



2015 Annual Report



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1. SPECIFIC SUPPORT FOR JUSTICE SECTOR REFORMS

1.1. Research

FILE NO. 1/2015
Improvement of Access to Civil Justice in Latin America
<p>Objective(s):</p> <p>1 To generate knowledge about the main challenges in civil justice reform and provide technical assistance in order to implement reforms or pilot plans.</p> <p>2 To develop training activities for future decision-makers in public and private entities.</p>
Location(s): Regional
Funding source(s): DFATD Canada (Global Affairs Canada)
<p>Expected impact or results:</p> <p>The plan for the first year of the project is based on the launch of the three main project components: Research (100), Training (200), and Dissemination (300).</p> <ul style="list-style-type: none"> • Research (100) <p>Component 100 will launch the main research projects that will generate empirical information in order to establish the main foundations of the project.</p> <p>Activity 110 will be implemented first. It will consist of two studies, one in Germany and one in Spain. The following aspects of both systems will be studied: use of oral procedures in civil justice, exercise of the legal profession, process of civil judicial system reform, the notary and records system, the role of the judge, and alternative dispute resolution mechanisms. The studies are scheduled to be completed in June 2016.</p> <p>Continuity will be provided for these studies through Activity 130, which will involve analyzing the state of civil justice in Latin American nations such as Uruguay and Brazil.</p> <p>Once the data from the aforementioned studies is obtained, it will be systematized to develop reports for decision-makers as established in Activity 120.</p> <p>Activity 140 involves developing a pilot plan on online civil dispute resolution. It will be complete by the end of 2016. Activity 150 will involve the development of practical research on innovative practices related to Civil Procedure Reform. The report will be finished in March 2016.</p> <p>Over the course of the first year, the travel outlined in Activity 160 will be conducted. Its purpose is to validate the information generated for Components 100 and 130. It will be completed in March 2016.</p> <p>Finally, we propose providing support to the Ministry of Justice in Colombia in the process of planning a Civil Justice Reform as part of Activity 170. The technical support will be completed in March 2016.</p> <ul style="list-style-type: none"> • Training (200) <p>Component 200 will involve the implementation of six activities. The first is the development of a Training Program for the Implementation of Civil Justice Reform. During 2015, a workshop will be held for the design of the first edition of the Inter-American Program for Training Trainers for the Implementation of the Civil Procedure reform. Ten to 12 international experts will be invited based on their experience with the implementation or academic development of the implications of civil justice reform along with pedagogy professionals.</p> <p>The second activity consists of the development of specialized courses on civil justice reform. It will be conducted during the second year of the project because it is linked to the execution of the item with the same name from Component 100.</p> <p>The third activity is the local replicas (training and outreach activities organized and executed by JSCA Network members with the Center's support). The objective is for the Network members to put into practice the knowledge and skills provided by JSCA and for them to disseminate these ideas in the region. For the first year of the project, at least three replicas should be implemented. The activities involve training on various topics linked to the discussion and implementation of civil procedure reforms. The topics to be covered are: leading</p>

and managing hearings, judicial management, training trainers in civil litigation techniques, civil litigation tools and skills, and strategic planning of the civil case.

The fourth item of Component 200 is the design of virtual courses on topics linked to civil justice reform. Over the course of the year, a manual on oral litigation techniques and skills will be developed which will serve as a general framework for reformed civil procedures and those undergoing transformations in Latin America. Based on this manual, the first version of a course on the Use of Oral Procedures in Civil Cases in Latin America will be executed. The course will consist of four modules that will be defined when the structure of the aforementioned manual is set.

The fifth item is exchange activities for Canadian and Latin American professionals, which is designed to allow them to explore and acquire knowledge about the civil justice system reform processes. During the first year, one NJI expert on the pedagogy of teaching will come to support JSCA in the construction of the training activities. Finally, Item 6 is the implementation of internships for Latin American professionals in Canada so that they can visit that country's civil justice system institutions and learn about their work and the roles of the various stakeholders. Three JSCA members (the Executive Director, the Research Coordinator, and the Training Coordinator) will travel to Canada during March 2016.

- Dissemination and Communications (300)

During the first year of the project, only the International Seminar for decision-makers will be implemented. The objective is to engage in theoretical and practical reflection in order to establish the foundation for the articulation of the Civil Procedure Code and to begin to create a network of civil justice reform promoters in the region.

FILE NO. 2/2015

Alternatives to Judicial Procedure in order to Favor Access to Justice in Latin America

Objective(s): To generate evidence to promote the implementation of alternatives to judicial procedure which facilitate access to justice.

Location(s): Regional

Funding source(s): International Development Center of Canada

Expected impact or results:

On March 12 during a visit to Chile by Professor Mariana Hernández Crespo (see below), an event was held at Universidad Alberto Hurtado in order to discuss the state of public policy related to alternative dispute resolution mechanisms in Chile. The event featured the participation of numerous academics, professionals, and representatives of public institutions and civil society organizations.

On March 13, 2015, a Webinar was transmitted online featuring Professor Crespo, of University of Saint Thomas, Jaime Arellano, and Marco Fandiño. The goal of the activity was to exchange experiences with alternative mechanisms from Latin America and North America. (For more information, see Activity File 33, Dissemination.)
Video: <https://www.youtube.com/watch?v=EkVAQNIkXJk>

During 2015, the final case studies (focused research) were submitted. They analyzed the following experiences:

- Colombia: National Justice Houses Program
- Argentina: Mandatory Mediation
- Bolivia: Integrated Justice Centers
- Guatemala: Judicial Branch Mediation Centers

On November 23 and 24, JSCA organized an International Seminar on Alternatives to Judicial Procedure. The event was developed with the support of Colombia's Ministry of Justice and Law, the Bogotá Chamber of Commerce, and the NGOs DeJusticia and CEJ.

