



2014 ANNUAL REPORT



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1. SUPPORT FOR CRIMINAL AND CIVIL JUSTICE REFORMS

1.1. Innovation projects

Objective: To support the ideas and instruments that the Center has been developing in order to improve reformed criminal and civil justice systems and contribute to the discussion of reforms that are needed in countries around the region. These activities vary widely depending on the nature of the project and the progress made in the reform process. They generally involve training activities, design support and supervision and, in more general terms, political or technical support for the process.

ACTIVITY 01/2014

Participation in and technical support for the ministerial commission for the creation of a new social reinsertion service in Chile –Ministry of Justice of Chile

Objective: To participate in the discussion and development of a technical proposal for a new social reinsertion service. The proposal to be submitted to the Ministry of Justice of Chile involved creating an area focused on reinsertion within the prison service. The main topics discussed are listed below:

- Exploring the current offering of social reinsertion systems (prison service for adults, National Children’s Service for youth offenders)
- Exploring the offering of social reinsertion plans for those facing short sentences, especially women
- Exploring services available to individuals who have served their time (post-prison system)
- Identifying the current and potential demand for the system and costs associated with the project
- Analyzing and considering the evolution of crime and policy on crime
- Identifying the services that the new agency or program should provide based on the factors listed here
- Identification of the statute associated with the offering required and the location of the new service within the government structure
- Rationalizing and coordinating the function of other public and private services in this area
- Ensuring coherence among the bills currently moving through the legislative process and the work of the commission

Location(s): Chile

Funding source(s): N/A

Impact or results: The execution of this project recently began.

ACTIVITY 02/2014

Technical advising for the clarification and simplification of judicial resolutions in Chile

Objective: To identify key judicial resolutions and sentences in order to generate a series of proposals to clarify and simplify their contents and make them clearer and more useful.

Location(s): Chile

Funding source(s): IDB/Program for Strengthening the Institutional Capacity of Chile’s Judicial Branch

Impact or results: The project on the clarification and simplification of judicial resolutions and sentences is framed within a broader program of the Judicial Branch Administrative Corporation (CAPJ) to modernize the judicial branch. The project for which JSCA provided consulting services is designed to provide proposals regarding the development of judicial decisions that are as well-founded as possible but simple enough to be understood by the general public. In other words, the goal is for judicial decisions that generally contain complex legal language and tend to be very long to be issued in simpler language so that any citizen can understand them.

During the first stage, we gathered information through interviews with judges, statistical analysis and a

literature review so that we could provide an assessment of the situation. We also analyzed resolutions and sentences issued by judges and the models that they use to complete this work. This allowed us to develop a proposal that was in keeping with the needs that we identified. The proposal is mainly based on the idea of being able to identify the need for expressing the foundations for the resolution. Not all cases must be justified in this way, but they must all be justified to some degree. The plan was for said justification to be provided in the cases in which it is really necessary in order to save time and resources.

During the second stage, we worked on a proposal for key resolutions, which involve a series of decisions that are made during the process prior to the definitive ruling that closes the case. The goal was to establish their basic contents and the factors that would contribute to their expansion or further development.

An internal process was to be carried out for each stage in order to identify the contents followed by validation workshops with judges. Two such events have been held and one more is pending for the third stage, which was to involve determining the contents of definitive sentences.

The final report was presented by a JSCA researcher to the IDB Program Coordination Committee at the Judicial Branch Administrative Corporation (CAPJ). The CAPJ is presided over by the Supreme Court Chief Justice and is composed of judges from various branches, including the tribunal, courts of appeal and first-instance courts.

The Coordination Committee offered significant methodological objections to the objectives, language and expected results which we understand and share.

We negotiated directly with the Coordination Committee so that the first payment would be made in full and the contract was canceled by agreement of the parties without proceeding to the second payment, ending on good terms. The possibility of future collaborations was left open with a commitment on the part of our leadership to provide more technical supervision.

1.2. Research

ACTIVITY 03/2014

Study on the application of the American Convention of Human Rights in the operation of the justice systems in the Americas

Objective: To strengthen and increase the application and awareness of International Human Rights Law in the justice systems of Latin America, mainly the standards contained in the Convention, the obligations that emanate from them for signatories and mechanisms for their practical application.

Location(s): Regional

Funding source(s): US-DOS

Impact or results: The research for this initiative is presented in the forthcoming publication *The Application of the American Convention on Human Rights in the Justice Systems of the Americas: The Doctrine of Review of Compliance and the Standards of the Guarantee of Reasonable Timeframes, the Right to Legal Defense and Pretrial Detention*. The first chapter of the book presents a study of review of compliance. Its origin in inter-American case law is analyzed along with its foundations, elements and the subjects that take part in the process. The section ends with a series of recommendations regarding the application of the doctrine in judicial practice.

The following three chapters address international standards that have been developed by the regional and universal human rights systems regarding the guarantee of reasonable timeframes, the right to legal defense and pretrial detention. The main challenges regarding the application of review of compliance in those areas are then analyzed, and the authors then present a series of recommendations directed at judicial oversight of the processes.

Based on this research, two courses were held in El Salvador and Panama in order to train justice operators regarding the topics addressed in the research.

A proposal to extend the project has been presented that would include the development of four traditional courses as well as virtual courses on the research topics.

ACTIVITY 04 /2014
Research on non-criminal justice matters in Neuquén (Argentina)
Objective: Research projects with a relatively limited scope have been conducted in order to produce local reports describing the implementation of these reforms and their ability to transform specific practices in areas that JSCA has identified as being key for evaluating reform results.
Location(s): Neuquén, Argentina
Funding source(s): CIDA
Products: Exploratory visit and meetings with justice system stakeholders to draft a monitoring report regarding enforcement, civil-commercial, family and labor law matters.
Impact or results: During the first trimester of 2013, researcher Erick Ríos visited the area to gather information on the civil procedure reform process that the Neuquén Judicial Branch has led in order to offer recommendations for achieving the objective of unifying all civil procedures under a single code. JSCA plans to adjust the report and publish it this year.

ACTIVITY 05/2014
Study: Alternative mechanisms for promoting access to justice in Latin America
Objective: To generate recommendations for the development of public policies designed to promote access to justice for at-risk members of the population through the incorporation of alternative mechanisms to judicial process in Latin America.
Location(s): Regional
Funding source(s): International Development Research Centre (IDRC)
Impact or results: The first step of the project consisted of conducting research in order to describe major regional trends in the incorporation of these mechanisms as an alternative to judicial process. