



2007

PLAN OF ACTION



The 2007 Plan of Action outlines the main activities that the Justice Studies Center of the Americas (JSCA) will develop during the coming year in fulfillment of its institutional mission and the goals established in the 2005-2009 Strategy Plan.

The activities described herein were approved by the JSCA Board of Directors during its regular meeting on November 2 and 3, 2006 in Santiago de Chile. These actions are designed to satisfy three strategic objectives, two substantive and one related to institutional support: i) to promote sustainable civil and criminal justice reforms in the countries of the region that make use of best practices

within the region and around the globe; ii) to strengthen JSCA's role as a facilitator of information on justice systems in the region; and iii) to achieve long-term financial sustainability for the organization.

The actions to be executed in 2007 are described using the following format: Strategic Objectives/ Planned Products / Specific Activities. The description of each planned product will include the area responsible for its execution. This is exclusively for methodological purposes given that most of the organization's activities require the participation of more than one area.



Strategic Objectives and Activities Planned for 2007

Strategic Objective 1:

To promote sustainable civil and criminal justice reforms in the region based on the application of best practices detected in the region and around the world.

In the coming year, JSCA proposes to contribute to civil and criminal justice processes using two basic approaches. First, we will promote the involvement of non-traditional actors in the design and implementation of changes in justice. These actors include professionals from fields other than law, judicial system users, and businesspeople (in the area of civil justice reform). The second approach focuses on promoting learning about and the transfer of successful experiences with innovation from a management perspective that have been accumulated at the regional and global levels.

To that end, JSCA will develop the following activities:

a) Support for Civil Justice Reforms

1. Case Studies (Responsible Areas: Research, Management and Information)

We will conduct four case studies in order to examine the technical aspects (contents and implementation strategy) and impact of civil justice reform experiences in Peru and Uruguay in Latin America, and Spain and the United Kingdom in Europe. Specifically, we will consider:

- Assessments that motivated reform. We will try to answer the following

question: Which problems were to be solved?

- Key innovations introduced by the reform from the legal point of view
- Key innovations introduced by the reform from the institutional point of view
- Key innovations introduced by the reform from the system management point of view
- Reform process leaders
- Attitudes of judges, attorneys, the political class, the Executive Branch, businesspeople, consumers and economists
- Timelines involved
- Implementation strategy
- Goals and indicators of success
- Quantitative and qualitative results

2. Studies on Specific Topics (Responsible Area: Management and Information)

These studies will address the following:

- Small Claims Justice: institutional and procedural measures for establishing simple mechanisms for resolving small suits that combine judicialization and alternative dispute resolution.

- **Financing Justice:** the cost of civil justice in different countries and financing options. Specifically, we will analyze systems in which users cover part of the cost of justice. We will address the following question: How do those systems operate and what results have they produced?
- **Online Litigation:** We will analyze the experiences developed in this area from legal and management perspectives (platforms used). We are interested in analyzing the results obtained in terms of the level of use, main problems found, etc.
- **Monetary Debt Recovery:** The majority of the cases that enter the civil justice system in Latin America involve monetary debt recovery (between 70 and 80% of all civil cases). We will analyze options for dejudicializing them or streamlining the process (monitoring procedures).

3. Creation of a Regional Group of Experts (Responsible Areas: Research, Management and Information)

The purpose of this body will be to support JSCA's work in the area of civil justice. The group will be comprised of representatives of the judiciary, practicing attorneys, experts in civil procedure law, and economists, among others. The objectives of its first meeting will be as:

- To allow participants to exchange opinions about the state of civil justice and reform processes in the region
- To discuss the studies that have been implemented by JSCA in this area and

offer opinions on the terms of reference of projects underway

- To define a strategy for JSCA to develop a line of action that has an impact on civil justice reform processes in Latin America

b) Support for Criminal Justice Reforms

1. Follow-up Studies on Criminal Procedure Reforms (Responsible Area: Research)

We will continue to implement research projects that evaluate criminal procedure reforms in the countries of the region. In keeping with our current line of inquiry, these studies will be empirical in nature and will be designed to contribute to the development of innovations oriented towards obtaining concrete results in justice systems. These efforts will be carried out with local counterparts.

The beneficiaries of this research will mainly be the governmental authorities responsible for the implementation of public policies in the justice sector in Latin America. However, we also will encourage broad distribution and discussion of their results in the regional legal community.

