



**PEACEBUILDING FUND (PBF)
END OF PROJECT REPORT
COUNTRY: GUATEMALA
REPORTING PERIOD: 2011-2015**

<p align="center">Programme Title & Project Number</p> <p>Programme Title: Strengthening National Capacities for Criminal Investigation Programme Number <i>(if applicable)</i> MPTF Office Project Reference Number:¹ 80403</p>
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<p align="center">Recipient UN Organizations</p> <p>List the organizations that have received direct funding from the MPTF Office under this programme: UN Women, UNODC, UNDP</p>
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<p align="center">Programme/Project Budget (US\$)</p> <p>PBF contribution (by RUNO) 2,379,231.00</p> <p>Government Contribution <i>(if applicable)</i> N/A</p> <p>Other Contributions (donors) <i>(if applicable)</i> N/A</p> <p>TOTAL: 2,379,231.00</p>
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<p align="center">Implementing Partners</p> <p>List the national counterparts (government, private, NGOs & others) and other International Organizations: Public Prosecutor's Office and National Civil Police</p>

<p align="center">Programme Duration</p> <p>Overall Duration <i>(months)</i> 49</p> <p>Start Date² <i>(dd.mm.yyyy)</i> 16.11.2011</p> <p>Original End Date³ <i>(dd.mm.yyyy)</i> 31.11.2013</p> <p>Final End date⁴ <i>(dd.mm.yyyy)</i> 31.12.2015</p>

<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Mid-Term Evaluation / Review - if applicable <i>please attach</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: December 2013 End of project Evaluation- <i>if applicable please attach</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date:</p>

<p align="center">Report Submitted By</p> <p>Name:</p> <p>Title:</p> <p>Participating Organization (Lead):</p> <p>Email address:</p>

¹ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the [MPTF Office GATEWAY](#)

² The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

³ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁴ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

PART 1 – RESULTS PROGRESS

1.1 Assessment of the project implementation status and results

For PRF projects, please identify Priority Plan outcome and indicators to which this project has contributed:

<p>Priority Plan Outcome to which the project has contributed. 1.2 Justice system is strengthened through equipping, staffing and training of Office of the Magistrate and courts to establish credibility, professionalism, independence, and efficiency in the judiciary system and inclusive law reform in order to institute rule of law</p>
<p>Priority Plan Outcome indicator(s) to which project has contributed. Impunity rate related to crimes against life (based on the ratio between the number of cases presented to the Public Prosecutor’s Office and the number of cases sentenced) Impunity rate pertaining to organized crime (based on the ratio between the number of cases presented to the Public Prosecutor’s Office and the number of cases sentenced) Impunity rate related to crimes against women (based on the ratio between the number of cases presented to the Public Prosecutor’s Office and the number of cases sentenced)</p>

For both IRF and PRF projects, please rate this project’s overall achievement of results to date: on track with significant peacebuilding results

For both IRF and PRF projects, outline progress against each project outcome, using the format below. The space in the template allows for up to four project outcomes.

Outcome Statement 1: The capacities of the Criminal Investigation Bureau (known by its Spanish acronym as DICRI) of the Office of the Public Prosecutor for processing crime scenes and monitoring and surveillance of criminal actions have been strengthened

Rate the current status of the outcome: on track with significant peacebuilding results

<p>Indicator 1: Number of reports made in which monitoring and surveillance equipment was used from DICRI</p>	<p>Baseline: 0 Target: 25 Progress:160</p>
<p>Indicator 2:</p>	<p>Baseline: Target: Progress:</p>
<p>Indicator 3:</p>	<p>Baseline: Target: Progress:</p>

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

The Forensic Information Unit of the Public Prosecutor’s Office (PPO) was created with Project support. It consists of video surveillance, forensic video, a carving

section and UFED, which is a tool for gathering evidence, monitoring and surveillance of criminal actions (90% of the cases handled are high profile). The computer control system (known by its Spanish acronym as SICOMP) of cases handled by the PPO was linked with the DICRI computer system. This makes it possible to use the information collected when processing crime scenes in real time, which speeds up criminal investigation.

