



## Plan of the Alliance for the Prosperity of the Northern Triangle

El Salvador • Guatemala • Honduras



MAIN PROGRESS AND  
ACHIEVEMENTS  
2017 - 2018





## Plan of the Alliance for the Prosperity of the Northern Triangle

This report highlights the achievements reached and progress made in the implementation of the Plan of the Alliance for the Prosperity of the Northern Triangle between 2017 and 2018.

The accomplishments reported herein are based on information provided by the government teams leading the implementation of the Plan in El Salvador, Guatemala and Honduras.



Graphic design:  
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# The Plan and its implementation

The **Plan of the Alliance for the Prosperity of the Northern Triangle** stems from the determination of the governments of El Salvador, Guatemala and Honduras to provide a **forceful response** to the causes of the **irregular migration flows** that have been moving mostly to the United States.

With the aim of rooting the population in their own countries by **creating economic opportunities and improving the quality of life**, the countries have identified lines of action on the basis of four strategic pillars, as shown below.

## Strategic pillars



### FOSTERING THE PRODUCTIVE SECTOR

- Promotion of strategic sectors and employment
- Access to finance and strengthening of SMEs
- Connectivity and logistics
- Energy

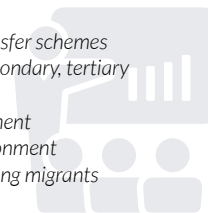
- Promoting strategic sectors and attracting investment
- Fostering regional electricity integration
- Upgrading and expanding infrastructure and logistics corridors
- Supporting the regional integration process



### DEVELOPING HUMAN CAPITAL

- Migration, human trafficking and reintegration of returning migrants
- Education
- Healthcare and social protection
- Services for women

- Expanding social protection systems and conditional transfer schemes
- Broadening the coverage and improving the quality of secondary, tertiary and vocational education
- Improving health, nutrition and early childhood development
- Building and upgrading housing and the residential environment
- Fostering the social and economic reintegration of returning migrants



### IMPROVING CITIZEN SECURITY AND ACCESS TO JUSTICE

- Security
- Judicial operators

- Expanding community security programs and schemes for the social prevention of crime
- Strengthening the capacities of judicial operators and reducing case backlogs
- Improving penitentiary and youth detention facilities
- Broadening and strengthening integrated care centers for victims of violence



### STRENGTHENING INSTITUTIONS AND IMPROVING TRANSPARENCY

- Institutions and transparency
- Revenue collection and expenditure management

- Strengthening the tax administration
- Fostering the convergence of tax systems
- Improving the transparency and effectiveness of public spending



Since 2016, the actions implemented as part of the Plan have been financed mainly with the Northern Triangle countries' own resources.



In 2018, the countries allocated

**US\$3,306 million**

(a 24 percent increase over 2017)  
for the Plan's implementation,  
as shown below:

**Budgetary Resources Allocated to the Plan of the Alliance for Prosperity  
(US\$ millions)**

Pillar	El Salvador			Honduras			Guatemala		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
Productive sector	587	239	469	289	364	317	318	366	408
Human capital	286	123	169	528	438	475	345	464	409
Security and justice	78	287	29	145	157	181	49	51	445
Institutions and transparency	11	151	339	3	10	9	9	10	59
<b>Total budgeted</b>	<b>965</b>	<b>800</b>	<b>1,005</b>	<b>965</b>	<b>969</b>	<b>981</b>	<b>722</b>	<b>891</b>	<b>1,320</b>
<b>Total executed</b>	<b>869</b>	<b>562</b>	<b>-</b>	<b>965</b>	<b>910</b>	<b>-</b>	<b>492</b>	<b>646</b>	<b>-</b>

A close-up photograph of a person's hand holding a small green seedling with a dark, fibrous root ball. The background is blurred, showing more plants in a nursery setting. The image is partially covered by a large blue and white curved graphic element.

# **Achievements and progress 2017 - 2018**

Note: All the accomplishments refer to the period between June 2017 and May 2018, unless otherwise indicated.



# Pillar 1

## Fostering the productive sector

In the field of **economic integration**, Guatemala and Honduras opened three integrated border crossings between their territories and began using the Central American Single Invoice and Declaration (FYDUCA) as part of the Deep Integration Process. El Salvador ratified the Agreement of Internal Tax Compatibility and deposited the Protocol of Accession to the Deep Integration Process with the Central American Integration System Secretariat, which represents substantial progress in the implementation of the **Northern Triangle Customs Union**.