During 2007 we will publish the results of the evaluations that were completed during the previous year and will implement new evaluations of criminal procedure reform in Argentina (City of Buenos Aires and Provinces of Córdoba and Buenos Aires), Colombia, Costa Rica, Guatemala, Mexico (State of Nuevo León) and Peru (Huauro).



2. Support for National Experiences in Innovation (Responsible Areas: Training and Research)

We will support efforts to implement new organizational and methodological tools in criminal justice systems around the region in order to impact the quality of the services that they offer.

Support for these innovations will be offered through the *Inter-American Program for Training Trainers for Criminal Procedure Reform*, which JSCA has offered for three years, as well as related instruments that are produced in 2007. As has been the case in the past, this year we will develop training activities, technical assistance projects and follow-up studies and evaluations of criminal justice through strategic alliances with Program graduates. These efforts will be designed respond to specific requests and will be subject to the sustainability of the proposed activity and the securing of a contribution from a local counterpart that is at least equivalent to that of JSCA.

3. Technical Assistance for Public Defender's Offices in Brazil and Ecuador (Responsible Area: Research)

In order to improve the quality of the services that they offer, we will provide technical support to public defender's offices in Brazil and Ecuador. Our efforts will focus on the application of a modern, professionalized management focus and the provision of training in international experiences related to bidding opportunities for private attorneys.

4. Technical Assistance for Haiti's Justice System (Responsible Areas: All)

We will provide technical assistance to the Haitian government in order to improve its legal and/or judicial system. The main aspects of this technical support will be determined once we process the information that is being gathered by a JSCA representative who is visiting Haiti during December 2006.

5. Comparative Study of the Relationship between Public Prosecutor's Office and Police Agencies (Responsible Area: Research)

This empirical study will explore whether or not criminal procedure reforms have led to changes in the relationships between, structures of and work processes used by public prosecutor's offices and police agencies in regard to investigating very complex crimes. Any such changes will be examined in regard to the relationship between the two institutions and the challenges that they present to countries in the Americas.

We have plans to gather information for this study in Bolivia, Chile, Colombia and Peru.

6. Inter-American Program for Training Trainers for Criminal Procedure Reform (Responsible Area: Training)

This year will bring the *IV Inter-American Program for Training Trainers for Criminal Procedure Reforms*. Past versions of this program have attracted a large number of participants and received excellent evaluations in countries around the region.

Prior to its launch, the content of the courses will be improved (though its structure will remain unchanged). The course is centered around: (i) a five-day



on site basic course; (ii) a four-month intermediate course offered via e-learning that consists of 10 modules; and (iii) a five-day onsite advanced course.

7. *Support for Local Replicas of the Regional Training Course* (Responsible Area: Training)

Local replicas are training or extension activities organized by graduates of the *Inter-American Program for Training Trainers for Criminal Procedure Reform* in their home countries. The purpose of these exercises is to disseminate the knowledge and skills acquired through the program.

We will continue to offer technical support for the design and execution of local replicas during 2007 through facilitation by our experts or total or partial funding of the events. In order to define the type of participation or support that it will offer, JSCA will evaluate proposals in terms of the projected actions and specific need for aid.

8. *Virtual Regional Training Program for Prosecutors* (Responsible Area: Training)

As part of the agreement that we recently signed with the Ibero-American Association of Public Prosecutor's Offices (AIAMP), JSCA will develop a complete virtual training curriculum through Cejacampus. The product will be directed at prosecutors in public prosecutor's offices in Latin America.

We have planned to develop at least 10 training modules, each of which is designed to be completed over a 15-day period. Students will be able to complete individual modules or the entire program.

Those who chose to do the latter will receive a certificate and have the opportunity to participate in a final on site activity. We will develop this project in coordination with Canada's Department of Justice and the AIAMP.

9. *Inter-American Conference on Oral Procedures and Criminal Justice* (Responsible Area: Training)

This event will focus on the most important challenge being faced by criminal procedure reforms in the region: ensuring that the criminal justice system uses oral procedures beginning with the first judicial hearings.

Participants will analyze the main problems and challenges identified in the follow-up studies that JSCA has carried out in the region over the past four years. We will consider global and regional success stories that can be replicated in order to achieve the orality that the adversarial criminal justice model promotes.

The event is part of the EUROsociAL project and will be co-organized with the Supreme Court of Chile.

10. *Trabajo RED* (Responsible Area: Training)

The purpose of this initiative is to link the graduates of our *Inter-American Program for Training Trainers for Criminal Procedure Reform* (2004, 2005, 2006) in order to promote their national and international integration and facilitate future joint activities.