The DICRI crime scene investigation and management training curriculum is being applied to the existing staff and new entrants to ensure the standardization and institutionalization of staff training. The crime scene processing protocol was updated by incorporating three additions: violence against women, sexual violence and femicide crime scenes.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The PBF helped strengthen the Criminal Investigation Unit (known by its Spanish acronym as DICRI) of the PPO in processing crime scenes and preserving the evidence chain of custody through the use of new technologies, tools and expertise. This has helped the PPO present more than 160 reports scientifically and efficiently to ensure stronger sentences, surpassing the initial goal of 25 reports. With PBF support, the DICRI has gone from being a unit with outdated/obsolete practices to a unit with expertise, more human resources, state-of-the art technology and institutional tools. The equipment purchased with Project support demonstrated the usefulness and need for updated technology throughout the country. This unlocked PPO procurement and made it possible to purchase new equipment.

Support for strengthening PPO crime scene processing and criminal investigation capabilities has contributed to higher levels of effectiveness by submitting stronger cases to the competent courts, thereby reducing impunity. In 2015, the PPO estimated that it had achieved 30% effectiveness in the criminal investigation of crimes against life specifically in the metropolitan area, compared to 5% in 2010. This has increased public confidence in the response capacities of the institution, as reflected in the results of a survey among citizens (Borges and Associates, 2014) sponsored by UNDP, in which the public characterized the PPO as the most trusted public institution (37.2% compared to 10.7% for the police and 22% for the Supreme Court). The survey also showed that the proportion of the population that believes Guatemala has improved its capabilities in the fight against crime has increased (53%).

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

N/A

Outcome Statement 2: The capacities of the Office of the Public Prosecutor to manage knowledge and intelligence regarding crime have increased, particularly through expansion and reinforcement of its Analysis Unit

Rate the current status of the outcome: on track with significant peacebuilding results

Indicator 1: Number of liaison offices of the Analysis Unit created (in PPO)	Baseline: 0 Target: 5 Progress:18
Indicator 2: Number of cases (per PPO) in which the mapping of criminal phenomena undertaken by the liaison offices of the Analysis Unit are used	Baseline: 0 Target: 5 Progress:111
Indicator 3: Existence of a institutional communication strategy	Baseline: 0 Target: 1 Progress:1

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

The PBF supported the creation and institutionalization of the PPO Criminal Analysis Department (CAD). It provides an analysis of criminal acts in order to develop appropriate strategies in response to different manifestations and patterns of crime and dismantle criminal networks.

A curriculum on basic criminal investigation and specialized criminal investigation software use for all CAD staff was created and institutionalized.

The Financial Analysis Unit was created with a multidisciplinary staff of 54 and specialized equipment interconnected to the databases of other state institutions.

FDX Software was designed and is being implemented. It provides useful statistical information to support the analysis of criminal acts.

The Project has also helped provide special criminal analysis technology to CAD.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The set of actions developed in the framework of the Project has helped promote a new strategic prosecution paradigm that stresses investigation, analysis and monitoring of criminal phenomena instead of criminal investigation based on isolated cases. This has increased the effectiveness of criminal investigation, especially in crimes against life in the metropolitan area, from 5% in 2012 to 32% in 2015, leading to a reduction of impunity for this type of crime. This confirms a new trend that is reflected in increased public trust and contributes to the process of strengthening the rule of law and peace.

The Analysis Unit, which only had a staff of 12 financed by the PBF Project (February 2012), was transformed into the Criminal Analysis Department and is now institutionalized and made up of 142 PPO officials.

18 criminal analysis liaison offices or units located in section, district and municipal prosecution offices were created with Project support. These units are in charge of

analyzing criminal patterns and structures in order to dismantle them using special technologies and methodologies. The liaison units have been institutionalized through the inclusion of 14 of them in the regular budget of the PPO. These liaison units have analyzed and structured 111 criminal manifestations consisting of approximately 11,000 files (cases).

All these actions have allowed the PPO to request that the Judiciary issue arrest warrants in order to obtain more solid convictions. The CAD is also the main reference for CICIG in conducting criminal analyses in complex and high-profile investigations, including recent investigations of corruption among senior government officials.

The CAD model and liaison units have become a reality consolidated at the central level and in the country's main prosecution offices. The challenge is to implement this liaison unit model in the country's 33 municipal, 23 district and 23 section prosecution offices to consolidate the decentralization of criminal prosecution according to the provisions of the PPO 2015-2019 strategic plan. By supporting new criminal analysis and investigation methods and models such as DICRI and CAD, the PBF has directly contributed to the institutionalization of strategic prosecution in the PPO. To ensure the sustainability of this model, UNDP has advised the PPO on the development of the 2015-2019 Strategic Plan, which was institutionalized through a General Instruction of the Prosecutor General. This has all contributed to reducing impunity for crimes against life from 98% in 2008 to 90% as measured by CICIG.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

The DIGICRI budget was redirected to this outcome in 2015, which was strengthened with four more liaison units that were added to the previous 14 at four new district prosecution offices.