In the area of **energy**, a meeting of ministers and senior authorities of the regional energy institutions in the Regional Electricity Market (MER), as well as representatives of the United States and Mexico, was held in April 2018, where they reaffirmed their commitment to: i) consolidate the **interconnection between Mexico and the Central American Electrical Interconnection System (SIEPAC)**; and ii) carry out studies for the creation of a **biregional market** based on the coordination of Mexico's electricity market and Central America's MER, by means of appropriate regulatory harmonization.

The countries have also developed initiatives to foster **investments in strategic sectors**, including the Tourism Incentive Law and Tourism Investment Fund in Honduras, and the draft law on a special economic zone in the southeast of El Salvador.



## PILLAR 1

### Fostering the productive sector



# El Salvador



## Promotion of strategic sectors and employment

- US\$791.9 million in foreign direct investment between January and June 2018, the highest amount in the past ten years.
- 17,822 people were placed in a job in 2017, 46 percent of them women.
- 471 youths completed a training course and set up enterprises, generating US\$742 thousand in sales and creating 788 jobs. Additionally, 93 enterprises were created in several of the country's municipalities as a result of the *Jóvenes con Todo* program.
- Progress has been made on renewing the licenses for telecommunications frequency bands, raising revenue of US\$81.2 million.
- Agriculture has been reactivated by the support given to coffee production, agricultural packages and improvements in access to credit.
- Development of the Plan on Skills Development for the Employability of Women and Youths in the Framework of the Logistics Infrastructure Project, through FOMILENIO II.
- The website *MiEmpresa.gob.sv* was launched, the single registration portal for merchants and commercial entities.
- The Law on Industrial and Commercialization Free Zones and the Special Law to Sanction Customs Infractions were approved.



## Access to finance and strengthening of SMEs

- 1,366 MSMEs and entrepreneurs received specialized advice and training in innovation, quality, technology transfer, productivity, food safety and entrepreneurship in 2017.
- 69 MSMEs, cooperatives and entrepreneurs received non-reimbursable cofinancing of US\$2.5 million to undertake productive initiatives in 2017.
- 1,161 enterprises were created; more than US\$800 thousand in seed capital was made available, and SME credits of more than US\$8.5 million were processed. All of this helped create 9,660 jobs, 930 cases of self-employment, and more than US\$22 million in sales to national and foreign markets.
- 1,739 women trained, US\$250 thousand in seed capital provided to 160 enterprises led by women, and 496 jobs created in 2017 thanks to the National Women's Entrepreneurship Program.
- US\$824 million disbursed by public banking institutions to finance SMEs between 2015 and April 2018.

## PILLAR 1 Fostering the productive sector



### Connectivity and logistics

- US\$397 million invested in 262 road infrastructure and connectivity projects, generating 5,030 direct jobs and 20,122 indirect jobs, 20% of which were given to women.
- 40,000 beneficiaries of the US\$3.9 million investment in the Integrated Transport System of the San Salvador Metropolitan Area (SITRAMSS) in 2017.
- 287 people graduated with an international qualification through the School of Merchant Marines between 2017 and 2018.
- Investments have been made in upgrading airports and modernizing border infrastructure, which facilitates connections with Honduras and Guatemala.
- The Integrated Mobility and Logistics Policy was approved, making El Salvador the first country in Latin America and the Caribbean to have such a framework.



### Energy

- US\$123 million of investments programmed to be implemented by the government in energy projects.
- A Nationally Appropriate Mitigation Action (NAMA) was launched in energy efficiency in public buildings in 2017, entailing annual savings of US\$124 million for the public sector. The government has provided an initial investment of US\$9 million, allowing a 19 percent reduction in energy consumption in public buildings.
- Approval of the first phases of the National Transmission Expansion Plan, making it possible to double power capacity in the transmission network, improving efficiency and reliability in the national transmission system and contributing to the regional transmission network.

## PILLAR 1 Fostering the productive sector



# Guatemala



### Promotion of strategic sectors and employment

- More than 120 enterprises took part in 16 business meetings in strategic markets to position their products and services in agro-industry, manufacturing, clothing and textiles, wooden furnishings and tourism, with an investment of US\$220 thousand.
- 4,639 beneficiaries of training in trade and customs issues in strategic sectors.
- Congress ratified the Partial Scope Trade Agreement with Trinidad and Tobago, and the Agreement on Promotion and Reciprocal Protection of Investments with Turkey.
- Approval of the National Competitiveness Policy, which prioritizes the development of 11 strategic sectors with a high capacity for creating jobs.
- Working groups were established to create the IV Open Government Plan and set priorities for the investment and employment pillar, as well as commitments on implementation in the coming years.