FILE NO. 3/2015
International Seminar on Management of Public Prosecutor's Offices
Objective(s): To exchange successful experiences with the management of public prosecutor's offices with the Panamanian National Prosecutor's Office based on the entry into force of the adversarial criminal justice system in Chiriquí.
Location(s): Boquete, Chiriquí, Panama
Funding source(s): United Nations Office on Drugs and Crime
Expected impact or results: On August 13 and 14, this activity was held with the participation of Jaime Arellano, Leonel González, and Marco Fandiño of JSCA and representatives of Chile, Argentina, Guatemala, Costa Rica, and Mexico. Sixty individuals from the Third Judicial District of Panama attended along with the regional prosecutors of Chiriquí and Bocas del Toro and National Prosecutor Kenia Porcell.

FILE NO. 4/2015
Consultancy for the Proposal of a Model of Autonomy for the Public Defender's Office of Chile
Objective(s): To identify regional and national experiences with public defender's offices and autonomous organizations in order to identify an autonomous institution model for the public defender's office and consider the respective impacts.
Location(s): Chile
Funding source(s): Public Defender's Office of Chile
Expected impact or results: A team composed of JSCA and Universidad Alberto Hurtado representatives was created. JSCA was presented by Rafael Blanco, Enrique Rajevic, and Leonardo Moreno. The purpose of the research project was to identify which public defender's offices presented various levels of institutional autonomy. The analysis was conducted for Chilean institutions as well. Two models were proposed, and the public defense service choice one. A series of impacts requested by the entity were projected based on the model. The study was completed and submitted to the public defender's office.

FILE NO. 5/2015
International Seminar on Judicial Management: Chilean, Mexican, and Latin American Experiences with Judicial Innovation
Objective(s): To exchange Chilean and Mexican experiences related to judicial management that can have an impact in the Central American region and lead to replicas.
Location(s): Costa Rica
Funding source(s): The Chile-Mexico Fund
Expected impact or results: On November 11 and 12, the International Judicial Management Seminar was held in Costa Rica. Nearly 80 people attended. In addition, thanks to the Chile-Mexico Fund, ten representatives from Guatemala, Honduras, El Salvador, and Nicaragua were awarded scholarships. A regional competition for presentations on judicial management was held in the context of the seminar. Ten presentations from Argentina, Chile, Venezuela, Honduras, Mexico, and Panama were given awards. The activity was supported by Costa Rica's Supreme Court, which hosted the event.

FILE NO. 6/2015
Report on the Operation of Judicial Offices in Neuquén
Objective(s): To conduct an assessment of the operation of the Neuquén Judicial Offices one year after the implementation of the Criminal Procedure Reform.
Location(s): Neuquén, Argentina
Funding source(s): Neuquén Judicial Branch
Expected impact or results: A report, which is available on the JSCA Website, has been developed and generated a great deal of interest due to the lack of information on the operation of judicial offices in Latin America as a whole. A public presentation of the report was set for December 9, 2015 as well as a workshop with the Judicial Office Directors in order to strengthen their skills and analyze the recommendations contained in the report.
FILE NO.7/2015
The Past, Present, and Future of Collaborative Dispute Resolution in Costa Rica
Objective(s): To encourage Costa Rican scholars who work works on alternative dispute resolution through a publication featuring academic articles by the country's leading specialists.
Location(s): Costa Rica
Funding source(s): TBD
Expected impact or results: This is a joint initiative of JSCA and University of Saint Thomas. We are currently selecting the articles and identifying funding sources for the publication.
FILE NO. 8/2015
International Competition on Access to Justice
Objective(s): To improve community acquis on access to justice.
Location(s): Regional
Funding source(s): GIZ
Expected impact or results: The objective of the project is to hold a regional competition on access to justice. Sixteen papers will be selected that should address research on the state of access to justice from a case law, normative, and public policy perspective.
FILE NO.9/2015
Colloquia on Collaborative Dispute Resolution
Objective(s): To strengthen academic debate and generate a space for exchange of ideas among professionals and operators interested in collaborative dispute resolution in Chile.
Location(s): Chile
Funding source(s): N/A
Expected impact or results: Four colloquia were held on the topics described below: <ul style="list-style-type: none"> • Criminal mediation: A response from restorative justice • Mechanisms negotiated in the context of civil procedure reform

- Management and resolution of community social conflicts
- Relationship between the judiciary and alternative justice: criminal mediation and intrajudicial civil conciliation.

The technical teams of the Supreme Court and Ministry of Justice, Public Prosecutor's Office, Public Defenders Office, justice system operators, Judicial Assistance Corporation, Mediators' Association, Neighborhood Justice Units, consultants and researchers interested in the topic, and representatives of civil society organization took part in the events.

FILE NO. 10/2015

Fundación Paz Ciudadana Panel of Experts on Policing Policies

Objective(s): To contribute to the creation of an informed discussion of the police in Chile and generate modernization proposals in order to make their work and contribution to public safety more effective.

Location(s): Chile

Funding source(s): N/A

Expected impact or results:

The participants on the panel included Rafael Blanco, Leonardo Moreno, Bernardo Matte, Katalina Mertz, Patricio Tudela, Ana María Morales, Hugo Fritzling, and Ángel Valencia. JSCA Executive Director Jaime Arellano took part in the event.

FILE NO. 11/2015

Group of Experts on Criminal Procedure Reform at Universidad Alberto Hurtado

Objective(s): To discuss the main problems of the Criminal Procedure Reform based on the formulation of proposals for improvement.