Outcome Statement 3: The capacity for strategic criminal prosecution for the crimes of femicide, trafficking in persons and violence against women and children by the Prosecution for Women and the Unit on Trafficking in Persons of the Prosecution against Organized Crime of the Office of the Public Prosecutor has been strengthened

Rate the current status of the outcome: on track with significant peacebuilding results

Indicator 1: Success rate of the Public Prosecutor's Women's Office	Baseline: 17% Target: 25% Progress: 25%
Indicator 2: Success rate of Trafficking Unit	Baseline: 15% Target: 25% Progress: 32%
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

Institutional instruments were developed to strengthen and regulate the knowledge and practices for criminal investigation of femicide according to national and international standards (General Instruction No 06-2013). Their implementation was strengthened through specialized training and systematic monitoring at the national level. The curriculum for a course for career prosecutors was proposed, approved and added to the institutional educational courses offered.

Additions were made to the database of femicide cases, created in 2013 in the framework of the Project, to improve decision making on the strategic prosecution of femicide.

Progress was made in the Prosecution Management Model, aimed at dividing prosecutorial functions into different functional units in different prosecution offices. The Project also supported the Prosecution Office against Human Trafficking with coordination protocols and achieved success in the strategic prosecution of cases.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The curriculum for career prosecutors was approved and incorporated into the curriculum of the PPO Training Unit in order to develop standardized and specialized strategic criminal investigation and prosecutor training processes.

Based on the results of an internal evaluation (sampling) on the use of acquired knowledge and general instructions in the framework of the project, a technical committee for case analysis made up of the Prosecution Office for Women and Children, the Prosecution Office against Trafficking in Persons and civil society organizations was established for the purpose of jointly reviewing the progress of cases. On the other hand a coordination committee was created among the U.N. System, the PPO, the Judiciary and other sector institutions in order to promote joint actions to facilitate access to justice for women.

The Project promoted the transformation of the Unit against Trafficking in Persons into the Prosecution Office against Trafficking in Persons, supporting models for assisting victims of such crimes.

All these interagency actions have resulted in a more structured prosecution, with criminal investigation policies in cases of femicide, sexual violence and trafficking. This has contributed to a higher success rate in criminal investigations, as reflected in the indicators. This increase is very important in a context where improving justice services for women in terms of assistance and investigation has led to increased reporting of these types of crimes and particularly of the number of indictments submitted annually by the PPO to the Judiciary, which reached 1,113 in 2013 and 2,757 in 2014 and (PPO Management Report, May 2014-2015).

The project supported the creation and establishment of two prosecution offices in the hospital network, made up of prosecutors and special investigators of crimes against the life and integrity of persons, crimes of sexual violence and abuse against women

and children. 98 cases of violence against women have been processed to date (PPO Management Report, May 2014-2015).

Regarding the new Prosecution Management Model, the prosecution offices that use the model of functional units were analyzed and it was seen that in some of them it was implemented without the staff, infrastructure and other basic conditions needed to ensure proper operation. Therefore, before further implementing the management model, steps were taken to establish the conditions and requirements that must be met by prosecution offices. General Instruction No. 03-2014 sets up a pilot program to establish the conditions for proper coordination between investigation and litigation units.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

N/A

Outcome Statement 4: The Department for Investigation of Sexual Crimes, Trafficking in Persons, Children and Adolescents and Related Crimes of the Criminal Investigation Department’s Specialized Division of the National Civilian Police was strengthened by implementing a Model for Management of Criminal Investigation

Rate the current status of the outcome: on track with significant peacebuilding results

<p>Indicator 1: Number of cases that have used evidence generated through the new management model to be implemented in the Department of Investigation of Sexual Crimes, Trafficking in Persons, Children and Adolescents and related crimes of the Specialized Division</p> <p>Indicator 2:</p> <p>Indicator 3:</p>	<p>Baseline: 0 Target: 25 Progress:711</p> <p>Baseline: Target: Progress:</p> <p>Baseline: Target: Progress:</p>
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Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit).Outputs are the immediate deliverables for a project.

The Special Criminal Investigation Division (SCID) of the National Civilian Police institutionalized the proposed model criminal investigation through General Order 67-2014, which has followed up with technical support and the creation of an interagency working group for identification of needs, development of protocols for operation of the order, etc.