### Access to finance and strengthening of SMEs

- 3,251 credits totaling US\$26 million made available through the Fund for the Development of Micro, Small and Medium Enterprises.
- 12,441 entrepreneurs from 3,300 businesses were trained through the Promipyme program, with an investment of US\$2 million.
- 2,500 people upgraded their skills in marketing, new businesses, entrepreneurship and brand development, with an investment of US\$273 thousand.

## PILLAR 1

### Fostering the productive sector



### Connectivity and logistics

- US\$16 million were invested in strengthening infrastructure at the airports in Guatemala City, Petén and Puerto Barrios during 2017.
- The APM Terminals *Puerto Quetzal* operation began, with an infrastructure investment of US\$180 million.



### Energy

- US\$619 million invested in the development of the energy sector, mainly from the United States, Colombia, Israel and Peru.
- 92 km of transmission lines completed in the Southern Pacific Ring, or *Azucarero*, circuit.
- 8 renewable energy infrastructure projects in progress, which will increase the installed capacity by 149 MW.
- Electricity exports to southern Mexico were initiated (up to 240 MW and an average of 1.6 GWh per day).
- Approval of the National Energy Plan 2017-2032.



## PILLAR 1

### Fostering the productive sector



# Honduras



## Promotion of strategic sectors and employment

- 61,678 jobs and employment opportunities created in 2018, thanks to initiatives such as the *Chamba Comunitaria* Program and the execution of eight job fairs.
- 11,391 youths and university students obtained paid internships thanks to the *Chamba Joven* and *Código Verde* programs.
- More than 120,000 youths were trained in technical subjects in 2017 through the National Institute of Professional Training (INFOP).
- 9,500 families benefited from the provision of new agricultural technologies under the National Family Farming Strategy.
- The Tourism Incentive Law was approved and the Tourism Investment, Promotion and Development Fund (FITUR) was created. The Fund will have US\$50 million a year to promote the tourism industry.
- The president ratified the National Employment Policy agreed upon by the Economic and Social Council.
- US\$250 million in private investment and US\$570 million in exports generated through the Honduras 20/20 Program in 2017.



## Access to finance and strengthening of SMEs

- 6,359 credits provided in 2018 through the Solidarity Credit Program, which has a budget of US\$17.2 million for 2018.
- 2,400 small producers benefited from the Investment Trust for the Reactivation of the Agricultural Sector (FIRSA), with an investment of US\$38 million.
- 300 small-scale producers benefited from the distribution of their products through 50 *Lempiritas Móvil* points of sale, ensuring that 20,000 low-income families can acquire basic food basket products at affordable prices, thanks to the Field to Table Program.

## PILLAR 1

### Fostering the productive sector



#### Connectivity and logistics

- 1,347 km of road infrastructure being built with an investment of US\$1,298 million in 2018.
- 80 percent reduction in the average time to release containers and a 30 percent decline in the cost of importing goods between 2017 and 2018, thanks to the coordination of the Presidential Commission on the Reform of the Customs System and Trade Operators (COPRISAO).
- 50 percent increase in the capacity of *Puerto Cortés* with the building of wharf six. In addition, the implementation of the Port Entry Facilitation Project began.
- Launch of the National Logistics Council, which brings together various actors of the supply chain to guide logistics development policies.



#### Energy

- The Energy Secretariat began operations as the lead institution in the national energy sector.
- The new legal and regulatory framework for the electricity subsector has been implemented effectively, with the aim to create a more competitive market.
- Effective inter-institutional coordination has been achieved by the National Energy Council, which acts as the liaison body for the electricity subsector's modernization strategy.



## Pillar 2 Developing human capital

In the area of migration, the Northern Triangle countries have continued their **awareness campaigns**, strengthened their **programs for the care and reintegration of returning migrants** and improved their capacities to provide **effective consular assistance** to their nationals.

With regard to **integrated services for women**, nine **Ciudad Mujer** centers are operational in the Northern Triangle: six in El Salvador and three in Honduras. The *Ciudad Mujer* program was launched in El Salvador in 2011 and was replicated in Honduras in 2017, based on the positive outcomes achieved.