11. *Virtual Course on Gender and Justice* (Responsible Area: Training)



The purpose of this course is to present the main problems and challenges that have been detected in reformed criminal procedure systems in order to offer better quality judicial services to women in the Americas, particularly those who have been the victim of sex crimes, intrafamily violence and other crimes.

The course will include the study of the most important international instruments in this area and a general overview of justice from a gender perspective in the region based on JSCA's empirical studies on this topic. It also will include spaces for reflection, discussion and the generation of proposals in view of the experiences of different countries.

This project is directed at judicial operators and civil society representatives who participate in the development of public policy in the area of gender and justice in the region. Participants will be selected through a public competition and the course will be offered through the Cejacampus platform.

12. Visits and Workshops on Chile's Criminal Procedure Reform

We will continue to support the organization of visits by judicial operators from the region who are interested in

learning about Chile's criminal procedure reform. As has been the case for the past two years, we will schedule meetings with police officials, prosecutors, public defenders, judges and court and prosecution administrators as well as other key operators in Chile's criminal procedure system.

The programs are designed according to the interests and profiles of the visitors and include introductory and evaluation workshops. Participants also may add a course on litigation to the program.

13. Internships in Canada (Responsible Area: Training)

We will promote internships in Canada for Latin American professionals who are interested in being trained in the operation of that country's justice system. This activity is part of a cooperation agreement signed by the Department of Justice of Canada and JSCA. Its beneficiaries will be graduates of the *Inter-American Program for Training Trainers for Criminal Procedure Reform*. Participants will be selected through a competition.

Internships will last for three weeks. The first will be completed during the last quarter of 2007.



Strategic Objective 2:

To strengthen JSCA's role as facilitator of key information on justice systems in the region.

An essential part of JSCA's institutional mission is to provide information on justice reform and modernization processes at the global and regional levels to the community that is interested in this topic in the Americas. We also work to offer spaces in which to disseminate and exchange such data. It is with this goal in mind that JSCA has compiled, analyzed and published a wide variety of information of interest in the countries of the Americas since its inception. These include national and international legislation and global, regional and local studies.

JSCA's work in the area of information and publications is carried out by its Management and Information Area with a view to encourage judicial systems to improve, standardize and utilize their information systems; the Virtual Information Center (VIC), which is responsible for designing and implementing virtual tools that make use of all available technology; and the Press and Communications Area, which is responsible for establishing contacts and links with government, civil society and private institutions that may participate in the distribution of data on justice administration in the Americas.

During 2007, JSCA will strengthen its work in these areas and will execute the following actions:

a) Improving Judicial Information Systems

1. Report on Judicial Systems in the Americas 2006-2007 (Responsible Area: Management and Information)

JSCA will publish the third version of this publication, which is designed to present detailed, up-to-date information on justice in every country in the region. It describes justice sector institutions and their structure, the characteristics of the sector and data on productivity, budgets and human resources as well as descriptions of reform initiatives and other key aspects.

This report will be made available to the countries of the Americas at the next OAS General Assembly in keeping with the agreement that was reached with its Secretary General.

2. Index of Online Access to Judicial Information (Responsible Area: Management and Information)

We will develop and publish the third version of this tool, which measures the quality and quantity of information that the judicial branches and public prosecutor's offices of the 34 OAS member states publish on their websites. The data is used to rank each system and compare results with those collected in the previous years.

3. Criteria and Methodologies for Evaluating Judicial Performance (Responsible Area: Management and Information)

We will analyze systems for evaluating performance that are applied in the region



in order to offer guidelines and general criteria for producing a quantitative evaluation of judicial productivity that duly protects judges' independence.

4. Criminal Justice Statistics Project in Guatemala (USAID) (Responsible Area: Management and Information)

We will continue to develop the second stage of this project and will gather statistical data on 2005 and 2006 in order to contribute to improving judicial information systems in that country.

5. Judicial Indicators for Central America (IDB) (Responsible Area: Management and Information)

This year will see the launch of a project designed to verify and compare statistical data from Costa Rica, Honduras, Guatemala, Nicaragua, El Salvador, Panama, Dominica and Puerto Rico.

Depending on the impact of and support garnered for the initiative, it may be broadened to include all of Latin America through the Ibero-American Judicial Summit.