The Project has strengthened the institutional and coordination capacities for investigating, monitoring, arresting and dismantling organized crime networks that engage in human trafficking for sexual exploitation, labor and illegal adoptions. The Project provided technical assistance in the construction of the "Operating Guide for Criminal Investigators", which standardizes the procedures to be followed when identifying a possible criminal act.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

This model was institutionalized and has started implementing General Order 67-2014 on the functional and territorial organization and jurisdiction of the SCID. As a result of this work and at the request of the PNC, the Project has strengthened the criminal investigation service provided by the Criminal Investigation Division, made up of SCID and another six divisions. This was achieved through technical assistance for the development of standard operating procedures, based on the experience and knowledge of the managers and investigators. This was done to strengthen and support investigators' actions in order to help substantiate criminal charges before the competent courts, change procedural paradigms and fight crime and violence effectively.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

N/A

Outcome Statement 5: Strengthened interagency coordination and external cooperation to improve criminal investigation and criminal prosecution by the Office of the Prosecutor General, the National Institute of Forensic Sciences and the Ministry of Security

Rate the current status of the outcome: on track with significant peacebuilding results

<p>Indicator 1: Number of protocols designed for interinstitutional collaboration in criminal investigations and legal prosecution</p> <p>Indicator 2: Number of indictments generated based on joint work framed in the protocol for interagency collaboration in criminal investigation and prosecution</p> <p>Indicator 3:</p>	<p>Baseline: 0 Target: 1 Progress:2</p> <p>Baseline: 0 Target: 100 Progress:140</p> <p>Baseline: Target: Progress:</p>
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Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

Two interagency coordination protocols, one between the PPO and the National Institute of Forensic Sciences (known by its Spanish acronym as INACIF), and another between the PPO and the National Civil Police (PNC), were developed during the life of the Project and signed and endorsed by the three institutions. These protocols have contributed to more orderly and efficient work between the above-mentioned institutions, overcoming the limitations that existed regarding the definition of the crime scene handling and criminal investigation responsibilities and roles of each. This results in coordinated and efficient management, in line with international standards.

There has also been interagency coordination with fire departments, INACIF, the PPO Department of Communication and journalists to train them in crime scene handling and care and preserving the evidence needed for criminal investigation.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The protocols signed in the framework of the Project have increasingly strengthened the work by assigning special PNC and PPO staff to perform investigation tasks jointly. This interagency coordination has led to an increase in the number of indictments filed by the PPO, specifically in cases of crimes against women and trafficking in persons, which have reached 140 indictments. There is a special PNC and PPO corps of investigators that work jointly and in coordination on this type of crimes.

An important Project outcome is the change of PPO staff attitudes with regard to the PNC in criminal investigation and cases of trafficking in persons. This has resulted in coordinated teamwork among peers and is reflected in an increase in the effectiveness of criminal investigation and reduction of investigation time.

Another important Project outcome that was not originally contemplated is the exchange of knowledge between INACIF and the PPO, which has provided the PPO with information processing and evidence coordination mechanisms in order to support allegations more effectively in court. In the past, evidence was handled carelessly when it was collected and processed to support the investigation. The exchange of information between INACIF and the PPO now makes it possible to process evidence professionally and effectively.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

N/A

Outcome Statement 6: Definition of the initial stage of the process of institution building of the Criminal Investigation Bureau (DIGICRI)

Rate the current status of the outcome: off track

Indicator 1: Number of regulations, tools and operational models for the initial stage of DIGICRI institutionalization	Baseline: 4 Target: 3 Progress:3
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

Project activity related to the Criminal Investigation Bureau (known by its Spanish acronym as DIGICRI) was approved in 2014.

The Interagency Working Group that supports the creation and structure of the DIGICRI, made up of the PPO, MINGOB, CICIG and UNDP, considered the Investigative Police of Chile as a model for the creation of the DIGICRI in Guatemala.