## PILLAR 2 Developing human capital



# El Salvador



### Migration, human trafficking and reintegration of returning migrants

- 51 percent decline in total flows of returning migrants in 2017 compared to the previous year. The number of returning children and teenagers fell by 71 percent.
- 24 percent decline in total flows of returning migrants between January and May 2018, in comparison to the same period of 2017, and a 26 percent and 22 percent reduction, respectively, in the number of returnees from the United States and Mexico.
- 84 businesses were created as part of the Integral Program for the Reintegration of Returnees, with an investment of US\$187 thousand.
- 212 returned migrants received entrepreneurship training, psychosocial support and in-kind seed capital during 2017, thanks to the Pilot Intervention for the Productive Reintegration of Returned Migrants project.



### Education

- 27 schools built or upgraded, with an investment of US\$19.8 million.
- 29,009 children in early education were attended to in 588 educational centers in 2017, increasing the coverage of the education system.
- 17,552 computers provided to 602 schools, benefiting 136,529 students and 4,964 teachers.
- 31,151 beneficiaries of the Literacy Program, with an investment of US\$2.5 million, resulting in 24 municipalities being declared free of illiteracy.
- US\$63.2 million disbursed to provide school supplies, shoes and two uniforms to students throughout the country, from nursery education to high school.





## El Salvador



### Health and social protection

- 29,009 children in early infancy received integrated health care services in 2017.
- US\$38 million invested in hospital equipment in 2017.
- 32,282 seniors over 70 years of age received a basic universal pension under the Social Protection Law.
- 1.2 million people received a liquid petroleum gas subsidy, worth a total of US\$89.6 million.
- 678 thousand households benefited from the potable water subsidy in 2017, with an investment of US\$71.2 million.
- 5,450 families benefited with access to housing, with an investment of US\$89.6 million.



### Services for women

- 31 UNIMUJER-ODAC centers in operation, offering specialized care for women facing violence.
- 60 institutional gender units have been set up in the executive branch, and 40 institutions have specific budget lines for gender equality.
- 6,477 women from rural areas received property titles, and 66,926 credits have been provided to women, mainly in rural areas.
- Maternal mortality fell from 49.7 per 100,000 live births in 2009 to 31.1 in 2017, surpassing the five-year target of fewer than 35 per 100,000 live births.
- Specialized Tribunals for Women to Live a Life Free of Violence and Discrimination were established.

## PILLAR 2 Developing human capital



# Guatemala



### Education

- 474 educational centers benefited from the provision of infrastructure and school equipment, with an investment of US\$58.3 million.
- 7.2 million students received school supplies and text books, and 169,830 teachers received educational materials through the *Valija Didáctica*.
- 11,081 beneficiaries of the Initial Teacher Training Program and the Professional Development Program, with an investment of US\$16.9 million.
- 70,735 students benefited from scholarship and grants programs for private schools, with an investment of US\$14.1 million.
- 4.4 million students have benefited from the School Meals Program, with an investment of US\$92.9 million. In addition, 52,420 students were supported through a School Transportation Subsidy Program, with an investment of US\$321 thousand.
- 20,253 scholarships worth US\$45.6 million were provided through the Youth Employment, Employment Scholarship and Artisan Scholarship programs.
- 107,510 students benefited from the Basic Education Services with a Technical Occupational Orientation Program (NUFED), Primary-Level Distance Learning for Adults Program (PEAC) and Technician Training and Certification Services Program (CEMUCAF), with an investment of US\$4.4 million.
- The In-Service Professional Training Program was launched; this will benefit 2,400 primary school teachers and principals in 570 educational institutions.
- The Education Coverage and Quality Improvement Program was approved. It entails building two thousand modular classrooms, upgrading three thousand schools, supplying school libraries and training teachers, with an investment of US\$150 million.
- The School Meals Law was approved, allowing a 75 percent increase in the amount allocated to this budget line and stipulating that 50 percent of the resources must be spent in the local communities. This will benefit more than two million children and 33 thousand schools.



## Migration, human trafficking and reintegration of returning migrants

- 26,014 returned migrants received services through two programs: i) *Albergues Casas Nuestras Raíces*, for unaccompanied children and teenagers who have been returned to Guatemala; and ii) *Quédate* Training Centers, which provide technical skills to returned migrants or individuals at risk of migrating. Total investment in these programs stands at US\$502 thousand.
- 18 lawyers accredited in the United States have been hired to provide legal support in Guatemalan consulates.
- Activities were undertaken to raise awareness of the risks of irregular migration, fraud in the hiring of migrant workers, and human trafficking through three campaigns: *¿Qué pasa? ¿Qué hago?, Antes de pagar por una visa ¡Pregunta!;Apunta!;Verifica!*, and *#NegocioMortal*.