6. "White Book" on Information in Justice (MICROSOFT) (Responsible Area: Management and Information)

In association with Microsoft, we will generate a report on the communication technologies that are being applied to the justice sector at the regional level. The purpose of this project is to explore current conditions and define approaches to promoting the creation of a market in this area.

7.- V Inter-American Seminar on Judicial Management (Responsible Area: Management and Information)

This event will be organized in association with one of the judicial branches that has shown interest in the project (Brazil or Peru). The purpose of the seminar will be to continue to explore innovative activities in judicial management that are being implemented around the region, particularly in areas that have not yet been addressed in this forum.

b) Dissemination and Exchange of Information

1. Virtual Community Project (Responsible Areas: VIC and Communications)

We will complete the implementation of the Virtual Community project, which provides those who use our website better services. We will adjust our website to the specific interests of visitors to the Virtual Community based on the profiles that they create when they register.

2. Virtual Library (Responsible Areas: VIC and Communications)

We will increase the number of documents available in the Virtual Library (legislation, research papers, articles, etc.), requesting that website users submit useful material to our staff members. We also will design and implement an electronic system so that JSCA visitors may submit and upload their own products. We also will create a blog that will allow identified users to publish their articles and comments with an individual profile.



In order to strengthen our informative connection and interaction with our users, we will implement a virtual bibliographic alert system to be sent as a monthly newsletter to our database. It will send information on virtual documents in the library and encourage users to make use of this resource.

3. Nexus Newsletter (Responsible Area: Communications)

We will continue to publish our bilingual monthly newsletter. During 2007, we will overhaul its format and contents and continue to implement a campaign to increase readership through simple subscription tools and advertising on other websites.

4. Judicial Systems Journal (Responsible Area: Communications)

We will publish two new issues of the journal and will increase public relations efforts at local and regional events. We also will publicize the journal's content and our virtual support of the publication. This year will see increased efforts to develop publications exchanges and direct sales to educational and judicial institutions

5. Publications (Responsible Area: Communications)

In order to develop relationships with educational institutions and justice sector agencies, we will strengthen the virtual area that contains publications developed by JSCA. This will improve this section of our Website and offer a new tool for systematically disseminating our products that will facilitate public relations efforts in exchanges and sales of our products. The overall objective of these efforts will be to strengthen our institution's position as an agency that generates networks of contacts.

6. Virtual Fora (Responsible: VIC)

JSCA will continue to hold virtual fora in order to discuss the results of its research. Specifically, we will hold two fora on civil justice and two on criminal justice.

7. Public Relations and Dissemination (Responsible Area: Communications)

In order to continue to position our institution in the region, we will link up with specialized and general regional media, coordinating press conferences and responding to specific requests for information. We also will continue to develop links with the public relations offices of justice sector institutions around the region, as well as civil society organizations, academic institutions, and similar agencies in order to disseminate data on justice in the Americas.



**Strategic Objective 3:
To achieve long-term financial sustainability for our organization.**

In the long-term, JSCA's financial sustainability depends on the capture of the resources it needs to cover its basic operating costs and those of the VIC. Basic operating costs include salaries, office rental and maintenance, related services, meetings of the Board of Directors, and auditing services. This will amount to US\$482,575 in 2007.

The Virtual Information Center (VIC) is key for the fulfillment of our institutional mission, but it is difficult to find an agency that is willing to finance it because it constitutes a virtual regional public good. The cost of maintaining the VIC in 2007 will be US\$130,631.

To date, a significant amount of basic operating costs have been covered by resources obtained from USAID, but this will cease to be the case in 2007. In regard to VIC, USAID will continue to finance the Center, but beginning in 2008 its support will gradually taper off.

JSCA therefore plans to increase income from sources that can be used to cover the above mentioned costs. They are presented below in order of importance:

- ✓ Voluntary contributions by member states
- ✓ Overhead or indirect costs charged to projects executed by JSCA

- ✓ Utilities obtained from technical assistance projects, registration fees for events and similar income

We expect to increase income in each of these areas in the following manner during 2007:

Item	2006	2007	% Increase
Voluntary Contributions	120,000	160,000	33%
Overhead or Indirect Costs	119,155	182,820	53%
Technical Assistance / Other	203,227	207,607	2%
TOTAL	442,377	550,427	24%

JSCA will focus on increasing the level of voluntary contributions and overhead or indirect costs. Rather than substantially increasing the number of projects to be implemented, we will include an overhead or indirect costs section on the budgets of all projects that is proportional to the administrative expenses that they will generate.