In this sense, the Project supported the hiring of three Chilean Investigative Police officers who worked on the definition of the investigation model, the corporate governance model and the development of training modules for DIGICRI criminal investigators. However, in the framework of the Project it was decided to postpone support until State authorities redefine the role of the DIGICRI in criminal investigation in the country, compared to other previously established national investigation institutions that are fully operational.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

The high-level advocacy process developed with MINGOB and PPO authorities led to the creation of an institutional working group for the development and structure of the DIGICRI. The DIGICRI was created to meet the need for clear and comprehensive solutions designed with a systemic approach that effectively address the criminal investigation function through a body of highly trained professionals. Three strategic lines were defined to support construction of the initial phase of DIGICRI institutionalization, to be carried out with the support of Chilean Investigative Police authorities:

- Development of the institutional structure of the DIGICRI.
- Development of the DIGICRI criminal investigation model
- Development of training modules for DIGICRI criminal investigation in Guatemala

These models are the basis for the future operation of DIGICRI, which is an important step forward in the process of police reform in Guatemala, creating a police force exclusively responsible for criminal investigation and differentiating it clearly from the police in charge of crime prevention.

However, given the political situation in Guatemala in 2015, marked by the dismissal of the Minister of Interior, it was decided in the framework of the Project that the future of DIGICRI requires significant institutional support that the situation did not allow at that time.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

The situation in the country in 2015 has prevented further progress in shaping and starting DIGICRI operations. The high-level institutional changes that took place in the Ministry of the Interior and the absence of political decision making on the merger of the existing police forces have hindered progress in the consolidation of the results achieved. All this is notwithstanding the creation of an interagency technical working group (made up of PPO, DIGICRI, MINGOB, UNDP and CICIG) to achieve consensus among the various actors involved in creation of the DIGICRI.

Outcome Statement 7: Evaluation and Monitoring - PBF Secretariat support

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

List the key outputs achieved under this Outcome (1000 character limit). Outputs are the immediate deliverables for a project.

Monitoring Systems of the Peacebuilding Fund Priority Plan and PBF projects, the PBF Communication Strategy and Success Stories were developed as part of this activity; coordination for the preparation and review of the semiannual, annual and final reports on PBF and Joint Steering Committee projects was supported; coordination of the activities carried out within the JSC was supported; the Concept Note for Phase II of the PBF in Guatemala was prepared; a baseline was developed, which provided a system for measuring the progress of PPP and PBF projects.

Outcome progress at the end of project

Describe progress made toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers (3000 character limit)?

Peacebuilding Fund Secretariat activities were carried out to support, monitor, track and coordinate projects, agencies and national partners in Guatemala, and support was provided to the Joint Steering Committee with PBSO and MPTF offices.

In that sense, the PBF Communication Strategy was developed. It consists of different communication products, such as articles, multimedia files or success stories of PBF projects in Guatemala.

The review process of the final status of the PBF Priority Plan indicators in Guatemala was defined, launched and implemented in coordination with PBSO and indicators for measuring long-term processes were identified.

Additionally, assistance has been provided for preparation and monitoring of the final PPP evaluation mission in coordination with PBSO, which is being implemented since October 2015.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

N/A

1.2 Assessment of project evidence base, risk, catalytic effects, gender at the end of the project

<p><u>Evidence base</u>: What was the evidence base for this report and for project progress? What consultation/validation process has taken place on this report (1000 character limit)?</p>	<p>The information reported is based on official data provided and validated by national counterparts.</p> <p>There has been a paradigm shift in criminal investigation, which has gone from a "case by case" methodology to a strategic criminal prosecution model for dismantling large-scale criminal networks. This model was developed in coordination with CICIG and has contributed to increased PPO effectiveness and independence and to promoting high-impact investigations. These include major corruption cases that are being investigated by CICIG and PPO in 2015.</p> <p>Handling crime scenes with more technical and scientific support in coordination with other institutions has led society to perceive the work of the institution differently. This has heightened confidence in the institution, as evidenced by the results of public surveys and increased media attention.</p>
<p><u>Funding gaps</u>: Did the project fill critical funding gaps in peacebuilding in the country? Briefly describe. (1500 character limit)</p>	<p>With its investment, the Project has shown that substantive changes can be achieved through a combination of equipment, technological advances, specialized training and proper support. The investment filled several gaps, such as the renewal of equipment and curriculum development.</p> <p>The project also promoted the mobilization of PPO resources to take on board and hire the human resources needed for the provision of CAD liaison services and new staff for the financial analysis unit. It also helped remove obstacles for the procurement of goods, which has allowed the PPO to acquire</p>

