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JUSTICE SECTOR STRENGTHENING ACTIVITY

QUARTERLY REPORT (OCTOBER 1 – DECEMBER 31, 2017)

January 22, 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Checchi and Company Consulting, Inc.

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Contract No. AID-519-C-13-00001

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

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Annex A. JSSA FY 2017 Work Plan

LIST OF ACRONYMS

ADHU	Association for Human Development (<i>Asociación para el Desarrollo Humano</i>)
CCI	Interinstitutional Coordination Committee
CONAMUS	National Coordination of Salvadoran Women (<i>Coordinadora Nacional de la Mujer Salvadoreña</i>)
CSO	Civil Society Organization
DIN	Investigation Division
DTJ	Democracy, Transparency and Justice Foundation
FUNDE	National Foundation for Development (<i>Fundación Salvadoreña para el Desarrollo</i>)
FUNIPRI	<i>Fundación la Niñez Primero</i>
FUSADES	Salvadoran Foundation for Economic and Social Development (<i>Fundación Salvadoreña para el Desarrollo Económico y Social</i>)
FY	Fiscal Year
ISNA	Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (<i>Instituto Salvadoreño para el Desarrollo Integral de la Niñez y la Adolescencia</i>)
JSSA	Justice Sector Strengthening Activity
NCCEV	National Center for Children Exposed to Violence
ORMUSA	Organization of Salvadoran Women for Peace (<i>Organización de Mujeres Salvadoreñas por la Paz</i>)
PBJ	Place-Based Justice
PBS	Place-Based System
SIGAP	Case Management System of the Attorney General's Office
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

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

This quarter marks the start of implementation of the new activities that were added to the JSSA's Scope of Work in the contract modification signed in June 2017. The modification shifted the Project's focus to a place-based justice (PBJ) strategy that targets six priority municipalities: San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca, and Cojutepeque. Activities in support of community policing will continue in two additional municipalities (Ciudad Delgado and Lourdes Colón) under the related place-based system (PBS). In order to more accurately reflect the Project's objectives and new focus on the PBJ strategy, the report has been reorganized into four major themes, following the FY 2018 Work Plan. The attached Work Plan (Annex A) shows the contractual sub-component associated with each activity.

During this time period the Project carried out a range of activities to strengthen the criminal justice system, boost judicial transparency, forge inter-institutional links and fortify the relationship between civil society and justice sector institutions. In order to foster collaboration and joint policies, the Project has begun to support the Interinstitutional Coordination Committee (CCI) and its local working groups, comprised of local representatives of justice sector institutions. This quarter, the JSSA completed the development of work plans in all six PBJ municipalities and established interinstitutional working groups to coordinate investigations of violent crimes in three municipalities. The Project began coordinating with the relevant institutions to establish evidence handling protocols – with the goal of eventually developing an interinstitutional protocol– and to develop an Interinstitutional Training Plan, which will include tutor training and a virtual platform.

Regarding victims' assistance, the Project is focusing on the development of an interinstitutional model to ensure comprehensive services. To this end, the JSSA carried out a rapid assessment of the current services in PBJ locations, the results of which will be used to develop the proposed model. It is envisioned as a one-stop center providing medical, psychological, and legal care in a single location, with civil society organizations also involved in the service network. This quarter the Project also inaugurated a new Gesell Chamber in San Francisco Gotera. In coordination with the implementation of a model legal office in Sonsonate, the JSSA is coordinating to help establish a new Unit for Specialized Attention to Women and strengthen the Gesell Chamber by purchasing new equipment. The Project is also carrying out a diagnostic assessment of the legal framework and functioning of the

Executive Technical Unit's Victim and Witness Protection Program, which will result in recommendations for improvement.

In the Attorney General's Office, the Project is providing extensive technical assistance, remodeling and equipment to implement model legal offices in Sonsonate and Cojutepeque, based on the successful model implemented last year in San Vicente and Zacatecoluca. These offices will include strengthened areas for Rapid Response Units, complaint reception, and evidence storage. In a new activity this quarter, the JSSA hired 24 Legal Assistants to be embedded in the Attorney General's Office to help reduce case backlogs. A JSSA assessment of the backlog found that it includes 12,696 cases, counting only cases of targeted violent crimes, in PBJ municipalities, and included in the electronic case management system. In the first two months of the program, the legal assistants were able to archive (close) 1,565 cases, as well as advancing the investigative process for other cases.

This quarter the Project implemented an exit strategy from the 17 non-PBJ/PBS municipalities previously receiving community policing support, with a focus on sustainability of the initiative so that the National Civilian Police in these municipalities can continue to implement community policing without JSSA support. In the eight PBJ/PBS municipalities, the Project began with a rapid assessment of the status of implementation of Community Policing. Implementation activities this quarter included community events for 27,430 people, recreational sporting events for 3,255 children and youths, and a Summer School program for 2,150 students in 35 schools, as well as 6 accountability forums with community members and 45 evaluation workshops with police. In new initiatives this quarter, the JSSA is beginning to coordinate with the National Civilian Police, Ministry of Education, and USAID's Education for Children and Youth Project on activities to improve relationships between the police and schools; and with the National Center for Children Exposed to Violence in New Haven and Charlotte to design a program focused on police intervention for children exposed to violence. Also in support of the National Civilian Police, the Project is developing courses for the Investigation Division to strengthen capacities regarding criminal investigations.

The JSSA also continued to advance in the implementation of an integrated judicial management system – linking the case management, electronic notification and virtual hearings systems – to improve procedures in the Supreme Court and reduce impunity. A milestone this quarter was the signing of a protocol on virtual hearings by justice sector authorities; the JSSA also supported dissemination and printing of the protocol, and is developing an IT module to improve the scheduling of virtual hearings. Also this quarter, the Supreme Court approved a proposal to allow the Criminal Chamber to send electronic notifications to the Attorney General's Office and the Public Defender's Office. The Project is developing a system to implement electronic notifications in the PBJ courts, as well as a coordinated dissemination plan for the electronic notifications system. A case management system was previously implemented in the Criminal Chamber, and the JSSA is developing a manual in its use.

Project support for the Forensic Medicine Institute this quarter included a specialized course on autopsy techniques; the first cohort of eight doctors will graduate from the certification program next quarter with an accreditation as forensic medicine doctors. The JSSA also reviewed and updated the

institution's autopsy protocol, and carried out site visits to the regional offices in PBJ municipalities. In the Supreme Court, the Project continued to coordinate for the strengthening of the Users' Attention Center in San Salvador, and carried out two courses in the Judicial Management Training Program, which focuses on the use of technology to improve court administration procedures.

With the goal of strengthening public defense to ensure access to justice, the Project is working with regional offices of the Public Defender's Office in PBJ municipalities to assess needs including for equipment, training, and interinstitutional coordination, and has completed designs for the planned remodeling in three locations. The JSSA also held the first two in a planned series of courses on Evidence Management in Hearings for public defenders across the country.

In the framework of increasing transparency and fighting corruption, the JSSA provided technical assistance and training for the Supreme Court's Probity Unit, including two courses on economic crimes and money laundering. The remodeled and strengthened Probity Unit was inaugurated in November, with participation of the United States Ambassador and the President of the Supreme Court. The Project held a series of workshops to develop and validate eight investigative guides for the Professional Investigation Unit, covering topics such as how to carry out an investigation and what type of evidence is needed for different kinds of offenses. The JSSA also completed a diagnostic assessment of this Unit and presented it to the Supreme Court for approval to implement the recommendations identified. With the Inspector General's Office of the Attorney General's Office, the Project held courses on report preparation and developed training modules on administrative sanctionary procedures and the prosecutorial disciplinary regimen. The JSSA continued to provide technical assistance for the design and implementation of a Transparency Portal, a Judicial Documentation Portal, and a public information IT system to decentralize the reception of information requests in the Supreme Court; and held six courses on Access to Public Information and Protection of Personal Data for judges, magistrates and other judicial personnel.

In collaboration with civil society organizations, the Project supported events during Transparency Week in December as well as a series of activities regarding the upcoming elections of Supreme Court magistrates, with the objective of raising public awareness of the importance of the election and encouraging a transparent process to select magistrates that are qualified, capable and independent. The JSSA-supported Civil Society Coalition held a series of meetings this quarter to plan activities and revise a proposal for a new version of the Probity Law.

Finally, the Project provided technical assistance to support a number of legal frameworks, policies and procedures that regulate the justice sector institutions. Activities this quarter included the following: workshops to develop the Strategic Plan of the Executive Technical Unit; technical assistance to update the Organic Law of the Attorney General's Office, with the draft reform presented to the Attorney General this quarter; dissemination and publication of the updated Criminal Prosecution Policy; analysis for the development of a targeted prosecution policy focusing on violence against women; and socialization of the Public Defender Recruitment and Selection Manual. In the National Civilian Police, the Project carried out an external survey in December to measure public opinion of police performance, and continues to support the institution in implementing

recommendations based on the results of last year's surveys. The JSSA also carried out leadership courses for police command officers. In the Forensic Medicine Institute, a diagnostic report (including recommendations for reorganization) was approved by the Supreme Court's Modernization Commission this quarter.

RESUMEN EJECUTIVO

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

Este trimestre marca el inicio de la implementación de las nuevas actividades que se sumaron al alcance de trabajo del JSSA en la modificación del contrato firmado en junio de 2017. La modificación cambió el enfoque del proyecto a una estrategia de justicia focalizada geográficamente (PBJ por su sigla en inglés) dirigida a seis municipios prioritarios: San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca y Cojutepeque. Las actividades en apoyo de la policía comunitaria continuarán en dos municipalidades adicionales (Ciudad Delgado y Lourdes Colón) bajo el sistema focalizado geográficamente (PBS por su sigla en inglés). Con el fin de reflejar con mayor precisión los objetivos del Proyecto y el nuevo enfoque de la estrategia del PBJ, el informe se ha reorganizado en cuatro temas principales, siguiendo el Plan de Trabajo para el año fiscal 2018. El Plan de Trabajo adjunto (Anexo A) muestra el subcomponente contractual asociado a cada actividad.

Durante este período, el Proyecto llevó a cabo una serie de actividades para fortalecer el sistema de justicia penal, aumentar la transparencia judicial, forjar vínculos interinstitucionales y fortalecer la relación entre la sociedad civil y las instituciones del sector de justicia. Con el fin de fomentar la colaboración y las políticas conjuntas, el Proyecto ha iniciado el apoyo al Comité de Coordinación Interinstitucional (CCI) y sus grupos de trabajo locales, compuestos por representantes locales de las instituciones del sector justicia. Este trimestre, el JSSA completó el desarrollo de planes de trabajo en los seis municipios del PBJ y estableció grupos de trabajo interinstitucionales para coordinar las investigaciones de delitos violentos en tres municipalidades. El Proyecto empezó a coordinarse con las instituciones claves para establecer protocolos de manejo de evidencia - con el objetivo de eventualmente tener un protocolo interinstitucional - y para desarrollar un plan de capacitación interinstitucional, que incluirá capacitación de tutores y una plataforma virtual.

Con respecto a la asistencia a víctimas, el Proyecto se propone el desarrollo de un modelo interinstitucional para garantizar servicios integrales. Con este fin, el JSSA llevó a cabo una evaluación rápida de los servicios actuales en los municipios del PBJ, cuyos resultados se utilizarán para desarrollar la propuesta modelo. El modelo se concibe como un centro integral que brinda atención médica, psicológica y legal en un solo lugar, con organizaciones de la sociedad civil también participando en la

red de servicios. Este trimestre, el Proyecto también inauguró una nueva Cámara Gesell en San Francisco Gotera. En sintonía con la implementación de una oficina fiscal modelo en Sonsonate, el JSSA está coordinando el apoyo para establecer una nueva Unidad de Atención Especializada para las Mujeres y para fortalecer la Cámara Gesell, mediante la compra de nuevos equipos. El Proyecto también está llevando a cabo una evaluación diagnóstica del marco legal y el funcionamiento del Programa de Protección de Víctimas y Testigos de la Unidad Técnica Ejecutiva, cuyos resultados generarán recomendaciones de mejora.

En la Fiscalía General de la República, el Proyecto está brindando una amplia asistencia técnica, remodelando y equipando para implementar las oficinas fiscales modelo en Sonsonate y Cojutepeque, sobre la base del exitoso modelo implementado el año pasado en San Vicente y Zacatecoluca. Estas oficinas incluirán áreas fortalecidas para las Unidades de Solución Temprana, Recepción de Denuncias, y Almacenamiento de Evidencia. En una nueva actividad este trimestre, el JSSA contrató a 24 colaboradores jurídicos para que se integren a la Fiscalía General de la República para ayudar a reducir la mora de casos. Una evaluación del JSSA encontró una mora que incluye 12,696 casos, contando solo casos de delitos violentos seleccionados, en las municipalidades del PBJ, e incluidos en el sistema informático de gestión de casos. En los primeros dos meses del programa, los asistentes legales lograron archivar 1,565 casos, así como avanzar en el proceso de investigación para otros casos.

Este trimestre el Proyecto implementó una estrategia de salida en los 17 municipios que no pertenecen al PBJ/PBS y que anteriormente recibían apoyo en Policía Comunitaria, con un enfoque en la sostenibilidad de la iniciativa, para que la Policía Nacional Civil en estos municipios pueda continuar implementando la Policía Comunitaria sin el apoyo del JSSA. En los ocho municipios de PBJ/PBS, el Proyecto inició con una evaluación rápida del estado de la implementación de Policía Comunitaria. Las actividades de implementación de este trimestre incluyeron eventos comunitarios para 27,430 personas, eventos deportivos y recreativos para 3,255 niños y jóvenes, y un programa de Escuela de Verano para 2,150 estudiantes en 35 escuelas, así como 6 foros de rendición de cuentas con miembros de la comunidad y 45 talleres de evaluación con la policía. En nuevas iniciativas este trimestre, el JSSA está empezando a coordinar con la Policía Nacional Civil, el Ministerio de Educación y el Proyecto de Educación para la Niñez y la Juventud de USAID sobre actividades para mejorar las relaciones entre la policía y las escuelas; y con el Centro Nacional para Niños Expuestos a la Violencia en New Haven y Charlotte para diseñar un programa orientado a la intervención policial con los niños expuestos a la violencia. También en apoyo de la Policía Nacional Civil, el Proyecto está desarrollando cursos para la División de Investigación a fin de fortalecer las capacidades en las investigaciones penales.

El JSSA también continuó avanzando en la implementación de un sistema integrado de gestión judicial, que vincula la gestión de casos, la notificación electrónica y los sistemas de audiencias virtuales para mejorar los procedimientos en la Corte Suprema de Justicia y reducir la impunidad. Un hito en este trimestre fue la firma de un protocolo sobre audiencias virtuales por parte de las autoridades del sector justicia; el JSSA también apoyó en la divulgación e impresión del protocolo, y está desarrollando un módulo informático para mejorar la programación de las audiencias virtuales. También este trimestre, la Corte Suprema de Justicia aprobó una propuesta para permitir que la Sala de lo Penal

envíe notificaciones electrónicas a la Fiscalía General de la República y la Procuraduría General de la República. El Proyecto está desarrollando un sistema para implementar notificaciones electrónicas en los juzgados del PBJ, así como un plan coordinado de divulgación para el sistema de notificaciones electrónicas. Para el sistema de gestión de casos, implementado anteriormente en la Sala de lo Penal, el JSSA está desarrollando un manual para su uso.

El apoyo del Proyecto para el Instituto de Medicina Legal este trimestre incluyó un curso especializado en técnicas de autopsia; el primer grupo de ocho médicos se graduará del programa de certificación el próximo trimestre, con una acreditación como médicos con especialidad en Medicina Legal. El JSSA también revisó y actualizó el protocolo de autopsia de la institución y llevó a cabo visitas a las oficinas regionales en los municipios del PBJ. En la Corte Suprema de Justicia, el Proyecto continuó coordinando para el fortalecimiento del Centro de Atención al Usuario en San Salvador, y realizó dos cursos en el marco del Programa de Gestión del Despacho Judicial, que se enfoca en el uso de la tecnología para mejorar los procedimientos de administración judicial.