## Healthcare and social protection

- US\$977.6 million assigned to social protection programs in 2017, an increase of US\$108.3 million over 2016.
- 626,642 families received conditional transfers thanks to *Mi Bono Seguro* program, with an investment of US\$123.8 million.



## Services for women

- The Office of the Public Prosecutor for Women's Issues began operation of a call center to handle complaints and set up a panic button application to offer support to victims. The service has interpreters for Cakchiquel and Quiché and is adapted for people with hearing difficulties.
- US\$73 thousand has been invested in infrastructure to provide services to women through the Presidential Secretariat for Women and the Office for the Defense of Women.
- 3,600 women benefited in 2017 and 2018 from a cash transfer program for girls and teenagers who have been abused or involved in judicial proceedings, implemented by the Ministry of Social Development.
- 34,445 women received training on violence prevention, as well as social, psychological and legal counseling for victims of domestic violence during 2017, thanks to the Presidential Secretariat for Women.
- 9,103 indigenous women received training on the specific rights of indigenous women during 2017, thanks to the Office for the Defense of Indigenous Women.
- 11 new agencies of the Prosecutor's Women's Division were set up by the Public Prosecutor's Office.
- The Strategic Plan of the National Coordinator for the Prevention of Domestic Violence and Violence against Women (CONAPREVI) was approved.
- Material on women's human rights was produced in Mayan languages through the judicial branch and the Secretariat for Women and Gender Analysis.



# Honduras



## Migration, human trafficking and reintegration of returning migrants

- 14 campaigns were carried out to discourage irregular migration.
- August was the Prevention of Irregular Migration Month for the third consecutive year, and informative and awareness-raising sessions were carried out in the schools of the five municipalities with the highest emigration rates.
- 72,381 returned migrants received assistance through the Migrant Services Centers and the Municipal Units for the Care of Returning Migrants, with an investment of US\$1.5 million.
- 61 people were apprehended in 21 operations against human trafficking between 2017 and 2018. Moreover, 17 people were sentenced, and 90 indictments were issued in the same period.
- The Unit to Combat the Trafficking and Commercial Sexual Exploitation and Smuggling of Persons was set up, attached to the General Directorate of Public Prosecutors and with nation-wide jurisdiction.
- Approval of the 2018–2027 Work Program of the Inter-Institutional Commission against the Commercial and Sexual Exploitation and Trafficking of Persons (CICESCT). The latter has worked with 21 local committees that have raised awareness of the risks associated with irregular migration, and integrated care services have been provided to victims who have returned to the country.



## Services for women

- More than 100,000 women and 500 microenterprises benefited from the provision of seed capital thanks to the project I Am a Woman and It Is My Right to Live without Violence, with an investment of US\$16.5 million.
- 86,273 women received comprehensive care in the Ciudad Mujer centers in Tegucigalpa, Choloma and Ciudad Mujer Móvil (which began operations in February 2018).
- The Inter-Institutional Commission on Monitoring Violent Deaths of Women and Femicide was created.





## Honduras



### Education

- A 7.6 percent increase was recorded in pre-primary, primary and middle-school coverage in 2017, compared to 2016.
- More than 200 thousand youths and adults benefited from the National Literacy Plan, reducing the rate of illiteracy from 14.5 percent in 2014 to 9.7 percent in 2017.
- 2,000 youths received scholarships to study abroad in 2017 through the International Scholarship Program. In addition, 850 university students received local scholarships in 2018 thanks to the Youth Scholarship 20/20 Program.
- More than a million students from preschool to ninth grade received lunches offered in public schools in 2018.
- 13 teacher training schools were transformed into Centers of Higher Education and Centers for Continuous Teacher Training between 2017 and 2018.
- Implementation of the Improving Educational Quality to Develop Employment Skills: Project Youth was begun, which seeks to improve access and quality of learning in the third cycle of basic education in priority municipalities, with an investment of US\$60 million.
- The Strategic Plan for the Education Sector, PESE 2018–2030, was approved and began implementation; it seeks to continue expanding educational coverage at all levels and to improve the quality of the service.



### Healthcare and social protection

- 30,000 families (about 150,000 people) escaped extreme poverty in 2017, thanks to *Bono de Vida Mejor* (BVM).
- The BVM also entailed a reduction in diarrheal diseases (3.8 percent) and respiratory infections (4.4 percent); a decline in the number of children under five years of age suffering from malnourishment (26 percent) and anemia (14 percent); and an increase in public education enrolment (4.6 percent) and school attendance (5.1 percent) in 2017, compared to 2016.
- About 1.3 million people in conditions of vulnerability and extreme poverty received meals in 2017.
- The Dream of Ownership Program was launched, which seeks to provide accessible financing for the purchase or construction of housing. To that end, the Trust for Honduran Housing was established with US\$24.8 million. 10,000 families are expected to benefit in the next five years.