	new and modern equipment using its own resources.
<u>Catalytic effects:</u> Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/accelerate peace relevant processes? Briefly describe. (1500 character limit)	<p>PBF support to the analysis units led to an institutionalization process in the PPO which resulted in the creation of the CAD using PPO budget funds. The CAD has represented a structural change in the way investigations are conducted, as evidenced by the investigation of recent corruption cases (corruption in Customs, the Social Security Institute and the Judiciary). The criminal analysis model created with PBF support is now being extended to other prosecution offices with the support of Canada, USAID and the European Union.</p> <p>Additional project resources were generated when the PPO took on board ten analysts (liaison officers) of the Criminal Analysis Unit, who had been initially hired with project funds, and four clerks who initiated and input the femicide database at the General Secretariat.</p> <p>After implementation of the management model in the Trafficking Unit, it was institutionalized by General Order 67/2014. This has contributed to SCID restructuring based on this model. The process continued with INL (U.S. Embassy) support. The set of models created with PBF assistance has been institutionalized with the launch of the 2015-2019 Strategic Plan developed with UNDP support and institutionalized through a General Instruction, which charts a path for transformation of PBF achievements into institutional commitments.</p>
<u>Risk taking/ innovation:</u> Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result? (1500 character limit)	<p>Although the change in PPO authorities threatened the continuity of the processes started in the framework of the project, it was possible to maintain their strategic position within the institution and make it even more effective.</p> <p>The creation of an administrative management platform (SCID) that supports the work of logistics, operational, financial and other experts provides investigators with the necessary resources to perform their work under improved conditions.</p> <p>The project has strengthened institutional areas where the need for growth has been seen (e.g. changing administrative units and/or offices into bureaus and prosecution departments), which has forced the institution to increase and institutionalize the support given by the Project by providing more human and financial resources.</p> <p>Implementation of the Project has made a difference by introducing innovation in the existing criminal investigation model, replacing it with a new model with a completely different approach and treatment.</p>
<u>Gender marker:</u> How have gender considerations been mainstreamed in the project to the extent possible? Is the original gender marker for the project still the right	Three key elements were incorporated into the crime scene management protocol: femicide, sexual violence and trafficking: in persons. The project supported three additions to the protocol in the three areas, making them relevant and with different interventions in each of them. This represents a major change in

<p>one? Briefly justify. (1500 character limit)</p>	<p>the way these cases are handled. Under the old system, all crimes were handled in the same manner.</p> <p>In order to highlight the gender approach, the Project has supported a number of actions including the development of guidelines, DICRI curricula, courses for career prosecutors, crime scene management, etc.</p> <p>It is also the first project that addresses the in-depth mainstreaming of the human rights of women in criminal investigation and prosecution.</p>
<p><u>Other issues:</u> Are there any other issues concerning project implementation that should be shared with PBSO? This can include any cross-cutting issues or other issues which have not been included in the report so far. (1500 character limit)</p>	<p>In the current context, characterized by criminal investigations of high-profile corruption scandals conducted in a coordinated manner between the PPO and CICIG that led to massive popular movements calling for stronger and independent justice, it has been shown that criminal investigation carried out independently can be a key element in the fight against impunity, the establishment of greater public confidence in justice and generally to promote structural reforms in favor of the rule of law and peace. For this reason it is believed that the PPO should continue receiving support in order to strengthen the fight against impunity and promote close coordination with CICIG, whose mandate is not permanent and requires the support of the UN system in the definition of long-term institutional strengthening strategies to consolidate their effects on the Guatemalan justice system.</p>

1.3 INDICATOR BASED PERFORMANCE ASSESSMENT: *Using the Project Results Framework as per the approved project document- provide an update on the achievement of key indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, state this and provide any explanation in the qualitative text above. (250 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1 The capacities of the Criminal Investigation Bureau (known by its Spanish acronym as DICRI) of the Office of the Public Prosecutor for processing crime scenes and monitoring and surveillance of criminal actions have	Indicator 1.1 Number of reports made in which monitoring and surveillance equipment was used from DICRI	0	25	160		
	Indicator 1.2					
	Indicator 1.3					

been strengthened						
Output 1.1	Indicator 1.1.1					
	Indicator 1.1.2					
Output 1.2	Indicator 1.2.1					
	Indicator 1.2.2					
Output 1.3	Indicator 1.3.1					
	Indicator 1.3.2					
Outcome 2 The capacities of the Office of the Public Prosecutor to manage knowledge and intelligence regarding crime have increased, particularly through	Indicator 2.1 Number of liaison offices of the Analysis Unit created (in PPO)	0	5	18		
	Indicator 2.2 Number of cases (per PPO) in which the mapping of criminal phenomena undertaken by the liaison offices of the Analysis Unit are used	0	5	111		