Location(s): Chile

Funding source(s): N/A

Expected impact or results:

The working group was composed of the following individuals:

Soledad Alvear (Minister of Justice during the Eduardo Frei administration);
Patricia Pérez (Minister of Justice during the Sebastián Piñera administration);
Rafael Blanco (former National Coordinator of the Criminal Procedure Reform);
Jaime Arellano (former Undersecretary of Justice and current Executive Director of JSCA);
Manuel Antonio Valderrama (Supreme Court Justice);
Leonardo Moreno (former Metropolitan Public Defender and Director of the UAH Procedure Law Department);
Jorge Sáez (Supreme Court Clerk);
Carla Troncoso (Criminal Trial Judge);
Eduardo Gallardo (Criminal Trial Judge);
Fernando Guzmán (Criminal Trial Judge);
Mauricio Rettig (Oral Trial Judge);
Ángel Valencia (former prosecutor);
Matías Moya (former prosecutor);
Marcelo Sanfeliú (former prosecutor);
Jaime Retamal (Prosecutor from the High Complexity Unit);
Andrés Rieutord (former public defender);
Joanna Heskia (former litigator in criminal cases);
Gustavo Harcha (former police coronel)
Mauricio Decap (member of the Santiago Court of Appeal)

The recommendations were submitted to the recently appointed National Prosecutor of Chile, Mr. Jorge Abott, on October 28, 2015.

FILE NO.12/2015

Support for Mexico's Criminal Justice System Reform (3rd stage)

Objective(s):

1. To improve and increase the institutional capacities of the adversarial criminal justice system in the federative entities selected for the project.
2. To strengthen the capacity of the operators of the new criminal justice system to understand the transition process from the old system to the new one based on their new roles.
3. To strengthen the capacity of communications specialists of new criminal justice system entities to understand the transition process and communications challenges.

Location(s): Mexico

Funding source(s): The Chile-Mexico Fund

Expected impact or results:

1. On May 29, 2015, the National Forum on the Transition of the Criminal Justice System was held. A total of 300 people attended including national authorities, representatives of federative entities, justice system operators, and members of the federal and state attorney general's offices, public defenders offices, superior courts, the Office for Public Safety, the Technical Secretariat of the Coordination Council for the Implementation of the Criminal Justice System, and other implementing agencies from federative entities.

The event also was attended by representatives of the National Institute for the Criminal Sciences, the Institute for Advanced Studies of Criminal Law of Mexico, universities and institutes, the general staff of the national public defense service, the Public Safety Directorate, the Center for Research and National Security, the Office of the Secretary of the Government, the Marine Directorate, and various law firms.

2. The following specialized fora were held:

Veracruz, August 17 and 18: A total of 57 operators from the states of Chiapas, Guerrero, Oaxaca, Quintana Roo, Tabasco, Veracruz, and Yucatán attended out of the 64 participants who were expected to attend.

Mexico City, August 20 and 21: A total of 47 operators from the states of Michoacán, Morelos, Nayarit, Puebla, Tlaxcala, Baja California, Baja California Sur, Colima, and Hidalgo and the Federal District attended out of the 64 participants who were expected to attend.

Monterrey, August 24 and 25: A total of 51 operators from the states of Chihuahua, Coahuila, Mexico, Sinaloa, Sonora, Tamaulipas, and Nuevo León attended out of the 72 participants who were expected to attend.

A total of 155 justice system operators attended the events listed above. The four profiles were represented to a greater or lesser extent: the judicial branch, public defense services, police (preventative and investigative) and the prosecution service. The trainers were given high marks by participants in regard to their expertise in the field, ability to communicate their ideas, and management of attendees' participation and interaction.

3. Eighteen people attended the first two days of the workshop. The third corresponded to visits to institution and 11 people attended on the fourth day. Twenty-nine people attended the fifth and final day for the presentation offered by the Committee for the Evaluation and Monitoring of the Implementation of the NSJP.

On a qualitative level, 24 indicators for results and 23 operational indicators were agreed to with the technical counterpart from SETEC. In regard to the implementation indicators, priorities were set and their quantification was reformulated, incorporating a dispersion criterion that seeks to positively evaluate the states with greater harmony between the institutions.

4. The two-day Spokesperson Workshop was attended by an average of 49 people.

-An exchange of visions on what the implementation of the new system in Chile meant in terms of communications compared to the Mexican reality was achieved. The Mexican system is a federative entity, and the level of progress of the new system is different.

-The main difficulties of some Mexican states were discussed and analyzed.

-A final dialogue was held that focused on the main conclusions extracted from the joint work.

1.2. Training

FILE NO. 13/2015

Argentine Criminal Procedure Reform Training Program

Objective(s): The general goal of the program is to provide participants with tools and knowledge that allow them to promote innovative practices and approaches oriented towards the resolution of specific problems in the implementation of criminal justice reforms in the federal system and other jurisdictions in the country. The program seeks to contribute to the strengthening of the transformation process that criminal procedure is undergoing in the region.

Location(s): 1st in situ phase: May 18-21 (Rosario, Santa Fe, Argentina)
2nd in situ phase: November 3-6 (Buenos Aires, Argentina)

Funding source(s): National Ministry of Justice and Human Rights (covers travel, lodging, and venue rental).

Expected impact or results: There was a considerable increase in the number of registered participants compared to last year, up to 76 from 43. The participants came from diverse agencies such as the Judicial Branch, Prosecution Service, Public Defender's Office, and Ministry of Justice. Students from other countries such as Uruguay also attended.

FILE NO. 14/2015

III Latin American Certificate Program on Criminal Procedure Reform

Objective(s): To provide graduates with knowledge and tools which allow them to promote innovative approaches and practices for the resolution of specific problems in the implementation and operation of criminal justice reforms in Latin American nations and thus promote their development. The certificate program seeks to provide professionals with comprehensive, up-to-date training on the main aspects of the criminal procedure reform in the countries of the region from the perspective of its theoretical foundations and with a strong practical component.

Location(s): 1st in situ phase: August 3-7 (Santiago, Chile)
2nd in situ phase: November 30- December 4 (Santiago, Chile)

Funding source(s): None. Expenses are covered by income generated by JSCA and UDP.

Expected impact or results: The 2015 edition was attended by 15 students, including individuals from Argentina, Mexico, and Panama.