Strategic actions:

1. Strategic Follow-up File

In order to support the capture of financial support from member states, we will develop a database containing information on JSCA activities or contacts in each member state. A platform will be designed to serve as the main instrument for managing all of the activities that are done in order to achieve financial sustainability for the organization. JSCA Area Leaders and Board members may access the data, and



all information and contacts may be updated online. The file will include:

- a. A general description of the justice sector in each country
- b. A list of cooperation agreements signed with local institutions
- c. A list of projects and studies implemented in that country
- d. A list of events held in that country or in which local partners have participated
- e. Key officials and important contacts
- f. Contributions or other financial support received from that country
- g. Efforts made to secure voluntary contributions and follow-up efforts

2. Development of Materials and Dissemination Strategy

In order to present our institutional objectives, JSCA's position within the Inter-American System, the projects and products that we have generated and JSCA's Strategy Plan and Financial Plan, we will distribute an updated version of JSCA at a Glance. This is a strategic tool for publicizing our work in the region that will be sent to judicial sector authorities throughout the region and presented at the events that we organize or in which we participate. We will share it with regional officials to ensure that they are familiar with our Financial Plan.

3. Actions in Priority Countries

Some countries have been identified as priorities because of their economic capacities and/or close relationship to the work of JSCA. We will look to secure,

maintain and increase voluntary contributions from the home countries of the members of the JSCA Board of Directors (Argentina, Brazil, Canada, Chile, the United States, Jamaica/CARICOM countries and Uruguay) as well as Mexico.

Only Chile has made regular voluntary contributions to JSCA (US\$80,000, the amount listed in the Financial Plan). Mexico did so for the first time in 2006 (US\$40,000; the suggested amount was \$45,000). JSCA staff will work with Board members to develop these actions.

4. Calculation of Overhead and Indirect Costs

We will hire an auditing firm to determine the percentage of general administrative costs that should be charged to the projects that the Center undertakes.

5. Formation of a Support Team

We will hire two professionals to support efforts to achieve sustainability for JSCA and carry out the actions described above. One will work in Washington, D.C. and will be hired on the basis of his or her experience in the Inter-American System and international cooperation projects in the justice sector of countries of the Americas. The second will join our team in Santiago de Chile in order to coordinate the Washington-based staff member's efforts from our offices and oversee all actions geared towards achieving financial sustainability for JSCA.



JSCA OBJECTIVES AND ACTIVITIES FOR 2007

-SUMMARY-

Strategic Objective 1:

To promote sustainable civil and criminal justice reforms in the region based on the application of best practices detected in the region and around the world.

a) Support for Civil Justice Reform

- Case Studies
- Studies on Specific Topics
- Creation of a Regional Group of Experts

b) Support for Criminal Justice Reforms

- Follow-up Studies on Criminal Procedure Reforms
- Support for National Experiences in Innovation
- Technical Assistance for Public Defender's Offices in Brazil and Ecuador
- Technical Assistance for Haiti's Justice System
- Comparative Study of the Relationship between Public Prosecutor's Office and Police Agencies
- Inter-American Program for Training Trainers for Criminal Procedure Reform
- Support for Local Replicas of the Regional Training Course
- Virtual Regional Training Program of Prosecutors
- Inter-American Conference on Oral Procedures and Criminal Justice
- Trabajo RED
- Virtual Course on Gender and Justice
- Visits and Workshops on Chile's Criminal Procedure Reform
- Internships in Canada

Strategic Objective 2:

To strengthen JSCA's role as facilitator of key information on justice systems in the region.

a) Improving Judicial Information Systems

- Report on Judicial Systems in the Americas 2006-2007
- Index of Online Access to Judicial Information
- Criteria and Methodologies for Evaluating Judicial Performance
- Criminal Judicial Statistics Project in Guatemala (USAID)
- Judicial Indicators for Central America (IDB)
- "White Book" on Information in Justice (MICROSOFT)
- V Inter-American Seminar on Judicial Management

b) Dissemination and Exchange of Information

- Virtual Community Project
- Virtual Library
- Nexus Newsletter
- Judicial Systems Journal
- Publications
- Virtual Fora
- Public Relations and Dissemination

Strategic Objective 3:

To achieve long-term financial sustainability for our organization.

- Strategic Follow-up File
- Development of Materials and Dissemination Strategy
- Actions with Priority Countries
- Calculation of Overhead and Indirect Costs
- Creation of Support Team