expansion and reinforcement of its Analysis Unit	Indicator 2.3 Existence of a institutional communication strategy	0	1	1		
Output 2.1	Indicator 2.1.1					
	Indicator 2.1.2					
Output 2.2	Indicator 2.2.1					
	Indicator 2.2.2					
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
Outcome 3 The capacity for strategic criminal prosecution for the crimes of femicide, trafficking in persons and violence	Indicator 3.1 Success rate of the Public Prosecutor's Women's Office	17%	25%	25%		
	Indicator 3.2 Success rate of Trafficking Unit	15%	25%	32%		
	Indicator 3.3					

against women and children by the Prosecution for Women and the Unit on Trafficking in Persons of the Prosecution against Organized Crime						
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Outcome 4 The Department	Indicator 4.1 Number of cases that have used	0	25	711		

for Investigation of Sexual Crimes, Trafficking in Persons, Children and Adolescents and Related Crimes of the Criminal Investigation Department's Specialized Division of the National Civilian Police was strengthened	evidence generated through the new management model to be implemented in the Department of Investigation of Sexual Crimes, Trafficking in Persons, Children and Adolescents and related crimes of the Specialized Division					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					

	Indicator 4.3.2					
Outcome 5 Strengthened interagency coordination and external cooperation to improve criminal investigation and criminal prosecution by the Office of the Prosecutor General, the National Institute of Forensic Sciences and the Ministry of Security	Indicator 5.1 Number of protocols designed for interinstitutional collaboration in criminal investigation and prosecution	0	1	2		
	Indicator 5.2 Number of indictments generated based on joint work framed in the protocol for interagency	0	100	140		

	collaboration in criminal investigation and prosecution					
Output 5.1	Indicator 5.1.1					
	Indicator 5.1.2					
Output 5.2	Indicator 5.2.1					
	Indicator 5.2.2					
Output 5.3	Indicator 5.3.1					
	Indicator 5.3.2					
Outcome 6 Definition of the initial stage of the process of institution building of the Criminal Investigation Bureau (DIGICRI)	Indicator 6.1 Number of regulations, tools and operational models for the initial stage of DIGICRI institutionalization	4	3	3		
	Indicator 6.2					

Output 6.1	Indicator 6.1.1					
	Indicator 6.1.2					
Output 6.2	Indicator 6.2.1					
	Indicator 6.2.2					
Output 6.3	Indicator 6.3.1					
	Indicator 6.3.2					
Outcome 7 Evaluation and Monitoring	Indicator 7.1					
	Indicator 7.2					
Output 7.1	Indicator 7.1.1					
	Indicator 7.1.2					
Output 5.2	Indicator 7.2.1					
	Indicator 7.2.2					
Output 5.3	Indicator 7.3.1					
	Indicator 7.3.2					

PART 2: LESSONS LEARNED AND SUCCESS STORY

2.1 Lessons learned

Provide at least three key lessons learned from the implementation of the project. These can include lessons on the themes supported by the project or the project processes and management.

Lesson 1 (1000 character limit)	<p>The sustainability strategies required in the project design have represented an added value for the institutionalization of processes. The joint definition of intervention strategies strengthens processes based on the experience and knowledge of all stakeholders.</p> <p>In the context of a transition between State authorities, it is important to immediately establish a positive relationship with the lead authority and his team of advisers. This helps ensure that project activities can continue uninterrupted despite the change of authorities. The transition of the head of the PPO in 2014 was a positive example of this.</p>
Lesson 2 (1000 character limit)	<p>Coordinated work among the various UN agencies participating in the Project made it possible to optimize resources and avoid duplication of efforts and promoted sustainability of the actions generated by the Project.</p> <p>Joint and coordinated work among the various UN agencies leads to more efficient prioritization, organization, execution and allocation of resources to focus on key institutional needs at that particular time and avoid duplication in areas already covered.</p> <p>To speed up the process of procurement of goods and services in the framework of the Project, high levels of coordination and dialogue should be maintained with partners, along with mechanisms to monitor the progress of the processes.</p>
Lesson 3 (1000 character limit)	<p>Unifying communication among the different United Nations agencies with the PPO through the Department of International Affairs and Cooperation and implementing project coordination within the PPO expedited decision making and processes and facilitated alignment of project activities with the Strategic Plan of the institution. Duplication of effort with other donors is avoided, which results in greater impact of project outcomes through ownership and institutionalization of products.</p>
Lesson 4 (1000 character limit)	<p>Close coordination between the Project Coordinator and the Secretariat for Foreign Affairs and Cooperation led to an efficient use of the resources allocated to the project and 100% implementation of the budget.</p>
Lesson 5 (1000 character limit)	<p>The inclusion of key senior officials of the institution in the planning and definition of activities encouraged ownership of the products and the inclusion of technical assistance in the regular budget of the institution.</p>

2.2 Success story (OPTIONAL)

Provide one success story from the project implementation which can be shared on the PBSO website and Newsletter as well as the Annual Report on Fund performance. Please include key facts and figures and any citations (3000 character limit).