FILE NO. 15/2015
First Central American Certificate Program on Criminal Procedure Reform
Objective(s): To transmit knowledge and skills in order to allow students to solve concrete problems in the implementation and operation of criminal justice reforms in Central American nations.
Location(s): 1st in situ phase: June 1-5 (Guatemala City) 2nd in situ phase: November 16-20 (Guatemala City)
Funding source(s): None. The expenses are covered through the income generated by JSCA and ICCPG.
Expected impact or results: The 2015 edition was attended by 24 students including individuals from Guatemala, Honduras, Peru, and Panama.

FILE NO. 16/2015
Virtual Course on Civil Justice Reform in Latin America
Objective(s): To provide a new perspective in order to address challenges which have not generally been present in reform agendas. The course, which is offered through the e-learning platform CEJACAMPUS, aims to critically analyze regional reform processes and provide comparative and regional information as a way of encouraging reflection on the need to include new lines of action in judicial reform processes.
Location(s): Regional via e-learning
Funding source(s): GIZ
Product(s): This course was offered twice this year (fourth and fifth editions). The dates were: Cycle 1, May 11- July 20, 2015. Cycle 2, September 14- November 23, 2015. Offered via CEJACAMPUS, www.cejacampus.org .
Expected impact or results: Each of the cycles was completed by five students.

FILE NO. 17/2015
Virtual Course: Introduction to Problems of Gender in Criminal Justice in Latin America
Objective(s): To include the gender variable in the discussion, design, and implementation of judicial reforms through an e-learning course.
Location(s): This course is offered through e-learning technology.
Funding source(s): CIDA
Product(s): This course as offered twice this year (eighth and ninth editions of the course). The dates were: Cycle 1, May 11-July 6, 2015 Cycle 2, September 14-November 9, 2015. Offered via CEJACAMPUS, www.cejacampus.org .
Expected impact or results: Six students completed the first cycle and seven completed the second.

FILE NO. 18/2015
Virtual Course: Challenges of the Public Prosecutor's Office in Latin America
Objective(s): To present an introductory assessment of the current state of prosecution services in the region and the main challenges that the institution must face in the context of the operation of the adversarial criminal procedure systems introduced as a result of the criminal procedure reform.
Location(s): This activity is offered via e-learning.
Funding source(s): CIDA
Product(s): The course was offered twice this year (tenth and eleventh versions of the course in general).

<p>1st Cycle, May 11-July 20, 2015 2nd Cycle, September 14- November 23, 2015 Offered via CEJACAMPUS, www.cejacampus.org.</p>
<p>Expected impact or results: Twelve students completed the first cycle and ten completed the second.</p>

FILE NO. 19/2015
Virtual Course: Pretrial Detention in Latin America
<p>Objective(s): To review the situation of pretrial detention in Latin America and solutions to the problems that develop around it. This course consists of four modules. The first presents an empirical and normative assessment of the situation of pretrial detention in the region. The second reviews international standards for the application and use of pretrial detention. The third reviews the elements of the debate and pretrial hearings. Finally, the fourth module reviews the experience of pretrial services as a method to promote the use of alternative mechanisms.</p>
<p>Location(s): This activity is offered via e-learning.</p>
<p>Funding source(s): CIDA</p>
<p>Product(s): This course was offered twice this year. 1st Cycle, May 11-July 20, 2015 2nd Cycle September 14-November 23, 2015 Offered via CEJACAMPUS, www.cejacampus.org.</p>
<p>Expected impact or results: Five students completed the first cycle and nine completed the second.</p>

FILE NO. 20/2015
Virtual Course: Drug Treatment Courts
<p>Objective(s): To review the scopes and components of the drug treatment courts as an innovative approach to the issue of the effects of drug addiction. The course offers information on the progress made, research conducted, and theories on these programs so that judges, public defenders, prosecutors, and members of psychosocial services can learn about them and apply them in their day to day work.</p>
<p>Location(s): This activity is offered via e-learning.</p>
<p>Funding source(s): CIDA</p>
<p>Product(s): This course was offered twice this year. 1st Cycle, May 11-July 20, 2015 2nd Cycle September 14-November 23, 2015 Offered via CEJACAMPUS, www.cejacampus.org.</p>
<p>Expected impact or results: Each cycle was attended by five students.</p>

FILE NO. 21/2015
Virtual Course: Pretrial Services
<p>Objective(s): To conduct a detailed review of the state of pretrial services, how they can help address the issues behind pretrial detention and other protective measures, and the main issues to be considered in their implementation.</p>
<p>Location(s): This activity is offered via e-learning.</p>
<p>Funding source(s): CIDA</p>
<p>Product(s): This course was offered twice this year. 1st Cycle, May 11-July 20, 2015 2nd Cycle September 14-November 23, 2015 Offered via CEJACAMPUS, www.cejacampus.org.</p>
<p>Expected impact or results: Eleven students completed the first cycle and three students completed the second.</p>

FILE NO.22/2015
Mexican Network for Updating the Criminal Procedure Reform
Objective(s): To address essential issues for the institutional strengthening of the various stakeholders in an adversarial system and to establish a space for exchange among actors linked to criminal procedure reform and those interested in strengthening the new Mexican criminal justice system in the context of the entry into force of the National Criminal Procedure Code in 2016.
Location(s): This activity is offered via e-learning.
Funding source(s): JSCA
Product(s): The course began on November 16, 2015 and runs through May 2, 2016. It is offered through www.cejacampus.org .
Expected impact or results: A total of 79 students attended the event.