Con el objetivo de fortalecer la defensa pública para garantizar el acceso a la justicia, el Proyecto está trabajando con las oficinas regionales de la Procuraduría General de la República en los municipios del PBJ para evaluar las necesidades, incluyendo equipos, capacitación y coordinación interinstitucional, y ha completado los diseños para las remodelaciones previstas en tres localidades. El JSSA también llevó a cabo dos cursos sobre Manejo de la Prueba en Vista Pública, de una serie planificada de cursos para defensores públicos en todo el país.

En el marco de una mayor transparencia y lucha contra la corrupción, el JSSA brindó asistencia técnica y capacitación para la Sección de Probidad de la Corte Suprema de Justicia, incluidos dos cursos sobre La Criminalidad Económica y el Lavado de Dinero. La Sección de Probidad remodelada y fortalecida se inauguró en noviembre, con la participación de la Embajadora de los Estados Unidos y el Presidente de la Corte Suprema de Justicia. El Proyecto realizó una serie de talleres para desarrollar y validar ocho guías de investigación para la Sección de Investigación Profesional, que cubren temas tales como cómo llevar a cabo una investigación y qué tipo de evidencia se necesita para diferentes tipos de delitos. El JSSA también completó una evaluación de diagnóstico de esta Sección y la presentó a la Corte Suprema de Justicia para su aprobación, a fin de implementar las recomendaciones identificadas. Con la Oficina de Auditoría Fiscal de la Fiscalía General de la República, el Proyecto llevó a cabo cursos sobre redacción de informes y desarrolló módulos de capacitación sobre el Procedimiento Administrativo Sancionador del Régimen Disciplinario Fiscal. El JSSA continuó brindando asistencia técnica para el diseño e implementación de un Portal de Transparencia, un Portal de Documentación Judicial y un sistema informático de información pública para descentralizar la recepción de solicitudes de información en la Corte Suprema de Justicia; y realizó seis cursos sobre Acceso a la Información Pública y Protección de Datos Personales, dirigidos a jueces, magistrados y otro personal judicial.

En colaboración con organizaciones de la sociedad civil, el Proyecto apoyó eventos durante la Semana de la Transparencia en diciembre, así como una serie de actividades relacionadas con las próximas elecciones de magistrados de la Corte Suprema de Justicia, con el objetivo de aumentar la conciencia pública sobre la importancia de las elecciones y alentar un proceso transparente para seleccionar

magistrados calificados, capaces e independientes. El Equipo Gestor, respaldado por el JSSA, desarrolló una serie de reuniones este trimestre para planificar actividades y revisar una propuesta para una nueva versión de la Ley de Probidad.

Finalmente, el Proyecto brindó asistencia técnica para apoyar una serie de marcos legales, políticas y procedimientos que regulan las instituciones del sector justicia. Las actividades de este trimestre incluyeron lo siguiente: talleres para desarrollar el Plan Estratégico de la Unidad Técnica Ejecutiva; asistencia técnica para actualizar la Ley Orgánica de la Fiscalía General de la República, con el proyecto de reforma presentado al Fiscal General de la República este trimestre; difusión y publicación de la Política de Persecución Penal actualizada; análisis para el desarrollo de una política de persecución penal enfocada en la violencia contra las mujeres; y socialización del manual de reclutamiento y selección de defensores públicos. En la Policía Nacional Civil, el Proyecto llevó a cabo una encuesta externa en diciembre para medir la opinión pública sobre el desempeño de la policía, y continúa apoyando a la institución en la implementación de recomendaciones basadas en los resultados de las encuestas del año pasado. El JSSA también llevó a cabo cursos de liderazgo para oficiales de la policía. En el Instituto de Medicina Legal, la Comisión de Modernización de la Corte Suprema de Justicia aprobó este trimestre un informe de diagnóstico, que incluye recomendaciones para la reorganización.

1.0 THEME I: IMPUNITY AND CRIMINAL PROCEDURES

1.1 INTERINSTITUTIONAL COORDINATION COMMITTEE (CCI) / LOCAL WORKING GROUPS

In a new collaboration, the JSSA is working closely with the Interinstitutional Coordination Committee (CCI) and its local working groups – comprised of representatives from the Attorney General’s Office, National Civilian Police and Forensic Medicine Institute, with invited representatives from the Supreme Court and the Public Defender’s Office – on interinstitutional strengthening and planning, as well as key manuals and procedures. To this end, this quarter the Project held a series of meetings and workshops with the six local working groups to develop their 2018 Work Plans. Each work plan was reviewed by the CCI and approved. These plans will guide the activities of the local working groups for the upcoming year, with JSSA support. As part of the development of the work plans, the groups also have been identifying needs for equipment that the Project will help purchase.

The Project also plans to establish interinstitutional working groups to coordinate investigations of key crimes: homicides, femicides, rape, domestic violence, robbery and theft. This quarter the JSSA carried out site visits to all six municipalities to interview key actors from these institutions. During this reporting period, the first three working groups were created in Zacatecoluca, San Vicente and Cojutepeque with members from the Attorney General’s Office, National Civilian Police and Forensic Medicine Institute.

Another area requiring interinstitutional coordination is evidence storage and handling. To this end, the JSSA is supporting the development or updating of institutional procedures and protocols, as well as an interinstitutional evidence handling protocol. This quarter the Project carried out a series of site visits to observe the current status of evidence storage and interview key staff about evidence handling procedures in the prosecutor’s offices, police offices, and forensic medicine offices of the six municipalities. In the Attorney General’s Office, the Project has begun providing technical assistance via meetings with a technical team to update the institution’s evidence handling manual.

Finally, the JSSA is supporting several initiatives regarding interinstitutional training. This quarter the Project held coordination meetings with the CCI and the Judicial Training School to begin coordinating for the development of an Interinstitutional Training Plan, which will include a program to train tutors and as well as a virtual platform for the training modules and discussion forums. This

virtual platform will be in coordination with the training schools of the Attorney General's Office, Supreme Court, Forensic Medicine Institute, National Civilian Police, and Public Defender's Office. After assessing the training needs in the PBJ municipalities, the JSSA will support the development of specific modules on topics of interest such as complaint reception, investigations, case management, crime scene handling, and others.

1.2 VICTIMS' ASSISTANCE INITIATIVES

New Inter-institutional Integrated Victims' Assistance Model

In FY 2018, the Project has shifted its priorities regarding victims' assistance to focus on interinstitutional coordination and services. This includes developing and piloting a new interinstitutional integrated victims' assistance model, envisioned as a one-stop center where victims can receive medical, psychological, and legal support from all of the relevant justice sector institutions in one location. The first step in evaluating the feasibility of a one-stop model is a rapid assessment of the current services provided by justice sector institutions and other key actors (municipalities, civil society, hospitals, etc.) in PBJ locations. This quarter the JSSA carried out the rapid assessment via technical visits, meetings, and interviews; final revisions will be completed in January 2018. The first part of the assessment consists of a general analysis of the services provided by each of the six justice sector institutions. The second part is specific to each municipality and includes detailed information on the municipality, the services in that location, a directory of key contacts, and other considerations such as the level of interinstitutional coordination. The Project is also in the process of designing a qualitative perception survey which will involve interviewing users of victims' attention centers to collect feedback on the services provided and identify possible areas for improvement. Based on the results of the rapid assessment and the survey, the JSSA will develop a proposal for the new interinstitutional model. If the establishment of a new one-stop center would be considered to duplicate efforts of the existing victims' assistance centers in some municipalities, the proposal may involve improving interinstitutional coordination among all relevant actors in order to achieve the goal of comprehensive interinstitutional services.

The Project also plans to support strengthening of civil society organizations so that they can form part of the interinstitutional service network. During the site visits and meetings for the rapid assessment of services, the JSSA worked to identify potential organizations working on related topics in the PBJ municipalities (although not all municipalities have relevant organizations present). The Project is currently considering options for how to most effectively support these civil society organizations. In particular, potential partner organizations may include the National Coordination of Salvadoran Women (CONAMUS), Organization of Salvadoran Women for Peace (ORMUSA), Association for Human Development (ADHU), and the Feminist Collective for Local Development.

Strengthening Existing Victims' Assistance Services

In addition to the development of a new interinstitutional model, the JSSA continues to support the victims' assistance centers established in justice sector institutions. A number of these are in coordination with the model legal offices (discussed in further detail in section 1.4 below). To this end, the Project is coordinating with the Attorney General's Office to establish a new Unit for Specialized Attention to Women in the model legal office under progress in Sonsonate. The JSSA also held meetings this quarter with the Secretary General of the Attorney General's Office and other technical staff appointed by the Attorney General to address topics regarding the strengthening of these specialized units.

The Project continues to support the establishment of Gesell Chambers, which allow victims to testify in private, comfortable spaces outside of formal and potentially intimidating court rooms. This environment increases the likelihood that victims will attend scheduled hearings and reduces re-victimization of women and children, who do not have to face their alleged attacker again. The Gesell Chamber in San Francisco Gotera was completed last quarter following Project support in equipment, installation and training. The inauguration was held on November 3 in an event attended by approximately 150 people, and the Project also held a training session on the use of the Gesell Chamber.



Inauguration of the Gesell Chamber in the Supreme Court in San Francisco Gotera, Morazán.

Although the Sonsonate prosecutor's office does have a Gesell Chamber, the video equipment is so old that it no longer functions well enough to be usable, with the result that victims must travel to Santa Ana, Santa Tecla or San Salvador to use a Gesell Chamber. The Project will purchase new equipment for this Chamber as part of the implementation of the model legal office in this location. In Zacatecoluca and Cojutepeque, the Project held coordination meetings with the directors of the regional prosecutor's offices to evaluate the feasibility of establishing Gesell Chambers in these locations. (In Zacatecoluca it may potentially be located in the Judicial Center instead of the prosecutor's office, depending on the availability of space.)

In support of the Supreme Court's victims' attention centers, the Project began a diagnostic assessment to propose an administrative structure to strengthen attention to victims, intervention

criteria, and coordination with the specialized court jurisdiction for crimes against women. The JSSA is also working with the court's IT Direction to design a case management system for the court's various attention units, including the victims' attention centers, Users' Attention Centers, and the specialized tribunals. This system would increase efficiency of procedures and avoid revictimization because victims would no longer be asked to repeat their story each time they attend a different attention unit. The Court's victims' attention centers also have agreements with other government institutions (justice sector institutions, the Ministry of Health, and others) to strengthen interinstitutional services, and the JSSA supported meetings with high-level officials this quarter to restart discussions regarding these coordination agreements.

Also in the Supreme Court, the Project will provide technical assistance and equipment for the new jurisdiction of Specialized Courts for Violence and Discrimination against Women that opened in July of 2017. Technical assistance will include helping link this jurisdiction with the victims' assistance centers, as well as specialized trainings for prosecutors and judges that will begin next quarter. This quarter the Project carried out site visits to the specialized court in San Salvador, but equipment purchases are pending the court's decision on a final location for the tribunal (they are considering moving it to the Isidro Menendez Judicial Center). Finally, the Project is evaluating ways to incorporate civil society in topics regarding protection of victims and updating the roadmap for attention, especially given that the new specialized courts are expected to receive a large number of cases.

In support of victims' assistance centers in the Public Defender's Office, the Project held a meeting this quarter with the Deputy Public Defender for Gender in order to coordinate strengthening activities in the priority municipalities. Once the Public Defender's Office sends a list of the training needs identified, the Project will plan relevant activities to address these needs.

1.3 EXECUTIVE TECHNICAL UNIT - VICTIM AND WITNESS PROTECTION PROGRAM

In coordination with the Executive Technical Unit, the JSSA has begun a diagnostic assessment of the Victim and Witness Protection Program. The assessment includes two parts:

- 1) The program's legal framework and regulations, including proposed changes; and
- 2) The functioning of the program, including its efficiency, effectivity and coordination mechanisms. The deliverables of this part will include the diagnostic assessment, proposed improvements, and an implementation plan.

To this end, this quarter the JSSA continued to carry out interviews with key actors in the program to collect information, as well as analyzing the information gathered from the interviews. The assessment of the legal framework is almost complete, and the assessment on the functioning of the program is in progress. In carrying out this activity, the Project is working closely with an inter-institutional committee consisting of two representatives from the Attorney General's Office (the Directors of the units against organized crime and gangs), the National Civilian Police's Director of Victim and Witness

Protection, and the Executive Technical Unit's Director and Sub-director of Victim and Witness Protection.

1.4 ATTORNEY GENERAL'S OFFICE

Model Legal Offices

In coordination with the Attorney General's Office, the JSSA is supporting the implementation of model legal offices that include administration and management tools to promote efficient and effective office management. Such offices were implemented in San Vicente and Zacatecoluca during FY 2017 and are now being replicated in the other four PBJ municipalities, starting with Sonsonate and Cojutepeque. To this end, the JSSA is providing technical assistance across a variety of areas, as well as help with remodeling and equipping offices:

- **Rapid Response Units:** The JSSA has begun remodeling the space for a Rapid Response Unit in Sonsonate, and carried out a site visit in Cojutepeque. In addition, the Project held coordination meetings with the Attorney General's Office and National Civilian Police to collect inputs for updating the Rapid Response Unit Manual, an activity that will continue in upcoming quarters.
- **Complaint reception areas:** Linked to the legal office models, the JSSA will provide both technical assistance and equipment to strengthen complaint reception and link its IT systems with the case management system of the Attorney General's Office (SIGAP). To this end, the Project met with directors and managers from the local prosecutor's offices and the director of SIGAP to identify needs and develop proposals for improvement. The JSSA will support the purchase of identity card readers so that the ID card of people arriving to present complaints can be scanned directly into the SIGAP system.
- **Evidence storage spaces:** In addition to the technical assistance in updating the Evidence Handling Manual of the Attorney General's Office (described in section 1.1 above), the JSSA will support the establishment of temporary evidence storage spaces in the six PBJ prosecutor's offices. To date the project has carried out site visits to the six offices to begin identifying space to be used for this purpose.

Based on technical assistance provided in previous quarters as part of the implementation of model legal procedures, the JSSA identified the need for further technical assistance in all of the six PBJ municipalities to improve the development of prosecutorial requests and accusations. A prosecutorial request is the initial document that begins a criminal process prior to the first hearing; it includes the initial accusation (which must meet the level of probable cause), basic facts about the case, and requests for police investigative procedures (such as inspections, interviews, and DNA or ballistics tests). In contrast, an accusation is at a later phase in the process and lays out all of the evidence that the prosecutor will try to prove in the trial. Improving prosecutors' capacities in developing and supporting these documents will help strengthen their cases, with the objective of reducing impunity in criminal procedures.

To this end, the JSSA is carrying out a diagnostic in each of the six PBJ prosecutor's offices on the development of prosecutorial requests and accusations. This quarter these diagnostics were completed in San Salvador, San Miguel, Cojutepeque and Sonsonate (San Vicente and Zacatecoluca were completed last quarter). The results from each diagnostic were presented to the authorities in the corresponding prosecutor's office and approved, as well as being presented to the Deputy Attorney General and the Secretary General of the institution.

Based on the results of the diagnostic assessments, the JSSA will develop recommendations for each office to strengthen the formulation of these prosecutorial documents, and will hold workshops for prosecutors. The implementation of these recommendations will also include the identification of prosecutors to serve as tutors within each office, in order to strengthen capacities and ensure the sustainability of the new procedures.

In addition to strengthening the capacities of prosecutors, the Project is also working to strengthen their management abilities of the directors of the six prosecutor's offices and managers of some of the specialized units. To this end, next quarter the Project will begin carrying out visits to each of the six offices to provide technical assistance to these directors and managers.

Case Backlog Reduction Program

Also as part of its technical assistance to the Attorney General's Office in the six PBJ municipalities, this quarter the JSSA began implementing a new program to reduce case backlogs by contracting temporary legal assistants to be embedded in these offices for 14 months. In September and October, the Project carried out a diagnostic assessment to identify the number of backlogged cases, with the following results:

- Cases from 2013-2015 that are still pending: 4,445
- Cases from 2016-August 2017 that are still pending: 6,887
- Total cases pending: 12,696

The cases included in these totals are only from the six PBJ municipalities, and only the crimes of homicide, femicide, rape, domestic violence, theft, and robbery. In addition, it is important to note that these numbers only include cases that are recorded in SIGAP as pending – but in reality, there are many more cases pending that were never entered into SIGAP as such. The results of the diagnostic assessment were presented to the Attorney General along with the proposal for reducing the backlog, and the Attorney General approved proceeding with the program.