The PBF Communication Strategy has been finalized. It includes a Project Success Story on the work of the CAD and DICRI.

PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

3.1 Comments on the overall state of financial expenditure

Please rate whether project financial expenditures were on track, slightly delayed, or off track: on track

If expenditure was delayed or off track, please provide a brief explanation (500 characters maximum):

The Project was expanded to add activities related to DIGICRI and M&E, (from US \$ 1,960,000.00 to US \$2,379,231.00) to be implemented in the second semester of 2014 and 2015.

Ultimately, however, some of these funds (USD 40,000.00) had to be redirected to other activities, because of the decision to postpone DIGICRI implementation.

Please provide an overview of project expensed budget by outcome and output as per the table below.⁵

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Outcome 1: Strengthened capacities of the Criminal Investigation Bureau (DICRI) of the Office of the Prosecutor General for processing crime scenes and following up and monitoring criminal activities					
Output 1.1		UNDP	311,307.94	311,307.00	N/A
Output 1.2					
Output 1.3					
Outcome 2: Increased capacity of the Office of the Prosecutor General for managing knowledge and intelligence on criminal activities, particularly through expansion and strengthening of its Analysis Unit					
Output 2.1		UNDP	662,522.60	702,522.60	
Output 2.2					
Output 2.3					
Outcome 3: Strengthened strategic criminal prosecution capacities in the crimes of femicide, trafficking in persons and violence against women and children of the Prosecution Office for Women and the Trafficking in Persons Unit of the Prosecution Office against Organized Crime of the Office of the Prosecutor General					
Output 3.1		UN WOMEN	42,800.00	42,800.00	N/A
Output 3.2		UNODC	116,630.00	116,630.00	N/A
Output 3.3		UNDP	58,139.52	58,139.52	N/A
Outcome 4: Strengthened Department for Investigation of Sexual Crimes, Trafficking in					

⁵ Please note that financial information is preliminary pending submission of annual financial report to the Administrative Agent.

Persons, Children and Adolescents and Related Crimes of the National Civilian Police Criminal Investigation Department's Specialized Division through implementation of a Criminal Investigation Management Model					
Output 4.1		UNODC	428,000.00	428,000.00	N/A
Output 4.2					
Output 4.3					
Outcome 5: Strengthened interagency coordination and external cooperation to improve criminal investigation and criminal prosecution by the Office of the Prosecutor General, the National Institute of Forensic Sciences and the Ministry of Security					
Output 5.1		UNDP	340,600.26	340,600.26	N/A
Output 5.2					
Output 5.3					
Outcome 6: Definition of the initial stage of the process of institution building of the Criminal Investigation Bureau (DIGICRI)					
Output 6.1		UNDP	170,000.00	130,000.00	
Output 6.2					
Output 6.3					
Outcome 7: M&E					
Output 7.1		UNDP	249,231.00	249,231.00	N/A
Output 7.2					
Output 7.3					
Total			2,379,231.00	2,379,231.00	

3.2 Comments on management and implementation arrangements

Please comment on the management and implementation arrangements for the project, such as: the effectiveness of the implementation partnerships, coordination/coherence with other projects, any South-South cooperation, the modalities of support, any capacity building aspect, the use of partner country systems if any, the support by the PBF Secretariat and oversight by the Joint Steering Committee (for PRF only). Please also mention if there have been any changes to the project (what kind and when) (2000 character maximum):

With regard to the management and implementation of Project management agreements, the importance of having a single project coordinator who reports to the different agencies in a comprehensive and coordinated manner was seen.

To expedite the process of procurement of goods and services in the framework of the project, high levels of coordination and dialogue with partners are needed, along with mechanisms to monitor progress in the process.

For substantive project monitoring it is advisable to have a system of indicators in place to measure and understand progress as part of the logic of Priority Plan outcomes.