FILE NO.23/2015
Program on Judicial Reform in Latin America and the U.S.
Objective(s): To provide students with an overview of the reform processes taking place in Latin American judicial systems with a special emphasis on the changes promoted in criminal justice.
Location(s): Washington, D.C.
Funding source(s): American University Washington College of Law and Universidad Alberto Hurtado Law School (Chile)
Product(s): For the fourth consecutive year, American University Washington College of Law, the Universidad Alberto Hurtado School of Law, and JSCA held this program in Washington, D.C. It was held July 13-24, 2015. The program has been designed to allow Spanish and English speakers to learn about the challenges and skills involved with the practice of law in the new justice systems. Students also are provided with a vision of some aspects of the U.S. justice system that may be useful for their work in Latin America and are allowed to identify diverse cultural aspects that widen the field of knowledge of all participants. The program Website is http://www.wcl.american.edu/judicialreform/index.cfm .
Expected impact or results: Focused on prosecutors, judges, and public defenders as well as practicing attorneys and especially those working in judicial public policy, the Program brings together stakeholders from civil and common law systems for an innovative certificate program staffed by regional experts. Thirty-two Latin American students took part in the program.

FILE NO. 24/2015
Oral Criminal Litigation Certificate Program
Objective(s): There is a need to create an educational space for training and exchanging ideas on the hearings involved in an oral and public adversarial justice system. This program, which is implemented jointly by JSCA, WCL, and UAH seeks to become a premiere training program that integrates joint teaching of these skills.
Location: Washington, D.C.
Funding source(s): American University Washington College of Law, Universidad Alberto Hurtado (Chile) Law School
Product(s): The certificate program on oral criminal litigation will be offered for the first time by American University Washington College of Law, Universidad Alberto Hurtado Law School, and JSCA. It will run January 19-29, 2016. During 2015, preparatory actions have been taken, including administrative procedures between the organizing institutions and the design of the syllabus. The program Website is https://www.wcl.american.edu/trial/litigacionoral/index.cfm .

Expected impact or results:

The program is open to attorneys, judges, public defenders, prosecutors, and graduate students who wish to increase their knowledge of criminal litigation techniques. Students who have earned a degree abroad can use the course for accreditation from the Ministry of Education. The course is also open to individuals with degrees from accredited institutions in fields related to international affairs, government, political science, journalism, or any other area related to criminal justice system reform.

FILE NO. 25/2015

Training Program for Judges: Hearing Management Skills

Objective(s): To increase capacities and develop skills in order to identify contested positions in the hearing, direct it around them, and assess the information produced in order to issue a jurisdictional decision.

Location(s): October 19-22 (Santiago, Chile)

Funding source(s): Registration fees paid by students

Expected impact or results: Twenty-five judges from Argentina, Mexico, Colombia, Peru, Guatemala, Chile, and Ecuador attended the program.

FILE NO. 26/2015

Oral Litigation Training Program

Objective(s): The main objective of the course is to offer students the techniques and tools necessary to implement an adversarial criminal procedure system. The program mainly involves practical modules designed to allow students to apply the theoretical information provided.

Location(s): Buenos Aires, Argentina

Funding source(s): Unidos por la Justicia (organizer); JSCA (sponsor)

Product(s): Held October 26-30.

FILE NO. 27/2015

Event on Challenges to the Public Prosecutor's Office in Brazil Based on the Latin American Experience

Objective(s): The objective of the event was to meet and share experiences from prosecutor's offices that experienced organizational reforms and changes in vision in criminal prosecution in the region based on the unique perspective of Brazil's public prosecutor's office.

Location(s): São Paulo, Brazil

Funding source(s): School of the Public Prosecutor's Office of São Paulo

Expected impact or results: Prosecutors and other state prosecution service staff attended the event, which coincided with the national meeting for prosecutors.

FILE NO. 28/2015

Immersion Program on the Adversarial System: The Experience of Chile

Objective(s): The general objective is for participants to learn about the adversarial system from a practical perspective based on the Chilean experience. By the end of the program, participants will be able to:

- Understand the overall situation of criminal justice in Latin America, particularly its main characteristics and current problems.
- Identify the main aspects of Chile's criminal procedure reform, especially the principles that shaped its design and implementation, changes that have been made, and the current situation of and challenges faced by the prosecution service.

- Understand the overall performance of the judicial branch, prosecution service, and public defense service of Chile based on the observation of hearings, visits to facilities, and meetings with operators from the aforementioned institutions.
- Engage in a critical analysis of reform processes and an opportunity to reflect on the need to incorporate new courses of action in Argentina's federal prosecution service.

Location(s): Two editions were held:
April 27-29 in Santiago de Chile
June 8-10 in Santiago de Chile

Funding source(s): National Attorney General's Office of Argentina

Expected impact or results: The first group was composed of 17 prosecutors and the second had 16.

FILE NO. 29/2015

Immersion Program in the Chilean Justice System: The Experience of the Hearings Model in Labor Justice

Objective(s): The goal was for participants to learn about the way the hearings system works from a practical perspective based on the Chilean experience with labor justice.

Location(s): Santiago, Chile (September 28-30)

Funding source(s): Magistrates' Academy of Peru

Expected impact or results: Nineteen Peruvian magistrates participated in the program.

FILE NO. 30/2015

Certificate Program on Strategies and Tools for the New Role of the MPF in La Rioja

Objective(s): To provide a flexible academic environment for the transmission of scientific (theoretical and practical) knowledge on the new paradigms that the courts and operators of justice services require in the province of La Rioja.

Location(s): Began September 3 in the city of La Rioja. The program will run through November 2016.

Funding source(s): Federal Investment Council (CFI)

Expected impact or results: JSCA participated in the teaching process through its Training Coordinator as well as the module on management models and the organization of Public Prosecutor's Offices. The classes were offered October 30 and 31.

FILE NO. 31/2015

X National Meeting of Adversarial Criminal Justice System Implementing Agencies in Zacatecas, Mexico

Objective(s): The activity was organized by the Technical Secretariat of the Council for the Coordination of the Implementation of Mexico's Adversarial Criminal Justice System with the support of USAID and MSI. The objective was to support criminal justice system operators in their efforts to develop contingency plans based on the specific needs of each Mexican federative entity.