The 24 Legal Assistants were hired by the JSSA starting on October 23, and spent the first week in a training that covered the basics of the criminal process as well as use of SIGAP. Beginning on October 30, they began working in the six prosecutor's offices, distributed as follows:

- San Salvador: 7 legal assistants
- San Miguel: 5 legal assistants
- Zacatecoluca: 4 legal assistants

- Sonsonate: 4 legal assistants
- San Vicente: 2 legal assistants
- Cojutepeque: 2 legal assistants

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

- Preparation of paperwork
- Interviews with key people in the case (victims or witnesses)
- Entering information to update SIGAP
- Requesting investigative action from the police
- Archiving (closing) the case if there is not sufficient evidence to prosecute, if it is not possible to identify the responsible person, or if there was already a sentence that just hadn't been entered into SIGAP.
- Drafting the prosecutorial request if there is sufficient evidence to prosecute the case. This will be reviewed by a prosecutor and the case can then proceed in the judicial system.

The advances in November and December are as follows:

Results of the case backlog program: November-December 2017					
	Prosecutor's Offices	Case files assigned	Files archived (closed)	Appointments made	Requests for police investigative actions
Nov.	6	1,981	727	325	429
Dec.	6	953	838	438	350
Total	6	2,934	1,565	763	779

The legal assistants will be contracted by the JSSA through December of 2018.



REFLECTIONS ON THE CASE BACKLOG REDUCTION PROGRAM

“We have a lot of contact with the victims and it’s very gratifying to be able to close out cases that have been stalled for many years without advances and without being resolved. It’s even more gratifying to be able to prosecute cases that were pending due to excessive workloads, cases of victims in vulnerable condition, such as children, adolescents and women who were victims of sexual violence or domestic violence. Hearing that they have hope for justice for the violation of their rights, despite the fact that it’s been several years with no response – that’s priceless.”

ROCIO ODILY VELÁSQUEZ, LEGAL ASSISTANT ASSIGNED TO THE UNIT FOR CRIMES AGAINST CHILDREN, ADOLESCENTS AND WOMEN OF THE SAN MIGUEL PROSECUTOR’S OFFICE.

“[The assigned legal assistant] is helping process files of cases where there is an identified suspect, focusing exclusively on investigations of violent deaths of women (femicides). Using due diligence, she is doing everything possible to process these files and give the surviving victims and their families a true and efficient access to justice.”

ELFIDIA MÁRQUEZ, MANAGER OF THE SPECIALIZED UNIT FOR ATTENTION TO WOMEN IN THE SAN MIGUEL PROSECUTOR’S OFFICE

1.5 NATIONAL CIVILIAN POLICE

Investigation Units

With the goal of improving criminal investigations, the JSSA is supporting the National Civilian Police’s Investigation Divisions (DINs) and Investigation Sections in the six PBJ municipalities to strengthen investigative capacity. These activities will include technical assistance to improve procedures as well as the purchase of equipment to strengthen the units. This quarter, the Project carried out site visits to the DINs in Cojutepeque, San Miguel, San Vicente, Sonsonate and San Salvador and the SIS in San Salvador to assess each unit’s needs in terms of equipment and infrastructure. Based on the findings of these assessments, the Project will purchase the necessary equipment for each unit. Similar site visits will also be carried out in the Investigation Sections in San Miguel and Sonsonate.

In the area of technical assistance to the investigation units, the JSSA carried out technical visits to the DINs in San Vicente and Zacatecoluca to gather information to strengthen protocols and procedures for investigation and inter-institutional coordination. This quarter the Project also continued to provide technical assistance to the San Salvador Investigation Section to strengthen investigation procedures and institutional coordination with other areas of the National Civilian Police.

In addition, the Project has begun developing modules for courses for staff from the DINs, as well as from the Attorney General’s Office, Forensic Medicine Institute, Public Defender’s Office, and Supreme Court. These courses – covering the topics of interviews, investigations, case management,

homicides, and crime scene management – will be implemented starting next quarter. The objective is to strengthen the capacities of the DIN and related institutions on topics relating to criminal investigations.

Community Relations and Community Policing

As part of the PBJ implementation, the Project is shifting the focus in Community Policing to the six PBJ municipalities plus two PBS municipalities, and pulling out of the remaining municipalities that had been receiving support in implementing the Community Policing model.

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

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



A community police officer carries out a site visit to a home in Cuscatancingo.

The community policing activities described below (such as evaluation fora, community outreach activities and Summer Schools) include non-PBJ/PBS municipalities this quarter, but going forward only PBJ/PBS municipalities will be supported.

In the eight PBJ/PBS municipalities, this quarter the JSSA began with a rapid assessment of the status of implementation of Community Policing. The assessments were started for all eight municipalities (Sonsonate, Lourdes Colón, Ciudad Delgado, San Vicente, San Salvador, Zacatecoluca, San Miguel and Cojutepeque), and will be completed next quarter.

In the framework of implementing and strengthening the community policing model, the Project provided training courses on fundamentals of community policing implementation for four groups of

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

police officers in San Salvador, totaling 150 officers trained. Similar trainings are planned in the other PBJ municipalities in upcoming quarters. The JSSA also continued to provide ongoing technical assistance to update and implement operational plans to mitigate risks identified in diagnostics.

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

- Six community accountability fora, during which community members learned about the advances in community policing and the National Civilian Police's preventative activities. A total of 775 people participated in these fora between October and December.
- Forty-five evaluation workshops with police officers to evaluate progress and identify successes, challenges and best practices for implementation. A total of 1,553 people – including delegation chiefs, sub-delegation chiefs, and patrol officers – participated in these workshops.
- One evaluation workshop with National Civilian Police leadership from the Strategic Management team in San Salvador, with the goal of evaluating community policing on a national level.

In addition, the JSSA sponsored a variety of outreach activities to strengthen community ties with the National Civilian Police with the goals of preventing crime, improving public perception of the police and reinforcing police presence in the communities:

- Community activities: Events such as cultural events, community cinema, social gatherings, graffiti clean-up and community cleaning events, some of which were also supported by local civil society organizations. From October to December, 27,430 people participated in these events.
- Recreational sporting events: Police-led sporting events for children and youth included various types of soccer tournaments, softball, basketball, kickboxing, bicycling, marathons, and more; some of these activities were also supported by schools and local mayors. From October to December, 3,255 children and youths participated in these events.



With support from its subcontractor *Fundación La Niñez Primero* (FUNIPRI), the JSSA is developing a Manual for Educational Activities for police/community integration. The manual covers strategies for community insertion that focus on activities that police officers can carry out in the community to increase integration and trust, without relying on materials such as piñatas and sports equipment. In this way, it increases the sustainability of the model by reducing the need for funding in order to implement it. The manual was developed and validated this quarter; in upcoming quarters, the Project will print it and hold training activities based on it.

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



Similarly, the Project is also beginning a series of new activities to improve relationships between the police and schools, in coordination with USAID's Education for Children and Youth Project. In the eight PBJ/PBS municipalities, the Project has identified all of the school resource police officers in priority sub-sectors in order to carry out a diagnostic assessment of the police activities carried out in schools and identify areas for improvement. In this framework, the JSSA also held coordination meetings with the National Civilian Police, Ministry of Education, and USAID's Education for Children and Youth Project to coordinate activities, including the plans to update the Manual for Police Intervention in Schools.

Human Rights and Ethics

In previous fiscal years, the JSSA provided extensive support to the National Civilian Police in developing, launching and disseminating an institutional Use of Force Policy. As part of the dissemination, the Project has been carrying out an ongoing series of workshops on Human Rights, Ethics, and Use of Force. The workshops, which were developed with the support of the institution's Professional Development and Human Rights Units, include hands-on activities to help participants better understand the concepts being presented. This quarter five courses were held for 113 police officers.

Children Exposed to Violence

Also with the National Civilian Police, the JSSA is beginning an initiative to design a program focused on police intervention for children exposed to violence, working at the school level and the community level. To this end, the Project is working with the National Center for Children Exposed to Violence (NCCEV), a part of Yale University's Community Development-Community Police program in partnership with the New Haven Police and the Charlotte Mecklenburg Police. This quarter the JSSA held conference calls with this program to coordinate and plan activities. Officials from the NCCEV will travel to El Salvador in February to learn about current activities and present about their programs. Following this, the Project will support a study tour to New Haven or Charlotte during which Salvadoran officials will visit the program there.

1.6 SUPREME COURT

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

To this end, the JSSA is carrying out a feasibility study with two main parts: 1) Analysis of the relevant legislation and regulations; and 2) Analysis to identify the necessary human resources, financial resources, technology, equipment and spaces. In support of this activity, the JSSA has contracted a Guatemalan expert who has worked on the implementation of these models. The activity (including

the analysis to date and the possibility of implementing the new models) was presented to the President of the Supreme Court in December 2017, and will be presented to the Justice Sector Coordinating Commission in January 2018. In addition, the JSSA is planning for a study tour for the justice sector authorities to travel to Guatemala to visit and learn about the 24 hour courts and high risk courts.

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



In addition, the JSSA is providing technical assistance to develop IT modules to improve the scheduling of these virtual hearings. Currently all virtual hearings must be scheduled by the Court's IT department, which is an inefficient process. The new modules under development will allow judges to schedule virtual hearings directly, without having to go through the additional step with the IT department; this will make the process more efficient in order to better comply with constitutional timeframes in criminal proceedings. This will be linked to other systems that the JSSA is supporting – such as the electronic notification system and case management system, both of which are described in section 2.4 below – in order to have an integrated judicial management system.

This quarter the Supreme Court presented a request to the JSSA for its equipment needs in order to strengthen and modernize the Judicial Branch's IT systems. This proposal encompasses equipment for a number of areas that the Project has been supporting: virtual hearings, electronic notification, case management system, Probity Unit, Investigation Units, access to information, transparency portal, and Users' Attention Centers, among others. The idea is that instead of purchasing lower-capacity equipment for each individual unit or area, it would be a better use of resources to support the overall Judicial Branch system with servers, data converters, and other equipment that can be used across various units. The Project is currently evaluating the proposal to determine what equipment will be purchased.

Also in support of the Supreme Court, the JSSA coordinated with the Documentation Center to include all of the Criminal Chamber jurisprudence in the case management system that was implemented last year. This allows users from the Criminal Chamber to have rapid access to prior decisions and case law. The Project is also supporting a systematization of the appeals jurisprudence that is considered legal doctrine.

1.8 FORENSIC MEDICINE INSTITUTE

In conjunction with the Supreme Court and the University of El Salvador, two years ago the Project supported the development of a certificate program for the Forensic Medicine Institute, which will allow government doctors to be certified as "permanent experts" as required by the Criminal Procedure Code. This quarter, the JSSA supported a course on autopsy techniques and professional responsibility for forty-two people, led by an international expert. The first group of eight doctors will graduate from the program next quarter with a certification from the University of El Salvador accrediting them as specialized forensic medicine doctors. The second group is in process, and a third group will begin the program in January 2018. In addition to the doctors enrolled in the certification program, the courses are also open to other doctors and trainers from the Forensic Medicine Institute.

Also in support of the Forensic Medicine Institute, the JSSA will be providing technical assistance to update a number of protocols and guides in specific areas. To this end, in December the Project reviewed and updated the autopsy protocol based on the best practices from the above-mentioned course. The Project also carried out site visits to the regional offices of the Forensic Medicine Institute in four PBJ municipalities, and carried out a diagnostic of equipment needs (such as medical equipment, laboratory equipment, and an autopsy area) in San Vicente and San Salvador. In San Miguel and Sonsonate, equipping of the regional offices is on hold until the institute completes the remodeling of the buildings. Finally, this quarter the Project also developed a proposal for a training program for the Forensic Medicine Institute, which is currently pending approval from the Supreme Court's Criminal Chamber.

2.0 THEME II: ACCESS TO JUSTICE

2.1 INTER-INSTITUTIONAL INITIATIVES

The JSSA provided extensive support during FY 2017 in the implementation of an electronic notification system in the Supreme Court. This quarter, a proposal to link other institutions to this system was presented to and approved by the Plenary of the Court. This agreement will allow the Criminal Chamber to send electronic notifications to the Attorney General's Office and the Public Defender's Office, reducing the need for process servers and making procedures more efficient and transparent. In the next quarter, the Project will support the implementation of these interinstitutional notifications by developing and reviewing the format of the notifications, which must be approved by all three institutions. The electronic notification system in the Supreme Court is discussed in further detail in section 2.5 below.

2.4 NATIONAL CIVILIAN POLICE

In the National Civilian Police, the Project will support the strengthening of the Citizen Attention Units in the six PBJ municipalities. To this end, the JSSA carried out site visits to the Sonsonate and San Miguel to review the status and functioning of their Citizen Attention Units. Strengthening activities will be coordinate in upcoming quarters. The Project also plans to provide technical assistance to strengthen the complaint reception system, and this quarter held a meeting with the Deputy Director to discuss this topic. If feasible, the new system should be via an app or website to allow submission of complaints via mobile phones in order to expand access to justice.

2.5 SUPREME COURT OF JUSTICE

With the goal of strengthening court administration and access to justice, the JSSA continued to support the Supreme Court and the Forensic Medicine Institute in the implementation of Users' Attention Centers. Project support includes coordination meetings, remodeling activities, equipment of spaces, and workshops for personnel to improve user services and strengthen the courts' administrative capacities. During this quarter, the Project continued to coordinate for the planned strengthening of the Users' Attention Center in the Isidro Menendez Judicial Center in San Salvador; the Court completed the required construction in December and beginning in January 2018 the Project will remodel and equip the space. This Users' Attention Center was originally created under the prior USAID project. Similar strengthening activities will be carried out in Chalchuapa and Usulután, with the JSSA providing equipment and training once the Supreme Court remodels the space. (This is the

completion of an activity that began in FY 2017 in non-PBJ municipalities.) In Cojutepeque, the only PBJ municipality that does not have a Users' Attention Center, the Project is supporting the Court in assessing the viability of establishing one, given that there is not a Judicial Center in that location.

In addition, the JSSA held meetings with the Supreme Court's IT and Administrative Systems Departments to begin developing a standardized system to consolidate Users' Attention Centers on a national level. Currently, each Users' Attention Center can only provide information about cases in that judicial center. Under the new system, the idea is that all of the Users' Attention Centers will be connected to a national system to be able to access information on all of the cases. The Users' Attention Centers will also have a directory of contacts of the justice sector institutions. In addition, under an agreement approved previously by the Supreme Court, the functions of the Users' Attention Centers will be expanded to areas including the registration of lawyers in the electronic notification system, provision of information on detained persons, attention to victims of violence (referring them to specialized units), access to information, and other areas.

With the goal of modernizing court procedures and increasing their transparency and efficiency, the JSSA is supporting the Supreme Court of Justice in implementing an electronic notification and electronic case management system. The electronic notification system was launched in the Supreme Court's Criminal Chamber, and the Project has been supporting coordination to link this system with the case management systems in the Attorney General's Office and Public Defender's Office, in order to facilitate sending interinstitutional notifications (discussed above in section 2.1). In addition, the President of the Criminal Chamber has requested JSSA support in expanding the pilot to lower courts under the Criminal Chamber. To this end, the Project is working to develop an electronic notifications module for the criminal courts in the six PBJ locations; this proposed module will be presented to the President of the Criminal Chamber for approval.

Regarding dissemination of the electronic notifications system, the Project supported the establishment of a working group – including representatives from the court's Planning, IT, and Communications Departments, as well as the Criminal Chamber – to develop a coordinated dissemination process. The proposal for the process includes printed materials, posters, and targeted outreach; it will be presented to the Modernization Commission for approval. As part of this process, the JSSA will hold workshops for judges of criminal courts and tribunals. Independent lawyers will be required to go to the IT Department in person to register for the system; because the Department does not have sufficient space to receive them, the Project will support a small-scale remodeling of the reception area.