## Pillar 3

### Improving citizen security and access to justice

The countries' security institutions have increased the **coordination and implementation of joint operations** through the **Trinational Task Force** to effectively combat gangs and transnational organized crime. In addition, progress has been made on cooperation and information sharing between the **attorneys general of the Northern Triangle and the United States**.

As a result of these efforts, **the murder rate in 2017 fell by 26 percent in Honduras, 25 percent in El Salvador and 2 percent in Guatemala** compared to 2016. This meant that there were 2,792 fewer violent deaths in the subregion than in the previous year.

In 2018 Guatemala, Honduras, and Mexico began their integration into the **Joint Border Intelligence Group (GCIF)**, which has been set up in El Salvador with US support. The group seeks to suppress organized crime and gangs by **weakening the illicit sources of finance** of these organizations.

At the same time, there has been an increase in the **detention, prosecution and arraignment** of public officials involved in corruption.



# El Salvador

## PILLAR 3

### Improving citizen security and access to justice



## Security

- There were 1,326 fewer homicides in 2017 compared to 2016, continuing the downward trend in homicides for the second consecutive year.
- 83 municipalities (32 percent of all municipalities) have been declared homicide-free in 2018 as a result of national efforts in the area of citizen security.
- 1,969 police operations were executed nation-wide in 2017, affecting 228 criminal structures and 49 organized criminal gangs. The following operations are notable: i) *Operación Tecana*, in which US\$86 million, more than 90 vehicles, and firearms were confiscated; and ii) *Operación sin Fronteras*, which involved raids and the seizure of properties, weapons, ammunition, and vehicles worth more than US\$100 thousand.
- 7,974 kg of drugs, valued at US\$193 million, were seized in 2017.
- Video surveillance systems were installed in five municipalities with an investment of US\$3 million that have produced excellent outcomes in terms of violence prevention and criminal prosecution.
- The extension of extraordinary security measures was approved, ensuring effective control of the prison system.
- 22,000 inmates (56 percent of the prison population) take part in the I Change Program, which operates in 15 prisons and seeks to foster reintegration of ex-convicts to avert recidivism.
- 667 persons currently in training to become officials of the National Civilian Police, which they will complete between January and July 2019.



## Judicial operators

- The ordinary budget of the Attorney General's Office was reinforced with US\$7.9 million from the Special Contribution for Citizen Security and Civic Coexistence in 2017.
- Investigations and prosecution of cases related to alleged confrontations, contract killing, and summary executions were restructured.
- The Criminal Persecution Policy was launched, which defines the mandatory criteria and guidelines of the institutional framework of action for the Attorney General's Office.

## PILLAR 3

### Improving citizen security and access to justice



# Guatemala



## Security

- 36 criminal structures were dismantled and 123 seizure proceedings were executed, thanks to the efforts of the Public Prosecutor's Office and the Ministry of the Interior between April 2017 and February 2018.
- 568 officers of the National Civilian Police have been discharged or detained as part of operations to clean up the police force carried out by the Ministry of the Interior.

- The National Security Policy was approved as an integrated and coordinated effort of the National Security System.
- The Protocol on Support for Victims and Survivors in the Integrated Care System, as well as the System for the Protection of Security Measures and Standardized, Timely and Quality Care for Female Victims and Survivors of Violence was implemented.
- The Protocol on Policing in the Event of Collective Violence, Crime Attempt, Beatings and Lynching was approved and implemented by the judicial branch.



## Judicial operators

- The Public Prosecutor's Office executed US\$5 million in the framework of the Justice Sector Support Program in 2017.
- 240 prosecutors were trained in forensic oratory, strategic criminal prosecution and gender perspective, among other topics.
- 51 people were extradited from Guatemala to the United States in 2017 and 2018.
- Four prosecution agencies were set up at the department level: Chimaltenango, Huehuetenango, Quetzaltenango and San Marcos.
- The Prosecutor's Office for Children and Adolescents was created, which is responsible for the response to and criminal prosecution of actions against human rights and the comprehensive development of children and adolescents.