It was designed to be an exclusive space for analyzing and generating proposals for moving forward effectively and efficiently in the process of implementing the criminal justice system reform in federative entities. The individuals responsible for the implementation process for all Mexican federative entities along with representatives of each justice operator profile (judicial branch, prosecutors, police, and defense services) attended the event.

Location(s): Zacatecas, Mexico

Funding source(s): SETEC and USAID

Expected impact or results: JSCA played a major role in the national meeting. The Executive Director took part in a plenary session on Challenges of the Implementation and Operation of Adversarial Criminal Justice Systems. The

JSCA training team that was taking part in the specialized fora that was organized by the Chile-Mexico Fund (for the project “Support for Mexico’s Criminal Justice System Reform, 3rd stage”) joined the group meetings. The JSCA trainers were guarantee judge Carla Troncoso, formal local prosecutor Marcelo Sanfeliú, retired police coronel Gustavo Harcha, and former public defender Mauricio Decap.

FILE NO. 32/2015

International Seminar on Public Prosecutor’s Office Management organized by JSCA, the Prosecution Service of Panama, and the Regional Office for Central America and the Caribbean of the UN Office on Drugs and Crime (UNODC-ROPAN). August 2015

Objective(s): To share experiences with institutional transformation in public prosecutor’s offices in Latin America.

Location(s): Chiriquí, Panama

Funding source(s): UNODC-ROPAN

Expected impact or results: JSCA presence in an activity that was attended by 80 people in order to analyze changes in the management of public prosecutor’s offices.

1.3 Dissemination

FILE NO. 33/2015

Webinar on Alternative Dispute Resolution in the U.S. and Latin America with the expert on ADR and University of Saint Thomas Professor Mariana Hernández Crespo along with JSCA Executive Director Jaime Arellano and Research and Projects Coordinator Marco Fandiño (March 2015)

Objective(s): To share reflections on and experiences with mandatory use of alternative dispute resolution methods, the legal value of the agreements, training for mediators, and the performance of the Multi-Door Courthouse model as well as related topics.

Location(s): JSCA headquarters, and livestreamed through the JSCA Website.

Funding source(s): IDRC Canada

Expected impact or results: Information is shared online and through the IDRC project communications. A total of 445 visits have been logged to date.

FILE NO. 34/2015

Master Class: New Challenges of the Public Prosecutor’s Office in Criminal Procedure Reform Processes in Latin America and the Caribbean

Master class on the new challenges to the public prosecutor’s office in criminal procedure reform processes in Latin America and the Caribbean. The class was offered by JSCA Executive Director Jaime Arellano. The activity was organized by the Universidad Nacional de la Rioja (UNLAR) Academic Department of Social Sciences and the La Rioja Attorney General’s Office. It was held May 21.

Objective(s): To support the criminal procedure reform system in that Argentine province. The activity is part of the plan to work with La Rioja that was developed in May 2015.

Location(s): La Rioja, Argentina

Funding source(s): MPF La Rioja

Expected impact or results: JSCA generates an agenda for work with the Argentine province.

FILE NO. 35/2015
Sponsorship of and participation in the Civil and Criminal Procedure Law Seminar organized by the Eduardo J. Couture Uruguayan Procedure Law Association and Thomson Reuters. Also sponsored by the Ibero-American Institute of Procedure Law. Montevideo, Uruguay. June 2015.
Objective(s): To review the new Criminal Procedure Code (Law No. 19.293) and the application of the reforms to the General Procedure Code (Law 19.090) in Uruguay.
Location(s): Montevideo, Uruguay
Funding source(s): Thomson Reuters and the Eduardo J. Couture Uruguayan Procedure Law Association
Expected impact or results: Presence and participation of JSCA in a meeting to analyze justice system reform in Uruguay.

FILE NO. 36/2015
IV Redex Peru Meeting in Lima (September 2015)
Objective(s): To bring together former JSCA students and interns from Peru in order to discuss the implementation of the new criminal procedure code in the Lima district. The activity was organized by JSCA, the Institute for Criminal Procedure Science, and the Peruvian Magistrate's Academy.
Location(s): Lima, Peru
Funding source(s): JSCA
Expected impact or results: Reactivation of links with Redex Peru with the participation of over 30 people.

FILE NO.37/2015
Seminar: Challenges of the Sentence Execution Oversight System. Organized in collaboration with the Universidad de Chile Center for the Study of Public Safety and Law School and the California Western School of Law.
Objective(s): To generate discussion around issues related to the new form of criminal prosecution and trials that the Criminal Procedure Reform in Chile introduced and the challenges related to respect for and protection of fundamental rights and adequate and effective oversight so that treatment and custody could be offered in strict keeping with the law.
Location(s): Santiago, Chile
Funding source(s): JSCA - CESC
Description: The issues addressed were oversight of effective completion of the sentence, foundations and challenges for monitoring and oversight of respect for and protection of the human rights of inmates, international experiences (execution of alternatives to prison in the U.S.) and the Argentine Public Prosecutor's Sentence Execution Oversight Unit (UFEP).
Expected impact or results: Nearly 70 people attended. The JSCA team participated and a new topic was opened up that allows JSCA to learn about progress made in Chile and beyond.

FILE NO.38/2015
International Seminar on Alternatives to the Judicial Process
Objective(s): To address the main advances and lacks presented by alternatives to the judicial process at the international level and promote general reflection on the continuity of these policies.
Location(s): November 23 and 24 in Bogotá, Colombia
Funding source(s): IDRC Canada
Expected impact or results: Over 200 people attended this two-day event and the experiences of various countries in the region were presented.