Implementation of the electronic notification system in the Criminal Chamber was carried out simultaneously with a new case management system (called "PROTEUS") in order to completely modernize procedures and reduce case processing times. The new system tracks each case's status in the system from the time when it is first received to the time when the judge emits a resolution, as well as recording the legal basis used for each decision. This quarter, the JSSA is supporting the development of a manual for the use of PROTEUS. In addition, the Project has begun developing a

proposed module similar to PROTEUS to be implemented in the sentencing courts and tribunals; this will be presented to the President of the Criminal Chamber for approval.

In collaboration with the Judicial Training School, the JSSA is carrying out a second cycle of the Judicial Management Training Program, which focuses on the use of technology to modernize processes. The goal is to improve court management to make processes more efficient. Program participants are approximately 60 judges and other personnel from the Supreme Court and National Judicial Council, with a preference for people from PBJ municipalities. This quarter two courses were held on Judicial Management, Effectivity and Organization, and on Information Technology and Management, each for one group of judges in San Salvador and another group in San Miguel. Two additional courses are planned for the program.

The Project is also completing final technical assistance in support of restorative justice for youth in conflict with the law. These activities are in coordination with the Restorative Justice Committee, comprised of members from the Supreme Court's Juvenile Justice Office, Public Defender's Office, Salvadoran Institute for the Integrated Protection of Childhood and Adolescence (ISNA), civil society organizations and local governments. This quarter the JSSA held four workshops in San Salvador, San Miguel and Santa Ana to present the proposed updates to the Restorative Justice Manual. Following this, the updated Manual was presented to the President of the Supreme Court's Criminal Chamber for approval. The Manual was originally drafted by the Committee with JSSA support in FY 2016.

2.6 PUBLIC DEFENDER'S OFFICE

To strengthen public defense and increase access to justice, the JSSA is carrying out a diagnostic assessment of the current status of public defense in the PBJ municipalities. This quarter, the Project held site visits and interviews to collect information about infrastructure, training needs, workload, equipment needs, use of technology and coordination between the regional Public Defender's Offices and other justice sector institutions. Based on the needs identified in the assessment, the Project will support strengthening initiatives including training and equipment. The designs for remodeling in Zacatecoluca, Cojutepeque, and San Vicente – including a list of the equipment and furniture to purchase – were approved by the institution this quarter. In early 2018, the JSSA will make these purchases as well as visiting the other three municipalities to begin the same process.

In the framework of training activities, the Project is implementing a series of courses on Evidence Management in Hearings for public defenders across the country. Two such courses were carried out this quarter in San Salvador and Zacatecoluca; in 2018 the JSSA will hold four more sessions of the same course in different locations.

The JSSA is also supporting sentence execution through specialized courses on the role of public defenders in sentence execution and execution of measures for minors. These courses were developed last quarter and carried out in two zones of the country. In October, the JSSA carried out each of the two courses in San Salvador for public defenders in the Central and Paracentral zones of the country.

3.0 THEME III:

TRANSPARENCY AND ANTICORRUPTION

3.1 ATTORNEY GENERAL'S OFFICE

In the Attorney General's Office, the JSSA is beginning a series of new activities with the Inspector General's Office in order to strengthen internal controls and increase transparency and accountability of institutional personnel. To this end, in October and November the Project carried out two courses on Report Preparation Techniques for staff from the Inspector General's Office and other key actors from the Attorney General's Office. The JSSA also held four workshops this quarter to develop and validate course modules on Administrative Sanctionary Procedures in the Prosecutorial Disciplinary Regimen, and Development of Administrative Resolutions. Finally, the Project is preparing to hire two programmers as consultants to work on a case management system for the Inspector General's Office in order to improve procedures for investigations and management; this activity will begin in January 2018.

3.2 NATIONAL CIVILIAN POLICE

During FY 2017, the Project began providing technical assistance for the creation of an Integrity Evaluation and Control Center within the National Civilian Police. The purpose is to vet police officers, with the goals of strengthening human rights, transparency and integrity; reducing corruption; and increasing professionalism within the institution. Once the center is fully functioning, each police officers will be required to take a series of tests – psychological, drugs, social environment, and polygraph – every five years; any results indicating potential corruption or links to organized crime will be referred to the institution's Internal Affairs Unit for investigation. As a first step for the creation of the new center, there must be a legal reform to add a mandate for it to the Police Career Law and Disciplinary Regulations. The proposed legal reform is currently with the President's Office pending presentation to the Legislative Assembly.

3.3 SUPREME COURT OF JUSTICE

Investigation of Corruption and Illicit Enrichment

With the goal of promoting anti-corruption activities, the JSSA has been providing ongoing support to the Supreme Court's Probity Unit. An inauguration event for the remodeled and strengthened

Probity Unit was held on October 20 for more than 100 participants, including the United States Ambassador and USAID representatives, the President and magistrates of the Supreme Court, and Judicial Branch officials. The JSSA also held a training session for 22 staff members assigned to the Probity Unit, including some that were recently hired. The objective of the training was to provide general orientation regarding the Unit's responsibilities and functions in order to make its processes more efficient and transparent. Additional training will include a series of 13 courses for staff

from the Probity Unit and key actors from the Attorney General's Office (especially its Anti-Corruption Unit); the first two courses were held this quarter in San Salvador on Economic Crimes and Money Laundering in Public Administration.



Regarding equipment for the Probity Unit, the Project previously provided extensive equipment and this quarter purchased two projectors, which will be used in meetings to review case files. In addition, the Project contracted two analysts to carry out an analysis of the system for investigation of public officials suspected of illicit enrichment. As part of the analysis, the JSSA will review the format of the patrimony declaration systems and begin developing modules for the system.

Also in the framework of increasing transparency and fighting corruption, the JSSA is helping the Supreme Court's Professional Investigation Unit develop practical investigation guides for eight different types of offenses. These will include guidelines on areas such as how to carry out the investigation and what type of evidence is needed to prove each crime. This quarter the Project held a series of 12 workshops to develop and validate the eight guides, as well as to train staff in their application. In addition, the Project is preparing to carry out a systems analysis of the Professional Investigation Unit in order to identify areas for improvements and help make procedures more efficient.

The JSSA is also carrying out diagnostic assessments of the Professional and Judicial Investigation Units in the areas of human resources, organizational structure, functioning, physical infrastructure, workload and financial resources, similar to the assessment discussed above for the Probity Unit. The assessment of the Professional Investigation Unit has been completed; it includes an analysis of procedures, study of the unit's workload, human resources and material needs of the unit, a redesigned organizational structure for the unit, administrative manuals, recommendations for improvement, and

an implementation plan. The diagnostic was presented to the Supreme Court this quarter; once it is approved, the JSSA will support implementation of the recommendations. The diagnostic assessment of the Judicial Investigation Unit is in progress; to date, the JSSA has reviewed the relevant regulations and held interviews to collect information. In addition, specialized training courses are planned for the Professional and Judicial Investigation Units beginning next quarter.

Process Distribution and Access to Information

The Project is coordinating with the Supreme Court to establish and strengthen Process Distribution Offices, which include a computerized case-distribution system that centralizes case reception functions in one office and assigns judicial cases in a random and equitable manner, allowing caseloads to be properly distributed among judges and preventing attorneys from ‘shopping’ for a specific judge. As such, it contributes to reducing corruption and increasing transparency. JSSA support for these offices includes providing equipment and holding inter-institutional training workshops for judges, prosecutors, public defenders and police. This quarter the Project is preparing to purchase equipment for the Process Distribution Office in Zacatecoluca once the Supreme Court completes the design of the office.

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

- 1) A Transparency Portal for the Supreme Court’s Office of Access to Public Information, which is responsible for releasing administrative information from the Supreme Court and its units. The initial design of the portal is complete and is in the process of being reviewed, modified and installed.
- 2) A Judicial Documentation Portal for the Judicial Branch’s Judicial Documentation Center, which is responsible for releasing information from case files. The JSSA is currently working on the design for this portal.
- 3) A public information IT system to decentralize the reception of information requests. This stems from a diagnostic assessment completed by the Project in FY 2016, which recommended that information requests be received through the Users’ Attention Centers as auxiliary units of the Office of Access to Public Information. The Supreme Court subsequently approved piloting this system in Santa Ana and San Miguel. In addition to the development of the IT information management system, implementation of the pilot plans will also involve training personnel from the Users’ Attention Centers on access to information and use of the IT system.

Also regarding access to public information, the JSSA continued to carry out a series of training courses on the topic for magistrates, judges and other judicial personnel. This quarter the Project held six courses on Access to Public Information and Protection of Personal Data; these were held in San Salvador, Ahuachapán and San Miguel to cover all four zones of the country. In addition, three courses

on the Right to Access to Public Information (Legislation and National Jurisprudence) were taught by the Institute for Access to Public Information with JSSA assistance. Additional courses related to access to information in PBJ municipalities are being coordinated with the Judicial Training School and will be carried out starting in April 2018.

3.4 NATIONAL JUDICIAL COUNCIL

The JSSA supports the National Judicial Council in a variety of activities aimed at making the selection and evaluation of magistrates and judges more fair and transparent. During FY 2017 the Project developed a selection manual for magistrates and judges, including Supreme Court magistrates. This quarter the Project printed 3,000 copies of the approved manual to be distributed to lawyers, judges, and magistrates, and held a training and dissemination session in San Salvador in December for 141 people who are potential candidates to be judges or magistrates. Two similar trainings will be held in the Eastern and Western zones of the country next quarter. In addition, the National Judicial Council requested JSSA support in developing a similar manual regarding the evaluation of magistrates and judges. To this end, the Project held four workshops with key personnel and judicial evaluators to collect information for the development of the manual.

The JSSA also began coordinating for several new activities with the National Judicial Council that will be carried out in future quarters:

- Development of training courses (both in-person and virtual) on the disciplinary system for magistrates and judges;
- Technical assistance to modify the Judicial Career Law; and
- Training courses for magistrates and judges on forensic auditing; these courses will be in-person in PBJ municipalities and online so the National Judicial Council can replicate them in other locations.

3.5 CIVIL SOCIETY AND PUBLIC CAMPAIGNS

The JSSA continued its support of the Civil Society Coalition² in advocating for a new Probity Law and denouncing the weaker version of the law that was passed by the Legislative Assembly in December 2015. The Coalition is currently working to revise a proposal for a new version of the law, which will be presented to the Legislative Assembly if the Constitutional Chamber declares that the current law is unconstitutional. This quarter it held a workshop with the Probity Unit to review this proposal, as well as two meetings to plan activities and review a project to promote the importance of a probity law.

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



A forum during Transparency Week.

To raise awareness of themes relating to transparency and anti-corruption, in December 2017 the Project supported Transparency Week, led by the Consortium for Transparency and the Fight against Corruption.³ In particular, the JSSA provided materials for Transparency Week and sponsored the participation of the international expert Sonia Rubio to lead two events on transparency mechanisms in second-level elections (appointments by the Legislative Assembly), to encourage the selection of candidates that are capable, independent and committed to a

democratic system and individual liberties. The JSSA is also collaborating with the Consortium to design and print materials for a popular education campaign about the importance of second-level elections.

In light of the upcoming elections for Supreme Court magistrates in March of 2018, the JSSA supported four events this quarter to raise public awareness of the topic:

- An event in October with FUSADES and the Central American University entitled “2018 Supreme Court Elections: The Importance of Magistrates’ Profiles” for more than 150 people.



Civil society representatives, academics, and court magistrates take part in an event on election of Supreme Court magistrates.

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

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

4.0 THEME IV: LEGAL FRAMEWORK, POLICIES AND PROCEDURES

4.1 EXECUTIVE TECHNICAL UNIT

During FY 2017, the JSSA began providing support for the development of the Strategic Plan of the Executive Technical Unit. To this end, from October to December the Project held eight workshops with personnel from the Executive Technical Unit and its intersectoral working groups to develop and validate strategic objectives, actions and risk matrices. After developing the plan, the JSSA presented it to the institution for revision; the final version will be presented to the Justice Sector Coordinating Commission for approval.

Several other activities with the Executive Technical Unit were on hold this quarter, in part because the Director was absent for much of the quarter; the JSSA will continue to work on these areas during the next quarter. This includes work on a draft information sharing protocol, modification of indicators to monitor the implementation of the Criminal Procedures Code, and a proposal for revisions to the Code. In addition, the Project will support the publication and dissemination of an annotated Criminal Procedures Code once the Judicial Training School completes the formatting of the document.

4.2 ATTORNEY GENERAL'S OFFICE

In support of the Attorney General's Office, the Project is providing technical assistance to update the Organic Law and its regulations. This began last quarter with an analysis of the current law. This quarter, the JSSA held five meetings with the technical committee named by the Attorney General for the development of the law. The draft reform was presented to the Attorney General for review, and next quarter the Project will meet with him and key advisors to this end. If the Attorney General approves of the proposed changes, he must present it to the Legislative Assembly. The Project also plans to support the revision of related regulations and manuals, especially regarding the topic of the disciplinary regimen.

The JSSA also continued to provide technical assistance to develop the Strategic Plan 2018-2022 for the Attorney General's Office, which will include a situational diagnostic, strategic objectives, five annual operative plans, indicators, a risk matrix, and contingency plans. To this end, the Project held 22 workshops to develop, review and disseminate these products with personnel from the Attorney General's Office. The draft of the situational diagnostic, strategic objectives and strategic plan are currently being reviewed before they will be presented to the Attorney General for approval.

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

In addition to the overall Criminal Prosecution Policy, the Project is supporting the development of a more targeted policy that focuses on violence against women and other vulnerable groups. In this framework, the JSSA held two workshops in December to begin gathering information and analyzing relevant documents for the policy. Participants included the Secretary General, Director of the Training School, Special Prosecutor for Gender, and Prosecutor's Liaison to the Forensic Medicine Institute.

The JSSA is also providing technical assistance to strengthen the Analysis Unit and the case management system (SIGAP) of the Attorney General's Office, in order to optimize the investigation and prosecution process. This quarter the Project held discussions with the managers of the institution's Analysis Unit, Statistics Unit, and SIGAP Unit to identify equipment and infrastructure needs, and developed a proposal for remodeling the three units. Also in support of SIGAP, the Project has ongoing contracts with two computer programmers to improve the IT system; this includes the development of an application to manage reports of telephone extortion, and link this with the SIGAP. This quarter the JSSA also met with the Director of Management, Analysis and Access to Information from the Attorney General's Office and the Interim Director of the Forensic Medicine Institute to discuss a proposal to have the Forensic Medicine Institute send case information directly through the SIGAP. A similar proposal will be coordinated with the National Civilian Police to facilitate information sharing via SIGAP.

4.3 NATIONAL CIVILIAN POLICE

In support of the National Civilian Police, the Project has carried out annual climate surveys to determine the perception of the police image both internally by its personnel, as well as externally by the public. This quarter the JSSA continued to support the Technical Secretariat in implementing recommendations for institutional improvements based on the needs and deficiencies noted in last year's surveys, and the Director issued an order to establish institutional regulations formalizing some of the recommended changes. In December the Project (through its sub-contractor Analitika) carried

out another external survey to measure public opinion of the National Civilian Police performance. The results of this survey will be reviewed and analyzed for presentation to the National Civilian Police in January 2018. Based on these results, the Project will provide technical assistance in developing a strategy to address recommendations to improve performance and public opinion.

During FY 2017, the JSSA supported the development of a Police Doctrine Manual that outlines the institution's leadership strategy, code of conduct and institutional values, among other areas. Based on this, the Project held a leadership courses for 23 police command officers (sub-inspector and above) in Ciudad Delgado, Lourdes Colón, San Salvador, San Juan Opico and Sonsonate, covering the doctrine manual, leadership, and community policing; additional courses are planned for future quarters. The JSSA also carried out six site visits to municipalities to monitor and follow up on the implementation of the leadership concepts covered during previous leadership seminars.

4.4 SUPREME COURT OF JUSTICE

This quarter the JSSA advanced in developing an IT system to monitor the implementation of the Supreme Court's Strategic Plan 2017-2021. To date some of the IT modules are already installed in the Planning Unit and others are being completed and reviewed. In response to a request from the Supreme Court, the JSSA will also support dissemination of the Strategic Plan beginning in January 2018.

4.5 FORENSIC MEDICINE INSTITUTE

In support of the Forensic Medicine Institute, during FY 2017 the Project carried out a diagnostic assessment of the institution and is developing proposals for its reorganization, as part of the implementation of the strategic plan. The diagnostic report, including recommendations, was presented to the Supreme Court's Modernization Commission this quarter and approved. The Project will provide technical assistance to update the Strategic Plan considering the recommendations from the diagnostic. This will also contain proposals for an institutional restructuring.

