 Additional licenses packs (12 users)	Meridian Resources, Inc	9/18/95	1	\$1,860 00	\$1,860 00	FGR(10), PGR(2)
Perfect Office V 3 0 (standard edition), Spanish with 36 licenses	Meridian Resources, Inc	9/18/95	1	\$9,382 00	\$9,382 00	OJ(26), FGR(5), PGR(5)
Cheyenne Inoculan Antivirus Package for Windows and Novell (25 users)	Meridian Resources, Inc	9/18/95	5	\$233 00	\$1,165 00	OJ(2), FGR(1), PGR(2)
Norton Utilities V8 for DOS/Windows	Meridian Resources, Inc	9/18/95	5	\$112 00	\$560 00	OJ(2), FGR(1), PGR(2)
Installation Costs (1995 Delivery)	Meridian Resources, Inc	10/13/95	-	\$14,480 00	\$14,480 00	-
Warranties and on - site service plans	Meridian Resources, Inc	9/18/95	-	\$41,960 00	\$41,960 00	-
TOTAL					\$533,502 00	

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