2. STRENGTHENING JUSTICE ADMINISTRATION INFORMATION AND MANAGEMENT SYSTEMS

2.1. Judicial Information

FILE NO. 39/2015
Presentation of the IX Index of Online Access to Judicial Information (IAcc)
Objective(s): To disseminate the results of the IX version of the IAcc.
Location(s): Regional (OAS)
Funding source(s): IDRC
Expected impact or results: The presentation of the results of the report was conducted online through a Webinar that allowed the audience to participate. The video was then uploaded to our Website and YouTube channel for further consultation. Link: https://www.youtube.com/watch?v=1eq7D3nW1MQ

FILE NO.40/2015
Development of the Second Edition of the Index of Online Judicial Services (ISJL)
Objective(s): To assess the responses that justice sector institutions generate in response to specific cases by evaluating their Websites. The goal is to promote the use of ICTs as a means to increase access to justice.
Location(s): OAS member states
Funding source(s): IDRC
Expected impact or results: The indicator was applied from September through November in institutions in 32 countries. The preliminary results (general rankings and results by indicator) were presented at the International Seminar on Alternatives to the Judicial Process in Bogotá, Colombia, which was held November 23 and 24. The final report, which will include an analysis of all of the results of the indicator, is being developed.

3. OTHER ACTIVITIES IN FULFILLMENT OF JSCA'S KEY GOALS

3.1 Institutional Agreements

FILE NO. 41/2015
Inter-Institutional Cooperation Agreements
Objective(s): To strengthen connections and collaboration with government and civil society institutions linked to the region's judicial systems. In 2014, JSCA signed 14 inter-institutional cooperation agreements in addition to the 120 that have been signed since the Center was created.

Expected impact or results:

- Magistrates Council of Bolivia, 15/01/2015
- Fundación Paz Ciudadana, 20/04/2015
- Center for the Development of Justice and Public Safety, 22/04/2015
- Peruvian Magistrates' Academy, 23/04/2015
- Public Defender's Office and Universidad Alberto Hurtado, 05/05/2015
- Universidad Autónoma de Madrid, Spain, 07/05/2015
- Institute for Comparative Studies in the Criminal and Social Sciences, Argentina, 11/05/2015
- Public Prosecutor's Office, Province of La Rioja, Argentina, 21/05/2015
- Chilean International Cooperation Agency, AGCI, 24/04/2015
- Universidad Alberto Hurtado Law School, Chile, 23/06/2015
- American University Washington College of Law, xx/xx/xxx
- Center for Research and Improvement of the Public Prosecutor's Office School of São Paulo, 09/09/2015
- Public Prosecutor's Office School of the Federative Republic of Brazil, 14/09/2015
- Pontificia Universidad Católica Law School, 22/10/2015

3.2 JSCA Internship Program

FILE NO. 42/2015
Pro Bono Internships
Objective(s): To enrich JSCA's work through the new perspectives that interns contribute. An additional goal is the creation of connections to pro bono interns in order to establish contact with local experts and institutions. The internship is mainly directed at students or recent graduates and provides an opportunity to learn about and contribute to the various areas of JSCA and their work on judicial reform in Latin America.
Location(s): JSCA's offices in Santiago de Chile
Funding source(s): n/a
<p>Product(s):</p> <p>During 2015, JSCA had 12 pro bono interns from five countries:</p> <ul style="list-style-type: none"> • Tania Mohr, Chile (August 3-December 30) • Carlos Brito Nava, Mexico, (August 24-December 30) • Claudio Fredes, Chile (August 3-November 27) • Francisca Vallejo, Chile (August 3-November 27) • Jorge Orrego, Chile (August 3-November 27) • Constanza Aliste, Chile (August 3-November 27) • Rucsandra Moisa, Romania (August 14- November 10) • Fábio Presot, Brazil (September 21-25) • Juan Zulic Del Canto, Chile (March 31-April 30) • Morayma Arieta Román, Mexico (January 8-April 17) • Rufael Tsegay, Australia (January 12-March 6) • María Soledad Mortera De Iruarrizaga, Chile (February 2-27)
<p>Expected impact or results:</p> <p>The interns contributed a great deal to each of the research projects mentioned above. When the interns end their program, they are asked to evaluate their experience through a survey. This year, interns reported a 100% satisfaction rate with their work experience.</p>

3.3. Participation in Conferences, Seminars, and Similar Activities

TABLE 1
SUMMARY OF PARTICIPATION IN CONFERENCES, SEMINARS, AND OTHER ACTIVITIES

Activity	JSCA's Role in the Activity	Location	Date
First Macro-Regional Meeting "Experiences and Challenges of Criminal Procedure Reform"	JSCA's Executive Director attended as an invited speaker	Piura, Peru	April 2015
Forum: Justice for All? The Situation of Justice Systems in the Northern Triangle of Central America	JSCA Training Coordinator Leonel González attended as an invited speaker	Guatemala City	April 2015
Seminar: Small Claims Justice organized by the Universidad de Chile Law School with the support of the Chilean Judicial Branch	Research and Projects Coordinator Marco Fandiño attended as a speaker	Santiago, Chile	July 2015
VI International Conference on Criminal Analysis organized by Fundación Paz Ciudadana	JSCA's Executive Director attended as an invited speaker	Santiago, Chile	August 2015
International Meeting on Criminal Justice System Reform in Mexico: Comparative Experiences	JSCA's Executive Director attended as an invited speaker	Mexico City	June 2015
V International Conference on Criminal Procedure Law, Consolidating the Adversarial Model in Peru	JSCA's Executive Director attended as an invited speaker	Trujillo, Peru	September 2015
IV National Seminar of the Bahian Procedure Law Institute	JSCA Training Coordinator Leonel González attended as an invited speaker	Salvador de Bahía, Brazil	September 2015
Preparations for the Meeting of the Ministers of Justice or Attorneys General of the Americas (REMJA)	JSCA Board of Director President Douglass Cassel attended	Washington, D.C.	September 2015
International Seminar on the Autonomous Public Defender's Office: A View of the Future 15 Years After Reform, organized by the Chilean Public Defender's Office	JSCA's Executive Director presented a study on the autonomy model	Santiago, Chile	October 2015
EUROSociAL Meeting	Research and Projects Coordinator Marco Fandiño attended as an invited speaker	Madrid, Spain	October 2015
Workshop on Training and Criminal Procedure Reform at the National Public Defender's Office	JSCA Training Coordinator Leonel González attended as an invited speaker	Buenos Aires, Argentina	November 2015
Lectures at the Institute for Professional Training of the Federal District Attorney's Office	Research and Projects Coordinator Marco Fandiño attended as a speaker	Mexico City	
Law, Justice, and Development Week 2015, organized by the World Bank	JSCA's Executive Director presented on a panel about an Online Dispute Resolution (ODR) Initiative for the Resolution of Low Intensity Disputes in Brazil, Chile, and Colombia	Washington, D.C.	November 2015