4.6 PUBLIC DEFENDER'S INSTITUTE

The Strategic Plan 2017-2021 for the Public Defender's Institute – including institutional objectives, strategic activities, and key indicators – was developed last year with JSSA support, and approved by the Public Defender. This quarter the Project published the Strategic Plan, as well as holding three workshops for staff from the institution on project management, process design, and strategies and execution. One additional workshop on process documentation will be completed in January 2018.

The JSSA is providing technical assistance to update the selection system for public defenders, as part of the compliance with the *Agapito* sentence issued by the Inter-American Court of Human Rights. The Recruitment and Selection Manual – which includes an Induction Manual, catalog of competencies and profiles – was approved by the Public Defender's Office last quarter. In November, the Project held three workshops to socialize the manual with a total of 120 public defenders across the country. The only activity pending for next quarter is publication of the manual.

Also as part of the compliance with the *Agapito* sentence, the Project has begun carrying out a consultancy to develop a Public Defender's Manual to establish standardized procedures that protect the rights of the accused. This quarter the JSSA held one final workshop on situations that affect technical defense, two workshops to validate the manual, and three dissemination workshops once it was complete. Next quarter the Project will support the publication of the manual, once the final version is approved by the Public Defender.

4.7 NATIONAL JUDICIAL COUNCIL

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

5.0 MONITORING AND EVALUATION

In this reporting period, the Project supported meetings with USAID to amend the PMEP in order to adjust it to the new execution strategy that will be developed in accordance with the work plan for the contract extension period. Despite the foreseen adjustments, below is a report on the advances registered for indicators 1, 5, 18, 23, 25 and 26 in the first quarter of FY 2018.

Indicator 1: Number of justice sector personnel that received United States Government (USG) training

Target FY 2018: 1,150

To date, the following numbers of justice sector personnel were trained in FY 2018:

Number of Justice Sector Personnel that Received USG Training			
Justice Sector Institution	Male	Female	Total
Attorney General's Office	44	63	107
Public Defender's Office	47	42	89
Supreme Court	45	35	80
Forensic Medicine Institute	41	37	78
National Judicial Council	1	4	5
National Civilian Police	182	28	210
Total	360	209	569

Indicator 5: Number of people reached by USG funded intervention providing gender based violence services

Target FY 2018: 8,000

From October to December 2017, the following numbers of victims of gender-based violence were reached by project interventions:

Victims Attended, October – December 2017			
	Male	Female	Total
Minors	268	658	926
Adults	37	1,063	1,100
Total	305	1,721	2,026

Indicator 18: Number of new or improved procedures developed for the Supreme Court's Investigations Units (Professional Investigation Unit and Judicial Investigations Unit) for improved effectiveness

This quarter the JSSA provided technical assistance to the Supreme Court's Professional Investigation Unit to develop eight practical investigation guides for administrative procedures for different types of offenses, which complement practical elements included in the Jurisprudential Precedents Manual similarly developed with JSSA support.

Indicator 23: Number of government officials that received transparency/anti-corruption training

Target FY 2018: 400

To date this fiscal year, the JSSA has trained 226 justice sector operators and civil servants on access to public information, including legislation and national jurisprudence and personal data protection, as shown in the following table:

Government Officials Receiving Transparency/Anti-Corruption Training (FY 2017)			
Justice Sector Institution	Male	Female	Total
Supreme Court	108	102	210
Forensic Medicine Institute	3	6	9
National Judicial Council	5	2	7
Total	116	110	226

Indicator 25: Number of CSOs receiving USG assistance engaged in advocacy interventions.

Target FY 2018: 10

This quarter, the Project supported ten civil society organizations in the following initiatives or activities:

The JSSA provided technical assistance and reproduced materials for the project entitled, "Fostering Transparency and Democracy in El Salvador," executed by the Consortium for Transparency and the Fight against Corruption. The participating organizations were as follows:

1. Democracy, Transparency and Justice Foundation (DTJ)

2. Salvadoran Foundation for Economic and Social Development (FUSADES)
3. National Foundation for Development (FUNDE)
4. Techo El Salvador
5. Legal Studies Center

The JSSA also supported the project entitled, “Strengthening of the 2018 Supreme Court Election Process,” developed by the following civil society organizations:

1. FUSADES
2. Universidad Centroamericana
3. Universidad Francisco Gavidia
4. DTJ
5. Techo El Salvador
6. Legal Studies Center

The Project continued to support the Illicit Enrichment Law Civil Society Coalition in advancing the modifications to the draft probity law and spreading awareness of its importance. The coalition is made up of the following entities:

1. DTJ
2. Social Democracy Initiative
3. National Association of Private Enterprise
4. Universidad Francisco Gavidia
5. Legal Studies Center
6. FUSADES
7. FUNDE
8. Citizen Action

As such, the complete list of the ten organizations receiving grants or technical assistance during the first quarter of FY 2018 is as follows:

1. DTJ
2. FUSADES
3. FUNDE
4. Techo El Salvador
5. Legal Studies Center
6. Universidad Centroamericana
7. Universidad Francisco Gavidia
8. Social Democracy Initiative
9. National Association of Private Enterprise
10. Citizen Action

Indicator 26: Number of public outreach and/or advocacy initiatives by CSOs supporting citizens' rights and/or reform efforts with USG support

In the First quarter of this year, the JSSA undertook the following public outreach or advocacy initiatives:

Public Outreach and Advocacy Initiatives from October to December of 2017				
Number	Initiative	Date	Civil Society Organization	Topic
1.	Workshop	October 19, 31, 2017; December 1, 2017	Civil Society Coalition	Modifications to the draft of the Probity Law
2.	Forum	November 27, 2017	FUSADES	Discussion of mechanisms to reestablish staggered elections of Supreme Court magistrates.
3.	Conference	November 29, 2017	Universidad Francisco Gavidia, DTJ, FUNDE, Legal Studies Center, Techo El Salvador, FUSADES	The Constitutional Chamber We Need
4.	Conference	December 6, 2017	FUSADES	Justice in Times of Democracy: Judicial Selection in El Salvador
5.	Conference	October 5, 2017	FUSADES, Universidad Centroamericana	The 2018 Supreme Court Elections: the Importance of Magistrates' Profiles
6.	Conference	December 5, 2017	Consortium for Transparency and the Fight against Corruption	Transparency mechanisms in Second Level Elections.

JSSA WORK PLAN

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub- Component	FY 2018				FY 2019		Coverage	% Completed to Date	Comments
			Q1	Q2	Q3	Q4	Q1	Q2			
1	I. IMPUNITY/CRIMINAL PROCEDURE										
1.1	Interinstitutional Coordination Committee (CCI) / Local Working Groups										
1.1.1	<i>Institutional strengthening and planning</i>										
1.1.1.1	Provide technical assistance to strengthen the national-level Interinstitutional Coordination Committee and its Local Working Groups in PBJ municipalities. (This work will focus on cases of homicide, femicide, sexual crimes, domestic and sexual violence, theft and robbery.)	1.1							PBJ	10%	
1.1.1.2	Provide technical assistance for the development and implementation of work plans for each of the Local Working Groups in the 6 PBJ municipalities.	1.2							PBJ	10%	
1.1.1.3	Support the creation and strengthening of FGR/PNC/DPTC teams in each PBJ municipality to coordinate investigations of the selected crimes.	1.2							PBJ	15%	
1.1.1.4	Provide equipment to secure crime scenes and collect evidence (DPTC-Crime Scene Investigation of the PNC, IML).	1.2							PBJ	5%	
1.1.1.5	Provide support and equipment to PNC, IML and FGR personnel to ensure their safety during the management of crime scenes.	1.2							PBJ	5%	
1.1.2	<i>Key manuals and protocols (FGR, PNC, CSJ, IML, PGR)</i>										
1.1.2.1	<i>Evidence and Crime Scenes</i>										
1.1.2.1A	Provide technical assistance and support to the CCI to design, publish and disseminate an Interinstitutional Evidence Handling Protocol.	1.1							National	5%	
1.1.2.1B	Provide technical assistance and support to the FGR, PNC/DIN, CSJ, IML, and Hospital Network to design, publish and disseminate internal protocols on evidence handling.	1.1							National	0%	
1.1.2.1C	Provide technical assistance and support to the CCI to implement the Interinstitutional Evidence Handling Protocol and internal protocols for each institution.	1.1							PBJ	0%	
1.1.2.1D	Technical assistance in updating, publishing and disseminating the Crime Scene Processing Manual.	1.2							National	0%	
1.1.2.1E	Support the implementation of the Crime Scene Processing Manual.	1.2							PBJ	0%	
1.1.2.2	<i>Investigations</i>										
1.1.2.2A	Provide technical assistance in updating, publishing and disseminating the Joint Investigative Procedures Manual.	1.2							National	0%	
1.1.2.2B	Technical assistance in updating, publishing and disseminating Volumes 1 and 2 of the PNC Investigations Manual.	1.2							National	0%	
1.1.2.2C	Technical assistance in implementing the Joint Investigative Procedures Manual and the PNC Investigations Manual.	1.2							PBJ & PBS	0%	
1.1.2.2D	Technical assistance in updating, publishing and disseminating the Femicide Investigation Protocol.	1.2							National	0%	
1.1.2.2E	Support the implementation of the Femicide Investigation Protocol.	1.2							PBJ & PBS	0%	
1.1.3	<i>Inter-institutional Capacity Building Program</i>										
1.1.3.1	Provide technical assistance to develop a training program for interinstitutional tutors.	1.2							National	0%	
1.1.3.2	Support the development of a training module for interinstitutional tutors.	1.2							PBJ	0%	
1.1.3.3	Provide technical assistance to develop a program for the training and accreditation of virtual interinstitutional tutors.	1.2							National	0%	

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub- Component	FY 2018				FY 2019		Coverage	% Completed to Date	Comments
			Q1	Q2	Q3	Q4	Q1	Q2			
1.1.3.4	Provide support to update and equip the FGR/CNJ virtual platform to provide interinstitutional training programs.	1.2							National	0%	
1.1.3.5	Support the development, creation, implementation and equipping of web sites of the IML and DPTC and respective virtual training programs.	1.2							National	0%	
1.1.3.6	Carry out a brief diagnostic of interinstitutional training needs.	1.2							PBJ & PBS	5%	
1.1.3.7	Provide technical assistance to develop and implement interinstitutional modules for justice sector operators in the following areas:	1.2							PBJ & PBS		
1.1.3.7A	Reception of complaints (PNC/DIN, FGR)	1.2							PBJ & PBS	0%	
1.1.3.7B	Interviews (PNC/DIN, FGR)	1.2							PBJ & PBS	5%	
1.1.3.7C	Investigations (PNC/DIN, PNC/DPTC, FGR, IML)	1.2							PBJ & PBS	5%	
1.1.3.7D	Case Management (PNC/DIN, FGR)	1.2							PBJ & PBS	5%	
1.1.3.7E	Homicides (PNC/DIN, PNC/DPTC, FGR, IML, CSJ, PGR)	1.2							PBJ & PBS	5%	
1.1.3.7F	Femicides (PNC/DIN, PNC/DPTC, FGR, IML, CSJ, PGR)	1.2							PBJ & PBS	0%	
1.1.3.7G	Crime Scene (PNC/DIN, PNC/DPTC, FGR, IML, CSJ)	1.2							PBJ & PBS	0%	
1.1.3.7H	Chain of Custody of Evidence (PNC/DIN, PNC/DPTC, FGR, IML, CSJ)	1.2							PBJ & PBS	0%	
1.1.3.7I	Technical Report-Writing (PNC/DIN, PNC/DPTC, FGR, IML, CSJ)	1.2							PBJ & PBS	5%	
1.1.3.7J	Oral Techniques (PNC/DIN, PNC/DPTC, FGR, IML, CSJ, PGR)	1.2							PBJ & PBS	0%	
1.2	Victims' Assistance Initiatives										
1.2.1	<i>New Inter-institutional Integrated Victims' Assistance Model / One-Stop Center</i>										
1.2.1.1	Rapid assessment of regulatory framework and current services provided by justice sector institutions and other key actors (municipalities, civil society, hospitals, etc.) in PBJ locations.	1.1							PBJ	95%	
1.2.1.2	Support the development of a perception study, including recommendations from users, in order to improve services provided in victims' assistance centers located in PBJ municipalities, including those supported by the Ministry of Justice and municipalities	1.1							PBJ	10%	
1.2.1.3	Design a new inter-institutional one-stop victims' assistance center model.	1.1							National	10%	
1.2.1.4	Provide technical assistance for the design and dissemination of an interinstitutional protocol for attention to victims under the one-stop victims' assistance center model.	1.1							National	0%	
1.2.1.5	Support strengthening of CSOs so that these organizations form part of the service network of the one-stop victims' assistance center model.	1.1							PBJ	10%	
1.2.1.6	Support the implementation of 2 shelters led by local governments with interinstitutional support in order to shelter women, children and adolescents in various situations of violence, as part of the implementation of the new model.	1.1							PBJ	0%	
1.2.1.7	Establish the one-stop victims' assistance center model in at least 2 municipalities.	1.1							PBJ	0%	
1.2.1.8	Provide technical assistance and support for the development and implementation of interinstitutional training activities for attention, treatment, recuperation and empowerment of victims.	1.1							PBJ	0%	
1.2.1.9	Support follow-up activities to monitor the functioning of the one-stop victims' assistance centers.	1.1							PBJ	0%	
1.2.1.10	Evaluate the impact of the pilots to define potential expansion and strengthening of the model.	1.1							PBJ	0%	
1.2.1.11	Provide technical assistance and support to security and justice sector institutions to design mobile apps that allow them to receive requests for help from victims in immediate risk, including a way to locate them via GPS.	1.1							PBJ	0%	

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub- Component	FY 2018				FY 2019		Coverage	% Completed to Date	Comments
			Q1	Q2	Q3	Q4	Q1	Q2			
1.2.2	Strengthening of Existing Victims' Assistance Centers/Services										
1.2.2.1	Attorney General's Office										
1.2.2.1A	Support the strengthening of 4 victims' assistance centers (UAEM) of the FGR, with an interinstitutional focus (San Salvador, San Vicente, San Miguel and Sonsonate).	1.1							PBJ	15%	
1.2.2.2	National Civilian Police										
1.2.2.2A	Support the strengthening of 3 ODAC-UNIMUJER of the National Civilian Police, with an interinstitutional focus (San Salvador, San Vicente and Cojutepeque).	1.1							PBJ	0%	
1.2.2.2B	Provide technical assistance to the Citizen Attention Unit and Specialized Teams for Criminal Investigation of Violence against Women (EVIM) to strengthen investigative coordination of cases.	1.1							PBJ	0%	
1.2.2.3	Supreme Court										
1.2.2.3A	Support the strengthening of 3 victims' assistance centers (UAI) of the Supreme Court, with an interinstitutional focus (San Salvador, Ciudad Delgado and San Miguel).	1.1							PBJ & PBS	10%	
1.2.2.3B	Victims' assistance case management									0%	
1.2.2.3B(1)	Provide technical assistance to develop an IT system for victims' assistance in coordination with the specialized attention units of the Supreme Court.	1.2							National	10%	
1.2.2.3B(2)	Provide technical assistance and support to update the interinstitutional agreement for attention to victims in the victims' assistance centers (UAI) of the Supreme Court.	1.1							National	5%	
1.2.2.3B(3)	Provide technical assistance and support to reactivate the Interinstitutional Committee for Attention to Victims in the Supreme Court's victims assistance centers (UAI), in order to strengthen coordination between the institutions that provide attention and people in vulnerable situations.	1.1							National	5%	
1.2.2.4	Forensic Medicine Institute										
1.2.2.4A	Support the strengthening of 4 victims' assistance centers (AVCAS) in the IML, with an interinstitutional focus (San Salvador, San Vicente, San Miguel and Cojutepeque).	1.1							PBJ	5%	
1.2.2.5	Public Defender's Office									0%	
1.2.2.5A	Support the strengthening of 6 victims' assistance centers (UAEM) of the Public Defender's Office, with an interinstitutional focus (San Salvador, San Miguel, San Vicente, Sonsonate, Zacatecoluca and Cojutepeque).	1.1							PBJ	0%	
1.2.2.6	Strengthen the use of Gesell Chambers - FGR/CSJ										
1.2.2.6A	Support coordination workshops between the FGR and Supreme Court to ensure appropriate and efficient use of Gesell Chambers in the criminal process.	1.1							PBJ	5%	
1.2.2.6B	Support the establishment of Gesell Chambers in CSJ or FGR offices (Zacatecoluca and Cojutepeque).	1.1							PBJ	5%	
1.2.2.6C	Support the strengthening of Gesell Chambers installed in the CSJ and FGR (San Salvador, San Vicente, San Miguel and Sonsonate).	1.1							PBJ	0%	
1.2.2.6D	Support the creation of a Gesell Chamber in the Ciudad Delgado Supreme Court facilities.	1.1							PBS	0%	
1.2.2.7	Victims case tracking system (information sharing)										
1.2.2.7A	Develop a national, interinstitutional IT system to track attention to victims using a unified number for the case file and the person.	1.1							National	0%	
1.2.2.7B	Provide technical assistance for the design and implementation of an interinstitutional system of reference and counter-reference.	1.1							PBJ	0%	
1.2.2.7C	Provide technical assistance and support for the establishment of a victims' assistance network using the system of reference and counter-reference.	1.1							PBJ	0%	