- The Democratic Criminal Policy of Guatemala and the Democratic Criminal Prosecution Policy developed by the Public Prosecutor's Office were approved.
- 2,900 electronic notifications received in the judicial branch's inbox set up in the Public Prosecutor's Office since 2017, ensuring a swift, affordable and secure notification mechanism.
- A 67 percent increase (US\$600,000) in the investments of the judicial branch, reaching US\$1.5 million, was recorded in 2018. Peace courts, multi-person courts and courts of first instance have been created, as has the Chamber of the Criminal Branch Court of Appeals on Tax and Customs Matters and the Family Mediation Center.
- 287 new positions in the Public Prosecutor's Office (an eight percent increase in its personnel) between 2017 and 2018, strategically distributed in the new district attorneys' offices.





# Honduras



## Security

- The homicide rate fell from 59 per 100,000 inhabitants in 2016 to 42.8 in 2017. In addition, the Inter-Institutional Strategic Security Plan 2018–2022, which identifies activities that will help cut the rate by eight homicides per year, was adopted.
- 1,084 new police officers graduated under the Police Technological Institute's new curriculum between 2017 and 2018.
- Prison overcrowding was reduced by 44 percent. Moreover, five thousand prisoners were transferred for classification according to the level of danger they pose.
- The National Anti-Mara and Gang Unit, an elite section supported by the FBI that is responsible for fighting extortion and specializing in detaining high-profile targets, was created.
- The *Honduras Joven*, *Por Mi Barrio* and *Mi Segunda Oportunidad* programs were created, which provide youths with seed capital.
- The Police Career Law and the Organic Law of the State Secretariat for Security and of the National Police of Honduras were created.
- 35,000 children and adolescents receive permanent services at 64 Youth Outreach Centers located in seven departments of the country, focusing on creative use of free time, job training and academic tutoring.



## Judicial operators

- US\$78.1 million allocated to the budget of the Public Prosecutor's Office in 2018, an eight percent increase over 2017.
- 2,616 victims and witnesses in conditions of vulnerability were provided services at Specialized Comprehensive Care Modules of the Public Prosecutor's Office in the first quarter of 2018.
- 19 people facing drug trafficking and money laundering charges were extradited from Honduras to the United States since 2014.
- 65,000 people were benefited with the opening of the first Mobile Justice of the Peace Court in the country's western region.
- The judicial case backlog (cases pending sentencing) has been reduced from 26 percent to 10 percent.





## Pillar 4

### Strengthening institutions

The Northern Triangle countries' fiscal outlook has improved. El Salvador has made significant efforts to ensure fiscal sustainability, including the approval of **reforms to the pension system** and of a **program to strengthen tax administration**.

Honduras satisfactorily completed its 2014-2017 economic program with the International Monetary Fund and has effectively implemented an **austerity policy**. Guatemala maintains a **solid fiscal position**, with a view to increasing social investments.

## PILLAR 4

### Strengthening institutions



# El Salvador



## Institutions and transparency

- 21 reforms related to crimes of corruption and enshrined in the Criminal and Procedural Code were drafted by the State Experts Roundtable, following up on the United Nations Convention against Corruption.
- US\$657 thousand worth of goods were donated to the institutions involved in asset forfeiture by the National Council on Asset Management (CONAB) to 2017.
- 42 journalists from Guatemala, Honduras, Nicaragua and El Salvador participated in the *Riesgo Cruzado* course, in order to socialize communication strategies in high-risk situations, in coordination with the National Civilian Police.
- The Fiscal Transparency website was redesigned and relaunched, enabling access to 202,096 documents from 239 public institutions.
- The National Public Training School (ENAFOP) was established, training and graduating 21 professionals on public employment and labor rights, 80 officers on acquisitions and contracting and 14 directors on eight international courses.
- The Integrated Early Warning System to Improve Internal Control in the Institutions of the Executive Branch (SIATCI) was presented publicly, and 174 internal auditors from 87 public institutions were trained in the use of the system.



## Revenue collection and expenditure management

- US\$127 million were raised in tax revenue during 2017, and another US\$13 million from January to March 2018, thanks to the Law on the Special Contribution of Large Taxpayers for the Citizen Security Plan and the Law on the Special Contribution for Citizen Security and Civic Coexistence.
- An Integrated Financial Management System was developed, allowing for the implementation of new budgetary technologies and the presentation of financial information in line with international standards.
- The Municipal Financial Administration System was launched, which integrates budget, treasury, accounting and tax administration management, and strengthens transparency.
- Reforms to the Law on the Savings System for Pensions and the Trust Fund and Retirement Obligations Law, which ensure the sustainability of the pensions system.
- Local-level consultations were held between January 2017 and May 2018 to inform the population of the selection process for beneficiaries of social policy programs that are being implemented, in accordance with the Law on Development and Social Protection.