3.4 Virtual Information Center and JSCA Virtual Library

FILE NO. 42/2015
JSCA Website
<p>Objective(s): To have a visibility on the Internet, distribute information, and create spaces for interaction among the individuals and institutions interested in topics related to judicial reform at the regional level. We intend to continue to improve and expand the services provided to users over the course of the year, including the Virtual Library, calendar, information on JSCA products and projects, course registration, and access to virtual courses through CEJACAMPUS.</p> <p>This year we began to update the Website. In January, the hosting service was changed to the company X-red.</p>
Funding source(s): JSCA
<p>Expected impact or results: A total of 799,137 visits were registered between November 2014 and November 2015 on the JSCA Website. The Website has been updated so that it can be viewed on all devices. Support continued to be provided to students through the e-learning platform.</p>
FILE NO. 43/2015
JSCA Virtual Library
<p>Objective(s): To provide information about the justice reform and modernization processes at the global and regional levels to the community in the Americas and to provide spaces for dissemination and the exchange of ideas. Specifically, to gather, integrate, and disseminate information of interest including international and national laws; global, regional, and local studies; articles; and other documents through the institutional Website.</p>
Funding source(s): JSCA
Product(s): We continued to encourage users to submit documents during 2015.
<p>Expected impact or results: Over the course of this year (October 2014 through November 2015), a total of 601,121 searches of documents related to justice in the Americas were conducted through the JSCA Virtual Library.</p> <p>The library holds a total of 7,250 documents.</p> <p>This year, work was done to update the Virtual Library, which will have a new platform with an easy search engine and responsive format that can be viewed on any device.</p>

3.5 Regular and Special Publications

FILE NO. 44/2015
Nexus Newsletter
Objective(s): Nexus Newsletter is our main communications tool for our external audience. Its purpose is to provide a news summary focused on reform processes and the modernization of justice systems in the Americas, to describe events related to these topics, and to provide information of use to the institutions and individuals involved in or interested in these topics. It also allows JSCA to create a community of knowledge by sharing papers, articles, and essays produced by Redex members through this publication.
Funding source(s): JSCA
Product(s): This year the newsletter was distributed quarterly and two issues were published.
Expected impact or results: A total of 13,371 people subscribe to the newsletter, 10,834 in Spanish and 2,483 in English.
FILE NO. 45/2015
Judicial Systems Journal – Issue 19
Objective(s): The main purpose of this publication is to promote discussion and the exchange of information and experiences on the operation of justice in the Americas.
Location(s): The journal is edited by JSCA in Santiago de Chile and the Institute for Comparative Studies in the Criminal and Social Sciences (INECIP) in Buenos Aires, Argentina.
Funding source(s): JSCA and INECIP
Expected impact or results: Issue 19 of the publication, which focuses on justice administration and crimes against humanity, was published in October 2015. The issue focuses on the relationship between administration and major human rights processes in Latin America from the perspective of the impact that these cases had on institutional management.
FILE NO. 46/2015
Social Networks, Facebook
Objective(s): To serve as a channel for increasing the visibility of JSCA and the exchange of ideas and experiences from judicial reform processes in the region and to generate a greater impact on new Internet users.
Funding source(s): JSCA
Product(s): During the first semester of 2010, the JSCA Facebook presence was developed to disseminate news about the institution and the justice sector. The platform had 10,145 followers within three years. This year, the two accounts that the Center had were merged and we kept the JSCA Fanpage.
FILE NO. 47/2015
Social Networks, LinkedIn
Objective(s): To serve as a channel for the exchange of ideas and experiences from judicial reform processes in the region and to generate a greater impact on new Internet users.
Funding source(s): JSCA
Product(s): During the first semester of 2014, the JSCA LinkedIn account was developed so that the Center can disseminate news about the institution and the justice sector. JSCA currently has 157 followers.

FILE NO. 48/2015
Social Networks, Twitter
Objective(s): To serve as a channel for the exchange of ideas and experiences from judicial reform processes in the region and to generate a greater impact on new Internet users.
Funding source(s): JSCA
Product(s): JSCA publishes short news pieces through Twitter. It currently has 1,694 followers and has published 1,920 Tweets.

FILE NO. 49/2015
Social Networks, Google+
Objective(s): To serve as a channel for the exchange of ideas and experiences from judicial reform processes in the region and to generate a greater impact on new Internet users.
Funding source(s): JSCA
Product(s): This year, JSCA added this new social network tool, which allows us to disseminate our activities and news. To date we have 52 friends.

FILE NO. 50/2015
Podcasts
Objective(s): To share online and in audio format interviews with stakeholders in the region who have participated in reform processes and justice system modernization in the Americas.
Funding source(s): N/A
Product(s): We have generated podcasts with interviews with: <ul style="list-style-type: none"> • Olga Espinoza, Director of the Center for Research on Public Safety, which is part of the Universidad de Chile Institute of Public Affairs. • Giammpol Taboada, Preparatory Investigation Judge, Trujillo (Peru) and Coordinator of the Judicial Office Management Unit at the national level.
Expected impact or results: To share the progress, difficulties, and challenges that justice modernization processes face based on the experiences of key participants. The information is also promoted in the JSCA Nexus Newsletter virtual edition.