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1.2.2.8	CSJ - Specialized Courts for Violence and Discrimination against Women										
1.2.2.8A	Technical assistance to ensure that the work of the one-stop centers and other victims' assistance centers are linked to the Specialized Courts and Justice of the Peace Courts.	1.1							PBJ	0%	
1.2.2.8B	Develop and implement a specialized training program for the new Jurisdiction for the Protection of Women and anti-Discrimination, directed towards justice sector operators.	1.1							PBJ	0%	
1.2.2.8C	Provide technical assistance for the design of spaces that comply with specialized requirements for attention to women, children and adolescents.	1.1							National	0%	
1.2.2.8D	Limited support in the donation of equipment, furniture, and remodeling of spaces for the specialized courts in San Salvador and San Miguel.	1.1							PBJ	0%	
1.2.2.8E	Support activities to promote the rights of women and people in vulnerable situations.	1.1							PBJ	0%	
1.2.2.8F	Design a public awareness campaign about the new jurisdiction, in coordination with the UTE.	1.1							National	0%	
1.2.2.8G	Carry out a study tour to Puerto Rico to learn about their experiences in implementing Specialized Courtrooms for Domestic Violence Cases.	1.1							PBJ	0%	
1.3	Executive Technical Unit - Victims and Witness Protection Program										
1.3.1	Carry out an evaluation of the normative laws of the Victims and Witness Protection Program in order to propose reforms.	1.1							National	50%	
1.3.2	Provide technical assistance in carrying out a diagnostic assessment on the current state of the Program and potential improvements.	1.1							National	30%	
1.3.4	Support the implementation of improvements to the Program.	1.1							National	0%	
1.4	Attorney General's Office										
1.4.1	Model Legal Office										
1.4.1.1	Strengthening the Rapid Response Units										
1.4.1.1A	Technical assistance to update the Rapid Response Units Manual.	1.2							National	5%	
1.4.1.1B	Technical assistance to strengthen the Rapid Response Units via training and equipment.	1.2							PBJ	10%	
1.4.1.2	Case Backlog Reduction Program										
1.4.1.2A	Design and validate a practical program to reduce the backlog of cases of homicide, femicide, sexual violence, domestic violence, theft and robbery.	1.2							PBJ	100%	Activity completed in Q1 FY 2018.
1.4.1.2B	Hire temporary personnel to assist updating case files and reduce the backlog.	1.2							PBJ	100%	Activity completed in Q1 FY 2018.
1.4.1.2C	Implement the case backlog reduction program in PBJ municipalities.	1.2							PBJ	20%	
1.4.1.3	Modernization of offices and processes of the Complaint Reception Units										
1.4.1.3A	Provide technical assistance to improve the process of receiving complaints, notices and reports in the Complaint Reception Units.	1.2							PBJ	5%	
1.4.1.3B	Support the remodeling of spaces and equipping of Complaint Reception Units.	1.2							PBJ	0%	
1.4.1.3C	Support the implementation of a wait system for attention to users, including the equipping of attention stations linked to the SIGAP.	1.2							PBJ	0%	
1.4.1.3D	Develop a training program to strengthen complaint reception and consultations with users.	1.2							PBJ	0%	
1.4.1.4	Prosecutor's Office Management Program										
1.4.1.4A	Technical assistance in the development of a training program on management of prosecutor's offices.	1.1							PBJ	10%	

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1.4.1.4B	Implement the training program in the selected municipalities.	1.1							PBJ	0%	
1.4.1.5	Prosecutors' Mentorship Program										
1.4.1.5A	Support the implementation of a mentorship program for new prosecutors working in the following units: Life; Patrimony; Rapid Response; Specialized Attention; and Children and Adolescents.	1.1							PBJ	5%	
1.4.1.6	Temporary evidence warehouse in the FGR (based on internal protocol mentioned above)										
1.4.1.6A	Support the remodeling of spaces and equipping of a temporary evidence warehouse in San Marcos.	1.2							National	5%	
1.4.1.6B	Support the remodeling and equipping of temporary evidence warehouses in prosecutor's offices in PBJ municipalities.	1.2							PBJ	5%	
1.4.2	FGR Training School										
1.4.2.1	Provide technical assistance for a diagnostic of training needs for career prosecutors in the FGR.	1.1							PBJ	0%	
1.4.2.2	Design and implement training activities for career prosecutors working in the PBJ municipalities based on the results of the diagnostic of training needs.	1.1							PBJ	0%	
1.4.2.3	Provide technical assistance and equipment for the Jurisprudential Analysis Unit expected to be supervised by the FGR Training School.	1.1							National	0%	
1.5	National Civilian Police										
1.5.1	Investigations Sub-Direction										
1.5.1.1	Investigation Division (DIN)										
1.5.1.1A	Support equipping and remodeling of infrastructure to strengthen the investigative capacity of the DINs.	1.2							PBJ	10%	
1.5.1.1B	Provide technical assistance and training of DIN personnel to strengthen investigative capacity.	1.2							PBJ	10%	
1.5.1.2	Investigation Section (SIS)										
1.5.1.2A	Support equipping and remodeling of infrastructure to strengthen the investigative capacity of the SISs.	1.2							PBJ & non-PBJ	10%	
1.5.1.2B	Provide technical assistance and training of SIS personnel to strengthen investigative capacity.	1.2							PBJ & non-PBJ	10%	
1.5.2	Secretariat of Community Relations										
1.5.2.1	Community Policing Unit										
1.5.2.1A	Rapid assessment of status of implementation of Community Policing in PBJ/PBS municipalities.	1.3							PBJ & PBS	60%	
1.5.2.1B	Provide basic IT equipment and furniture for the implementation of Community Policing in PBJ/PBS municipalities.	1.3							PBJ & PBS	0%	
1.5.2.1C	Carry out baseline and follow-up surveys in selected municipalities to measure changes in community perceptions of the National Civilian Police. (Activity corresponds to contractual indicator.)	1.3							PBJ & PBS	0%	
1.5.2.1D	Implement JSSA's exit strategy from non-PBJ/PBS municipalities currently receiving support to implement community policing activities.	1.3							non-PBJ/PBS	100%	Activity completed in Q1 FY 2018.
1.5.2.2	Community Policing Implementation Cycle in PBJ/PBS Municipalities										
1.5.2.2A	Phase 1 - Capacity Building										
1.5.2.2A(1)	Training on basic aspects of the implementation of the Community Policing Model.	1.3							PBJ & PBS	10%	
1.5.2.2A(2)	Training on group management for the implementation of Community Policing	1.3							PBJ & PBS	0%	

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1.5.2.2A(3)	Carry out workshops and seminars to exchange experiences among different areas of the police in order to share best practices, successes, challenges, etc. to facilitate community policing implementation.	1.3							PBJ & PBS	0%	
1.5.2.2B	Phase 2 - Community Diagnostics										
1.5.2.2B(1)	Carry out workshops on the development of community diagnostics.	1.3							PBJ & PBS	0%	
1.5.2.2B(2)	Provide technical assistance in completing community diagnostics of selected sub-sectors.	1.3							PBJ & PBS	0%	
1.5.2.2B(3)	Support the publication and distribution of the diagnostic assessment forms (pre-diagnostic).	1.3							PBJ & PBS	0%	
1.5.2.2C	Phase 3 - Operational Plans										
1.5.2.2C(1)	Carry out workshops with police personnel to develop operational work plans for the sub-sectors.	1.3							PBJ & PBS	0%	
1.5.2.2D	Phase 4 - Implementation of Operational Plans										
1.5.2.2D(1)	Provide technical assistance for follow-up and implementation of the operational plans.	1.3							PBJ & PBS	10%	
1.5.2.2D(2)	Provide technical assistance and materials to eliminate or address community risk factors identified in the operational plans.	1.3							PBJ & PBS	0%	
1.5.2.2E	Phase 5 - Evaluation and Supervision										
1.5.2.2E(1)	Provide technical assistance in the implementation of citizen accountability forums and internal police accountability meetings.	1.3							PBJ & PBS	10%	
1.5.2.2E(2)	Provide technical assistance in the Community Policing Evaluation being carried out by the PNC's Strategic Planning Team.	1.3							PBJ & PBS	5%	
1.5.2.3	Analysis of Community Policing Statistics and Crime Data										
1.5.2.3A	Diagnostic assessment to determine needs for improvement in interpretation and analysis of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	0%	
1.5.2.3B	Provide technical assistance to develop a methodology for interpretation, analysis and correlation of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	0%	
1.5.2.3C	Provide technical assistance and training to improve interpretation and analysis of the crime data from Community Policing reports and monthly reports.	1.2							PBJ & PBS	0%	
1.5.2.4	Improve relationships between the PNC and local communities										
1.5.2.4A	Design and implement a citizen police academy program to integrate community leaders and civil society representatives in PNC initiatives.	1.3							PBJ & PBS	0%	
1.5.2.4B	Hold workshops to introduce the Municipal Violence Prevention Committees to community policing.	1.3							PBJ & PBS	0%	
1.5.2.4C	Support the PNC in meetings and activities with the Municipal Violence Prevention Committees.	1.3							PBJ & PBS	0%	
1.5.2.4D	Provide technical assistance to integrate the PNC in initiatives promoted by the Outreach Centers (CDAs).	1.3							PBJ & PBS	0%	
1.5.2.4E	Strengthen links among the Supreme Court's judicial facilitators, leaders of Communal Associations (ADESCOs), and community police in order to strengthen the work of the PNC in the communities.	1.3							PBJ & PBS	0%	
1.5.2.4F	Accompany the PNC in the implementation of community activities such as sporting activities, cultural events and social events.	1.3							PBJ & PBS	20%	
1.5.2.4G	Provide technical assistance to implement the Safe Streets program in priority sectors determined in the Plan El Salvador Seguro.	1.3							PBJ & PBS	0%	
1.5.2.4H	Develop and print an informative brochure on Community Policing.	1.3							National	0%	
1.5.2.4I	Print data collection forms (house visits, citizen contact and business contact forms) as part of the Community Policing model.	1.3							PBJ & PBS	0%	

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1.5.2.4J	Develop a Manual for Educational Activities for PNC/community integration activities.	1.3							National	80%	
1.5.2.4K	Provide training in the use of the Manual for Educational Activities.	1.3							PBJ & PBS	0%	
1.5.2.5	Improve relationships between the PNC and schools (in coordination with USAID's Education for Children and Youth Project)										
1.5.2.5A	Provide technical assistance, strategic planning and materials for the implementation of the Summer School Program.	1.3							PBJ & PBS	50%	
1.5.2.5B	Support and accompany the PNC in implementing activities in schools (such as sports, cultural and social activities).	1.3							PBJ & PBS	15%	
1.5.2.5C	Provide technical assistance for the development, socialization and implementation of the Manual for Police Intervention in Schools.	1.3							National	10%	
1.5.2.5D	Support the development of a Rapid Alert Program for school children, including a system of case referrals to the relevant justice sector institutions.	1.3							National	0%	
1.5.2.5E	Support the implementation of the Rapid Alert Program for school children in at least 2 municipalities.	1.3							PBJ & PBS	0%	
1.5.3	Human Rights Unit								PBJ & PBS		
1.5.3.1	Support the implementation of workshops on human rights, ethics and use of force for investigators and police officers in PBJ/PBS areas.	1.1							PBJ & PBS	10%	
1.5.4	Sub-Direction of Public Security - Prevention Division										
1.5.4.1	Program for Police Intervention for Children Exposed to Violence (NEV)										
1.5.4.1A	Design a program focused on police intervention for children exposed to violence (working at the school level and the community level), considering aspects of use of force, human rights and victimization.	1.3							National	5%	
1.5.4.1B	Carry out a study tour to New Haven or Charlotte to learn about their experiences in implementing a similar program.	1.3							National	0%	
1.5.4.1C	Publish materials on the program.	1.3							National	0%	
1.5.4.1D	Train police officers on how to manage and intervene in cases of school violence, as well as in the identification and management of domestic violence situations and victims of sexual violence.	1.3							PBJ	0%	
1.5.4.1E	Provide technical assistance to implement the program in at least 2 municipalities.	1.3							PBJ	0%	
1.6	Supreme Court										
1.6.1	Institutional Strengthening - Courts and Tribunals										
1.6.1.1	New 24 hour court model										
1.6.1.1A	Carry out a feasibility assessment regarding the possibility of implementing a new model of judicial and administrative organization and functioning in order to reduce impunity and avoid judicial backlogs.	1.2							National	10%	
1.6.1.1B	Support a study tour to Guatemala to learn about the Guatemalan Supreme Court's experience with 24 hour criminal courts.	1.2							National	0%	
1.6.1.1C	Provide technical assistance in the development of the 24 hour court model, starting with an interinstitutional agreement to implement the model, if the security and justice sector institutions agree to implement it.	1.2							National	0%	
1.6.1.2	Justice of the Peace Courts and Sentencing Tribunals (public hearings/oral proceedings)										

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1.6.1.2A	Provide technical assistance to strengthen the role of judges in public hearings through practical sessions on orality techniques, interrogations, objections, interviewing witnesses, and use of evidence.	1.2							PBJ & PBS	0%	
1.6.1.3	Sentencing Tribunals										
1.6.1.3A	Provide technical assistance to carry out a diagnostic assessment of efficacy and efficiency in sentencing for crimes in the Sentencing Tribunals.	1.2							PBJ	0%	
1.6.1.3B	Provide technical assistance in analyzing causes of hearing suspension, in order to develop a proposal to reduce levels of suspension.	1.2							PBJ	0%	
1.6.1.4	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals - Videoconference hearings										
1.6.1.4A	Support the dissemination of the protocol for the management of videoconference hearings.	1.2							PBJ & PBS	40%	
1.6.1.4B	Equip videoconference rooms in the Supreme Court.	1.2							PBJ & PBS	0%	
1.6.1.4C	Provide technical assistance in developing instructional documents and assistance modules for the videoconference system.	1.2							National	20%	
1.6.1.4D	Support the development of a training program for the management of videoconference hearings.	1.2							National	0%	
1.6.1.5	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals, Appellate Court										
1.6.1.5A	Support the strengthening of the administration of criminal tribunals, diagnostic assessment of workload, and proposals for improvement.	1.2							PBJ & PBS	0%	
1.6.1.6	Justice of the Peace Courts, Instruction Tribunals, Sentencing Tribunals, Appellate Court, Supreme Court Criminal Chamber										
1.6.1.6A	Provide technical assistance to strengthen legal reasoning and justification for sentences and resolutions.	1.2							PBJ & PBS	0%	
1.6.1.7	Supreme Court Criminal Chamber										
1.6.1.7A	Provide technical assistance for the systematization of appeals jurisprudence that comprises legal doctrine.	1.2							National	30%	
1.6.2	Integrity of judicial procedures										
1.6.2.1	Support remodeling, equipping and furniture for case file storage in the Judicial Centers of the 6 PBJ municipalities, in order to ensure the integrity of judicial procedures.	1.2							PBJ	0%	
1.6.2.2	Support remodeling, furniture and equipment (voice distorters, room dividers) to allow anonymous testimony in courtrooms in the 6 PBJ municipalities.	1.2							PBJ	0%	
1.7	National Judicial Council										
1.7.1	Judicial Branch Training Programs										
1.7.1.1	Support the Judicial Training School in designing a specialized course in criminal law for judges assigned to judicial centers in PBJ municipalities.	2.2							PBJ	0%	
1.7.1.2	Provide technical assistance to the Judicial Training School in the implementation of courses for judges in criminal law.	2.2							PBJ	0%	
1.7.1.3	Support the Judicial Training School in designing a specialized course in criminal law for legal secretaries and other judicial staff assigned to judicial centers in PBJ municipalities.	2.2							PBJ	0%	
1.7.1.4	Provide technical assistance to the Judicial Training School in implementation of courses for legal secretaries and judicial staff in criminal law.	2.2							PBJ	0%	
1.8	Forensic Medicine Institute										