## PILLAR 4 Strengthening institutions



# Guatemala



### Institutions and transparency

- 69,874 consultations under the Freedom of Information Law were received in 2017. All of them were resolved by the institutions that received them.
- The open data portals of the Ministry of Education and the Ministry of Finance, as well as the Guatemalan Open Data portal, were launched.
- Implementation of the Third Open Government Plan was completed in the first half of 2018, with an execution level of 89 percent.
- The Vice Ministry of Fiscal Transparency and Public Procurement was created within the Ministry of Public Finance.
- Offices to promote transparency and anti-corruption efforts were created in the Ministry of Public Health and Social Assistance and the Ministry of Labor and Social Security. Moreover, the Superintendent of Tax Administration activated a telephone number to receive reports of corruption within the institution.
- The Presidential Commission on Open Public Management and Transparency was set up as the institution responsible for promoting initiatives in the areas of open government, transparency, e-government and anti-corruption mechanisms.



### Revenue collection and expenditure management

- 172 operations against smuggling and customs fraud were executed.
- The Superintendent of Tax Administration (SAT) developed a portfolio of projects to support transparency, including the Central American Invoice and Single Declaration (FYDUCA) and the new electronic platform for registration and updating of exporters.





# Honduras

## PILLAR 4 Strengthening institutions



### Institutions and transparency

- 335 procedures have been published on the single portal for government procedures.
- The Human Rights Office was raised to the rank of State Secretariat, fulfilling the commitment acquired during the June 2017 Conference on Prosperity and Security.
- The IV Honduras Open Government Action Plan (PAGAH) 2018–2020 was launched, which was formulated by the country's different sectors.
- The Declaration to Consolidate Honduras as an Open State was signed by the three branches of government, comptroller offices, the Institute for Access to Public Information (IAIP) and the Honduran Association of Municipalities (AHMON).
- The Inter-Agency Roundtable on Transparency and Anti-Corruption was set up to review the National Policy on Transparency, Integrity and the Prevention of Corruption.
- Progress has been made on high-profile cases, including the sentencing of two former vice ministers and a magistrate of the Judicial Council between 2018 and 2018, thanks to the partnership between the Mission to Support the Fight against Corruption and Impunity in Honduras (MACCIH) and the Special Prosecutor's Unit against the Impunity of Corruption.
- The Integral Transparency, Probity and Ethics Policy of Honduras (PITPEH) 2018–2030 was approved.
- The Clean Politics Law was approved, increasing transparency in political campaign finance.



### Revenue collection and expenditure management

- A 1.2 percent increase in tax revenues was reported in the first quarter of 2018, compared to the same period of 2017.
- Honduras has placed strict limits on its levels of national debt, deficit and spending. Moreover, the country has fostered institutional efficiency and public accountability, in line with the Law on Fiscal Responsibility.
- The fiscal deficit fell from 7.9 percent of GDP in 2014 to 3.2 percent in 2017.
- Savings of US\$39 million were accrued thanks to the implementation of eight online catalogues, in line with the Law on Efficient and Transparent Procurement through Electronic Media.



# III. Prospects

Looking forward, in order to meet the Plan's goals, Northern Triangle countries must not only consolidate achievements in the areas of justice, security and the fight against corruption, but also respond to the challenges they face in creating jobs, improving competitiveness, and boosting economic growth.

To heighten the effectiveness of the Plan and its impact on the creation of opportunities and the improvement of quality of life, El Salvador, Guatemala and Honduras will prioritize the following actions:



Progressing in the development of a **mid-term evaluation** to review the relevance of the premises that guided the structuring of the Plan, efforts to date and achieved results. The evaluation will enable the identification of any adjustments that need to be implemented and, if required, the articulation of new mechanisms and tools to increase the effectiveness of their actions.



**Strengthening mechanisms for the participation of the private sector and civil society** based on the experience gained in the consultative councils.



Jointly developing a **system to monitor the programs and initiatives executed by the countries within the Plan's framework, as well as the achieved outcomes**, taking into account each country's context and needs.



Attaining an **effective regional communications strategy** that makes it possible to disseminate the Plan's components, efforts undertaken and the impacts of those efforts on the lives of the subregion's population.

## MAIN PROGRESS AND ACHIEVEMENTS 2017 - 2018

# Plan of the Alliance for the **Prosperity** of the Northern Triangle

El Salvador • Guatemala • Honduras



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