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1.8.1	Improving performance in oral trials										
1.8.1.1	Provide technical assistance to prepare forensic experts for giving testimony in trial.	1.1							PBJ	0%	
1.8.1.2	Provide technical assistance to the IML in designing and implementing a Certification Program for Forensic Experts, for government doctors to be certified as "permanent experts" in accordance with Article 226 of the CPC.	1.1							National	25%	
1.8.2	Strengthening the use of scientific evidence										
1.8.2.1	Provide technical assistance in updating protocols for autopsies, psychological and psychiatric studies, blood and sanitation studies, genital exams, DNA tests, and toxicological tests with the objective of strengthening the use of scientific evidence in judicial processes.	1.1							National	5%	
1.8.2.2	Support the IML in strengthening technical and scientific capacities of forensic experts in cases of homicide, femicide, sexual crimes, sexual violence and domestic violence.	1.1							PBJ	0%	
1.8.2.3	Support the development of training programs on topics including training of instructors, management, and management of IML technical areas.	1.1							PBJ	5%	
1.8.2.4	Strengthen regional offices, including remodeling and provision of medical equipment, laboratory equipment, and an autopsy area (San Salvador, San Miguel, Sonsonate and San Vicente).	1.2							PBJ	0%	
1.8.2.5	Strengthen outlying clinics, including remodeling and provision of equipment and laboratories (Cojutepeque and Zacatecoluca).	1.2							PBJ	0%	
1.9	Civil Society										
1.9.1	Support civil society organizations in carrying out studies on impunity and the national problem of violence, considering interinstitutional security and justice aspects.	3.A							National	0%	
2	II. ACCESS TO JUSTICE										
2.1	Inter-institutional Initiatives										
2.1.2	Provide technical assistance to link the Supreme Court's electronic notification system with the FGR and PGR.	1.2							National	5%	
2.1.3	Provide technical assistance to the FGR and PNC to allow citizens to submit initial complaints and warnings via websites and mobile devices.	1.1							National	0%	
2.1.4	Provide technical assistance and training to a team of judicial facilitators from the Supreme Court to disseminate services provided by justice sector institutions and popular education on routes of access to justice for key crimes.	1.2							PBJ & PBS	0%	
2.2	Executive Technical Unit										
2.2.1	Provide technical assistance to expand the UTE's Program for Access to Justice and Popular Education in schools.	3.A							PBJ & PBS	0%	
2.2.2	Support the development of a mobile app with a directory of services from security and justice sector institutions, as well as informational materials to disseminate information about the services provided.	1.1							National	0%	
2.2.3	Provide technical assistance to design or improve the websites of the security and justice sector institutions to serve as a directory and platform for services, linking the website with a mobile app.	1.1							National	0%	
2.2.4	Design and implement a public awareness campaign about victims' rights and attention to victims.	1.1							National	0%	
2.3	Attorney General's Office										

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2.3.1	Design and implement a communications and electronic notification system with institutions and individual users.	1.2							National	0%	
2.3.2	Design and implement improvements to the institutional website and mobile apps to expand online services and improve users' access.	1.2							National	0%	
2.4	National Civilian Police										
2.4.1	Support the strengthening of 6 ODACs of the PNC, with an interinstitutional focus (San Salvador, San Vicente, San Miguel, Sonsonate, Zacatecoluca and Cojutepeque).	1.3							PBJ	5%	
2.4.2	Provide technical assistance to the PNC to strengthen the complaint reception system in the field using websites and mobile devices.	1.3							PBJ	5%	
2.4.5	Provide technical assistance to the PNC to adjust and publish the form for receiving complaints to expand the geographic coverage.	1.3							PBJ	5%	
2.5	Supreme Court of Justice										
2.5.1	Users' Attention Centers										
2.5.1.1	Support the strengthening of 6 CAUs in PBJ municipalities (San Salvador, San Miguel, San Vicente, Sonsonate, Zacatecoluca and Ciudad Delgado).	1.2							PBJ & PBS	10%	
2.5.1.2	Support the establishment of a CAU for the Cojutepeque courts.	1.2							PBJ	0%	
2.5.1.3	Finish strengthening the CAUs in Chalchuapa and Usulután.	1.2							non-PBJ/PBS	0%	Completion of activity that began in FY 2017.
2.5.1.4	Provide technical assistance to create a standardized system to consolidate CAUs on a national level.	1.2							National	5%	
2.5.1.5	Update the Supreme Court's guidance manual concerning technical competencies for attention to different users.	1.2							PBJ & PBS	0%	
2.5.2	Electronic notification system										
2.5.2.1	Provide technical assistance to develop a manual and instructive for the electronic notification system.	1.2							National	0%	
2.5.2.2	Provide technical assistance to implement the electronic notification system in Sentencing Tribunals and Appellate Courts.	1.2							PBJ & PBS	5%	
2.5.2.3	Provide technical assistance for the design and implementation of a public campaign to disseminate the electronic notification system.	1.2							National	5%	
2.5.2.4	Support remodeling of a space for attention to lawyers registering for the electronic notification system.	1.2							National	0%	
2.5.3	Strengthening the IT Direction										
2.5.3.1	Support the development of IT training initiatives to ensure security and maintenance of the Supreme Court's IT systems.	1.2							National	0%	
2.5.3.2	Provide technical assistance for the design of a data center for the Supreme Court.	1.2							National	0%	
2.5.3.3	Provide limited equipment to the IT Direction for the development of IT systems.	1.2							National	0%	
2.5.4	Mobile apps/connectivity										
2.5.4.1	Provide technical assistance to the CSJ to strengthen connectivity of the Judicial Branch's network, including the design of mobile apps to improve access to justice.	1.2							National	0%	
2.5.5	Strengthening of criminal courts										

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			Q1	Q2	Q3	Q4	Q1	Q2			
2.5.5.1	Provide technical assistance to adjust PROTEUS (case management system) to the processes of the Sentencing Chambers and Appellate Courts.	1.2							PBJ	0%	
2.5.5.2	Provide technical assistance to apply innovations from the Model Tribunal, Criminal Jurisdiction, and case management techniques in justice of the peace courts and other tribunals.	1.2							PBJ & PBS	0%	
2.5.5.3	Support the implementation of a Judicial Management Training Program for personnel assigned to judicial centers in PBJ/PBS municipalities.	2.3							PBJ & PBS	60%	
2.5.5.4	Provide on-site technical assistance to judges regarding tools that can contribute to the efficient management of workloads.	2.3							PBJ & PBS	0%	
2.5.5.5	Provide technical assistance for a diagnostic assessment of training needs for personnel in the Criminal Chamber.	1.2							National	0%	
2.5.5.6	Provide technical assistance for the development of a specialized training program in response to technical competencies of personnel in the Criminal Chamber.	1.2							National	0%	
2.5.5.7	Develop a manual for the case management system in the Criminal Chamber (PROTEUS).	1.2							National	30%	
2.5.5.8	Provide technical assistance to the Criminal Chamber to update position profiles.	1.2							National	0%	
2.6	Public Defender's Office										
2.6.1	Carry out a situational diagnosis of public defense in PBJ municipalities to determine management processes, workload, and needs for furniture, equipment, remodeling and training, among other areas.	1.2							PBJ	30%	
2.6.2	Provide technical assistance and training to improve technical defense and ensure that public defenders can adequately defend their clients.	1.2							PBJ	0%	
2.6.3	Train public defenders in key topics such as: Current considerations in crime theory; Evidence in the criminal process; Legal reasoning and justification for criminal cases; Oral litigation techniques; and others.	1.1							PBJ	20%	
2.6.4	Remodel offices of public defenders to ensure privacy to attend to users.	1.2							PBJ	25%	
2.6.5	Provide equipment and furniture to public defense offices so that they can adequately prepare cases and store files to avoid loss and deterioration.	1.2							PBJ	25%	
2.6.6	Coordinate with the PNC so that public defenders have adequate space and equipment to interview suspects.	1.2							PBJ	0%	
2.7	Forensic Medicine Institute										
2.7.1	Provide technical assistance to create an institutional case file management system for the IML.	1.2							National	0%	
2.7.2	Provide technical assistance to implement Users' Attention Centers in the San Salvador and Sonsonate IML offices.	1.2							PBJ	0%	
2.7.3	Provide technical assistance to strengthen Users' Attention Centers in the San Vicente and San Miguel IML offices.	1.2							PBJ	0%	
2.8	Civil Society										
2.8.1	Support civil society organizations in promoting improvements to justice sector institutions, ethics, and encouraging citizen confidence in the justice sector.	3.A							National	0%	
2.8.2	Support youth civil society organizations in training their members on topics regarding access to justice.	3.A							National	0%	
2.8.3	Promote interactions between youth and justice sector operators in order to encourage exchange of ideas and knowledge of key topics in the country.	3.A							National	0%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
2.8.4	Support civil society organizations in implementing initiatives to strengthen the security and justice sector and public probity.	3.A							National	5%	
3	III. TRANSPARENCY AND ANTICORRUPTION										
3.1	Attorney General's Office										
3.1.1	Strengthening the Inspector General's Office										
3.1.1.1	Support the updating of institutional preventative-sanctionary norms to strengthen the Inspector General.	1.1							National	0%	
3.1.1.2	Provide technical assistance to strengthen technical capacities of the Inspector General's Office.	1.1							National	10%	
3.1.1.3	Support the development of workshops with key personnel to implement the new administrative sanctionary procedures of the Inspector General's Office.	1.1							National	0%	
3.1.1.4	Provide technical assistance to update the case management system of the Inspector General's Office.	1.1							National	0%	
3.1.2	Strengthening the Unit for Access to Public Information									0%	
3.1.2.1	Provide technical assistance to update the FGR's Transparency Portal.	1.2							National	0%	
3.2	National Civilian Police										
3.2.1	Integrity Evaluation and Control Center (CECC)									0%	
3.2.1.1	Socialize the legal proposal for the Integrity Evaluation and Control Center (part of the Police Career Law).	1.1							National	0%	
3.2.1.2	Support the PNC in carrying out meetings to disseminate the Police Career Law with the National Security Council and civil society.	1.1							National	0%	
3.2.1.3	Finalize the manual for the functioning and processes of the CECC.	1.1							National	70%	
3.2.1.4	Support the establishment of an office for the creation of the CECC.	1.1							National	0%	
3.3	Supreme Court of Justice										
3.3.1	Probity Unit										
3.3.1.1	Improved Management Practices to Reduce Case Backlog										
3.3.1.1A	Support the Probity Unit in the digitalization of the oldest patrimony declarations, through the donation of data converters and IT equipment.	2.1							National	5%	
3.3.1.1B	Support the Probity Unit in the development and validation of an electronic patrimony declaration form that will be secure and accessible to the public.	2.1							National	5%	
3.3.1.1C	Develop an instructional guide for the use and completion of the electronic patrimony declaration form.	2.1							National	0%	
3.3.1.1D	Train personnel from the Probity Unit on the characteristics of the new electronic form.	2.1							National	0%	
3.3.1.1E	Provide technical assistance in developing an IT case management system that includes all of the processes implemented by the Probity Unit, with the objective of increasing control and efficiency.	2.1							National	15%	
3.3.1.1F	Train personnel from the Probity Unit and Supreme Court IT Unit on the use of the case management system.	2.1							National	0%	
3.3.1.1G	Provide IT equipment to improve the access to information through the case management system and improve investigative procedures.	2.1							National	0%	
3.3.1.1H	Provide technical assistance and workshops for analysis and development of proposed legal reforms in order to improve the efficiency of the patrimony declaration process and reduce workloads.	2.1							National	0%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
3.3.1.1I	Provide technical assistance in the development and validation of a manual for the management and storage of files.	2.1							National	0%	
3.3.1.1J	Provide the Probity Unit with equipment and software necessary to store files, with the objective of ensuring confidentiality and integrity of files for the analysis of information.	2.1							National	0%	
3.3.1.1K	Support the strengthening of information security controls to ensure appropriate custody of documents.	2.1							National	0%	
3.3.1.1L	Provide specialized training in topics such as: financial analysis, forensic auditing, analysis and interpretation of financial data, investigation techniques, methods of analysis, money laundering, crimes against public administration, and report-writing techniques.	2.1							National	10%	
3.1.1.2	New Probity Law										
3.1.1.2A	Provide technical assistance in adjusting forms and instructional guides to the new Probity Law.	2.1							National	0%	
3.1.1.2B	Train personnel from the Probity Unit in the application of the new Probity Law.	2.1							National	0%	
3.1.1.2C	Support the design and implementation of a publicity campaign in social networks and mass media about the services and role of the Probity Unit.	2.1							National	0%	
3.1.1.3	Interinstitutional collaboration										
3.1.1.3A	Improve collaboration between the Probity Unit and the Attorney General's Office via joint training on relevant topics from constitutional, administrative, civil, commercial and criminal law with the objective of improving processes.	2.1							National	10%	
3.1.1.3B	Support the development and validation of a format for final investigative reports, including all of the elements necessary to ensure that the information obtained by the Probity Unit can be used by the FGR.	2.1							National	0%	
3.1.1.3C	Support coordination meetings between the Probity Unit, FGR and Court of Accounts to provide administrative follow-up and prioritize cases, with the objective of creating and strengthening transparency mechanisms and fighting corruption.	2.1							National	0%	
3.1.1.3D	Support the development of training workshops for liaisons from public institutions regarding the timely provision of lists of civil servants from their institutions that are required to submit patrimony declarations, so that the Probity Unit can update its database of civil servants that must submit declarations.	2.1							National	0%	
3.3.2	Professional Investigation Unit										
3.3.2.1	Support the implementation of recommendations and proposals for improvement, stemming from the situational diagnostic assessment, that involve speeding and standardizing procedures and developing forms and instructive guides.	2.1							National	0%	
3.3.2.2	Develop an IT case tracking system for the Unit and provide necessary equipment for its functioning, with the goal of speeding procedures and making them more transparent.	2.1							National	5%	
3.3.2.3	Support personnel from the Professional Investigation Unit and the Supreme Court's IT Unit in the implementation of the IT system.	2.1							National	0%	
3.3.2.4	Provide technical assistance to develop and validate basic investigation guides for administrative sanctionary procedures.	2.1							National	100%	Activity completed in Q1 FY 2018.
3.3.2.5	Support dissemination activities for the electronic notification system and registration of lawyers in the system, on a regional level.	2.1							National	0%	
3.3.2.6	Provide technical assistance in the development and management of a File Management and Storage Manual.	2.1							National	0%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
3.3.2.7	Provide technical assistance and equipment for the development of an IT system based on a unique number for legal professionals, with the objective of providing timely information on reports or procedures in process in the corresponding bodies.	2.1							National	5%	
3.3.2.8	Train personnel from the Judicial Investigation Unit, Professional Investigation Unit, and Supreme Court IT Unit on the use of the system based on unique numbers.	2.1							National	0%	
3.3.2.9	Train personnel in areas such as: Administrative sanctionary law, Investigation techniques (hypothesis and use of evidence), Initiation of investigations, Types of sanctions (criteria and proportionality), Report writing techniques and legal justification of resolutions, etc.	2.1							National	5%	
3.3.3	Judicial Investigation Unit										
3.3.3.1	Carry out a diagnostic assessment of the operativity of judicial investigations in general and key procedures in particular, in order to improve procedures.	2.1							National	40%	
3.3.3.2	Develop an IT case tracking system for the Unit and provide necessary equipment for its functioning, with the goal of speeding procedures and making them more transparent.	2.1							National	0%	
3.3.3.3	Support personnel from the Professional Investigation Unit and the Supreme Court's IT Unit in the implementation of the IT system.	2.1							National	0%	
3.3.3.4	Support dissemination activities for the electronic notification system and registration of judges and magistrates in the system, on a regional level.	2.1							National	0%	
3.3.3.5	Provide technical assistance in the development and management of a File Management and Storage Manual.	2.1							National	0%	
3.3.3.6	Provide barcode readers to improve the ability to find and control files.	2.1							National	0%	
3.3.3.7	Train personnel in areas such as: Administrative sanctionary law, Investigation techniques (hypothesis and use of evidence), Initiation of investigations, Types of sanctions (criteria and proportionality), Official crimes and procedures regarding immunity; Report writing techniques and legal justification of resolutions, etc.	2.1							National	5%	
3.3.4	Strengthen the efficiency and transparency of the courts										
3.3.4.1	Process Distribution Offices (ODP)										
3.3.4.1A	Support the strengthening of 5 ODPs in Supreme Court offices (San Salvador, San Vicente, San Miguel, Sonsonate and Ciudad Delgado).	1.2							PBJ & PBS	0%	
3.3.4.1B	Support the creation of an ODP in the Zacatecoluca Supreme Court.	1.2							PBJ	0%	
3.3.4.1C	Support the creation of 3 ODPs in Supreme Court offices (Chalchuapa, Usulután and Santa Tecla).	1.2							non-PBJ/PBS	0%	Completion of activity that began in FY 2017.
3.3.4.1D	Support activities to increase technical competencies of ODP staff.	1.2							National	0%	
3.3.5	Office of Access to Public Information										
3.3.5.1	Pilot plan: Access to Public Information through CAUs										
3.3.5.1A	Implement the pilot plan for CAUs in San Miguel and Santa Ana to be auxiliary units of the Office of Access to Public Information.	2.3							PBJ & Non-PBJ	0%	Completion of activity that began in FY 2017.
3.3.5.1B	Develop a management system for access to information, which will track all requests received through the time the information is delivered.	2.3							National	35%	
3.3.5.1C	Evaluate the functioning of the CAU to determine opportunities for improvement to the pilot program.	2.3							PBJ	0%	
3.3.5.1D	Expand the pilot program to the other 5 PBJ municipalities.	2.3							PBJ	0%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
3.3.5.1E	Train CAU staff in topics such as: Use of the management system for access to information; Information contained in the Transparency Portal; Reception and requests for information; Key guidelines from the Institute for Access to Information to the auxiliary units; and others.	2.3							PBJ	0%	
3.3.5.1F	Support training of Judicial Branch staff in units that receive information requests in order to improve response time and increase their willingness to provide the requested information.	2.3							National	60%	
3.3.5.1G	Support training courses for magistrates and judges on protection of personal data.	2.3							National	0%	
3.3.5.1H	Support training of magistrates and judges on access to public information in PBJ municipalities.	2.3							PBJ	0%	
3.3.5.2	Transparency Portal of the Judicial Branch									0%	
3.3.5.2A	Design and develop an IT system for the new Transparency Portal of the Judicial Branch, in accordance with guidelines from the Institute for Access to Public Information.	2.3							National	40%	
3.3.5.2B	Train staff from the Office for Access to Public Information and IT staff in the functioning of the system.	2.3							National	0%	
3.3.5.2C	Support training for Judicial Branch staff on the importance of the Transparency Portal.	2.3							National	0%	
3.3.5.2D	Provide the Office of Access to Public Information with the IT equipment necessary for the Transparency Portal.	2.3							National	0%	
3.3.5.3	Judicial Documentation Portal									0%	
3.3.5.3A	Design and develop a new IT system for the Judicial Documentation Portal.	2.3							National	30%	
3.3.5.3B	Train staff from the Documentation Center and IT staff on the use of the system.	2.3							National	0%	
3.3.5.3C	Provide the Documentation Center with IT information necessary for the new portal.	2.3							National	0%	
3.3.5.4	Accountability Manual									0%	
3.3.5.4A	Develop an Accountability Manual that contains the elements that must be included in accountability reports.	2.3							National	0%	
3.3.5.4B	Support training of Judicial Branch personnel in the use of the Accountability Manual.	2.3							National	0%	
3.4	National Judicial Council										
3.4.1	Evaluation Unit										
3.4.1.1	Provide technical assistance in the development of an Evaluation Manual for magistrates of second instance chambers and Judges of first instance and peace.	2.2							National	5%	
3.4.1.2	Support the development of workshops to validate the Manual.	2.2							National	0%	
3.4.1.3	Support the training of evaluators on the application of the manual.	2.2							National	0%	
3.4.1.4	Support the publication of the Manual for magistrates, judges and evaluators.	2.2							National	0%	
3.4.2	Selection Unit										
3.4.2.1	Support the development and validation of a Selection Manual for magistrates and judges.	2.2							National	100%	Activity completed in Q1 FY 2018.
3.4.2.2	Support training on the Selection Manual.	2.2							National	35%	
3.4.2.3	Support the publication of the Selection Manual.	2.2							National	100%	Activity completed in Q1 FY 2018.
3.4.3	Judicial Career Law										
3.4.3.1	Provide technical assistance to review and validate the Judicial Career Law.	2.1							National	0%	
3.4.3.2	In coordination with the Judicial Training School, develop a training plan on the disciplinary system for magistrates and judges.	2.1							National	5%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
3.4.3.3	Lead training courses on the disciplinary system for magistrates and judges in PBJ municipalities.	2.1							PBJ	0%	
3.4.4	Key Transparency and Anti-corruption Courses										
3.4.4.1	Develop a specialization course for magistrates and judges on forensic and financial analysis.	2.1							National	5%	
3.4.4.2	Implement the specialization course for magistrates and judges on forensic and financial analysis.	2.1							PBJ	0%	
3.5	Civil Society and Public Campaigns										
3.5.1	Strengthen civil society oversight of judicial transparency in the Judicial Branch, Attorney General's Office and Public Defender's Office										
3.5.1.1	Carry out studies on the reach, causes and impact of corruption in the justice sector; opportunities to reduce the crime levels without denunciations via collaboration between civil society and justice sector operators.	3.A							National	0%	
3.5.1.2	Carry out a legal and practical analysis of completed corruption cases to identify irregularities.	3.A							National	0%	
3.5.1.3	Develop a diagnostic assessment on the internal systems of the Supreme Court that may lead to corruption.	3.A							National	0%	
3.5.1.4	Support civil society organizations working to strengthen transparency by monitoring that judges selected meet the merit-based profiles established by the CNJ.	3.A							National	15%	
3.5.2	Probity Law										
3.5.2.1	Hold workshops and seminars for various groups to promote the enactment of a new Probity Law.	3.A							National	0%	
3.5.2.2	Design and develop a public campaign for the new Probity Law in social networks and the media.	3.A							National	0%	
4	IV. LEGAL FRAMEWORK, POLICIES AND PROCEDURES										
4.1	Executive Technical Unit (UTE)										
4.1.1	Strategic Plan										
4.1.1.1	Support the development of the UTE's Institutional Strategic Plan.	1.1							National	90%	
4.1.1.2	Support the dissemination of the Strategic Plan.	1.1							National	0%	
4.1.2	National Justice Sector Policy										
4.1.2.1	Develop the National Justice Sector Policy.	1.1							National	0%	
4.1.2.2	Support the publication and dissemination of the Policy.	1.1							National	0%	
4.1.3	Annotated Criminal Procedure Code										
4.1.3.1	Publish the Annotated Criminal Procedure Code.	1.1							National	0%	
4.1.3.2	Support the development of dissemination workshops on the Annotated Code.	1.1							National	0%	
4.1.4	Information Sharing Protocol								National		
4.1.4.1	Promote the approval of the Information Sharing Protocol by the Justice Sector Coordinating Commission.	1.1							National	0%	
4.1.4.2	Once approved, disseminate the Information Sharing Protocol with personnel from justice sector institutions.	1.1							National	0%	
4.1.5	Measuring the impact of the Criminal Procedures Code										
4.1.5.1	Hold work meetings with justice sector institutions to determine modifications to UTE's CPP indicators and eventual approval by the Coordinating Commission.	1.1							National	0%	
4.1.5.2	Support the development of a report measuring the impact of the CPP for the years 2016-2017 utilizing the revised indicators.	1.1							National	0%	
4.1.6	Reforms to the CPP										

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			Q1	Q2	Q3	Q4	Q1	Q2			
4.1.6.1	Provide technical assistance for the development of potential reforms to the CPP and the presentation of the proposed reforms to the Coordinating Commission.	1.1							National	0%	
4.2	Attorney General's Office										
4.2.1	Organic Law of the FGR										
4.2.1.1	Provide technical assistance to update the Organic Law and its regulations.	1.2							National	40%	
4.2.1.2	Support the publication and dissemination of the new Organic Law and its regulations.	1.2							National	0%	
4.2.2	Strategic Plan 2018-2022										
4.2.2.1	Provide technical assistance for the development of the Strategic Plan.	1.2							National	40%	
4.2.2.2	Support the publication and dissemination of the Strategic Plan.	1.2							National	0%	
4.2.2.3	Support the implementation of strategic actions from the Plan in PBJ municipalities.	1.2							PBJ	0%	
4.2.3	Directorate of Management, Analysis and Access to Information										
4.2.3.1	Statistics Unit - SIGAP										
4.2.3.1A	Support remodeling and equipping of SIGAP's Directorate of Management, Analysis and Access to Information, including the purchase of software licenses for the Unit.	1.2							National	0%	
4.2.3.1B	Provide technical assistance and training to optimize the processing of statistical data, design of information processing methods, and interpretation of data.	1.2							National	0%	
4.2.3.1C	Strengthen SIGAP by developing an updated version of the system.	1.2							National	30%	
4.2.3.1D	Promote the development of an interinstitutional agreement with the PNC and IML to facilitate electronic sharing of information regarding criminal procedures that is integrated in the SIGAP.	1.2							National	0%	
4.2.3.1E	Provide technical assistance to improve administrative coordination processes and the use of statistical information in prosecutor's offices and by the Statistics Unit.	1.2							PBJ	0%	
4.2.3.2	Analysis Unit										
4.2.3.2A	Provide technical assistance to carry out a diagnostic assessment of the current status of the FGR's Analysis Unit.	1.2							National	0%	
4.2.3.2B	Support remodeling and the provision of equipment and software in support of technical activities of the Analysis Unit.	1.2							National	0%	
4.2.3.2C	Develop a specialized training program to improve strategic analysis in investigations.	1.2							National	0%	
4.2.4	Criminal Prosecution Policy										
4.2.4.1	Support the publication of the Criminal Prosecution Policy of the FGR.	1.2							National	100%	Activity completed in Q1 FY 2018.
4.2.4.2	Provide technical assistance for the dissemination of the Criminal Prosecution Policy on a national and interinstitutional level.	1.2							National	60%	
4.2.4.3	Provide technical assistance to develop an implementation plan for priority areas of the Criminal Prosecution Policy on a national level.	1.2							National	0%	
4.2.4.4	Provide technical assistance to follow-up and coordinate the implementation plan for the Criminal Prosecution Policy in PBJ municipalities.	1.2							PBJ	0%	
4.2.4.5	Criminal Prosecution Policy with a focus on violence against women										
4.2.4.5A	Provide technical assistance for the development of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2							National	5%	

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			Q1	Q2	Q3	Q4	Q1	Q2			
4.2.4.5B	Support the publication and dissemination of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2							National	0%	
4.2.4.5C	Support the implementation of the Criminal Prosecution Policy for crimes against women and other vulnerable populations.	1.2							National	0%	
4.3	National Civilian Police										
4.3.1	Technical Secretariat - Planning Unit										
4.3.1.1	National Surveys										
4.3.1.1A	Support the development of surveys of national public opinion and institutional opinion of the PNC.	1.2							National	30%	
4.3.1.1B	Socialize the internal and external perception surveys.	1.2							PBJ	0%	
4.3.1.1C	Support the development of a plan to implement measures to improve the perception of the PNC.	1.2							PBJ	0%	
4.3.1.1D	Provide technical assistance for the implementation of measures to improve the perception of the PNC.	1.2							PBJ	15%	
4.3.1.1E	In accordance with PNC priorities, provide technical assistance in modernizing processes/procedures in the Technical Secretariat.	1.2							National	15%	
4.3.2	Administration Sub-Direction										
4.3.2.1	Strengthening of institutional leadership										
4.3.2.1A	Establish and strengthen the PNC Leadership Development Center.	1.1							National	0%	
4.3.2.1B	Support the development of courses on leadership and police command for police officers in PBJ/PBS municipalities.	1.1							PBJ & PBS	5%	
4.3.2.1C	Publish the Police Doctrine Manual within the PNC.	1.1							PBJ	5%	
4.3.2.1D	Support the implementation of leadership and police doctrine concepts learned in the course.	1.1							PBJ	5%	
4.3.2.2	Social Welfare										
4.3.2.2A	Carry out a diagnostic assessment to determine the effects of violence against PNC members and their families (such as desertions, suicides, assassination of police officers, and assassinations of family members).	1.1							National	0%	
4.3.2.2B	Support the creation of an information management system to identify and monitor stress incidents.	1.1							National	0%	
4.3.2.2C	Provide technical assistance for the creation of a stress prevention and control program within the PNC to reduce and control the effects of stress in the police work environment.	1.1							National	0%	
4.3.3	Communications Unit										
4.3.3.1	Provide technical assistance in the development of processes and protocols for communications with the press, communities, and public officials.	1.2							National	0%	
4.3.3.2	Support the execution of the workshop on communications management and public media.	1.2							PBJ	0%	
4.3.3.3	Carry out trainings and workshops to strengthen the capacity of community police, police managers, and investigators in the implementation of communications protocols.	1.2							PBJ	0%	
4.4	Supreme Court of Justice										
4.4.1	Strategic Plan of the Judicial Branch										
4.4.1.1	Promote the Strategic Plan within the institution.	2.3							National	0%	

No.	Justice Sector Strengthening Activity (JSSA) FY 2018 Work Plan Checchi and Company Consulting, Inc.	Contract Sub- Component	FY 2018				FY 2019		Coverage	% Completed to Date	Comments
			Q1	Q2	Q3	Q4	Q1	Q2			
4.4.1.2	Support the development of an IT system for strategic and operative management of the Judicial Branch.	2.3							National	50%	
4.4.1.3	Train personnel from the Planning Unit and IT unit on the system.	2.3							National	0%	
4.5	Forensic Medicine Institute										
4.5.1	Strategic Plan										
4.5.1.1	Provide technical assistance to update and disseminate the IML's Institutional Strategic Plan 2018-2020.	1.2							National	0%	
4.5.1.2	Support the development of operative plans.	1.2							National	0%	
4.5.2	Restructuring										
4.5.2.1	Provide technical assistance for the development of a proposal for an organic restructuring of the IML.	1.2							National	0%	
4.5.2.2	Provide technical assistance for the design of an independent Forensic Institute (including an analysis of required legal reforms).	1.2							National	0%	
4.5.3	Process re-engineering										
4.5.3.1	Provide technical assistance to update procedures in each of the IML's clinical areas.	1.2							National	0%	
4.6	Public Defender's Institute										
4.6.1	Strategic Plan 2017-2021										
4.6.1.1	Publication and socialization of the Strategic Plan of the PGR.	1.2							National	90%	
4.6.2	Public Defender Selection and Recruitment Manual										
4.6.2.1	Support the publication and dissemination of the Public Defender Recruitment and Selection Manual.	1.2							National	85%	
4.6.3	Public Defense Manual										
4.6.3.1	Develop the Public Defense Manual.	1.2							National	90%	
4.6.3.2	Hold validation workshops for the Public Defense Manual.	1.2							National	100%	Activity completed in Q1 FY 2018.
4.6.3.3	Publish and disseminate the Public Defense Manual.	1.2							National	85%	

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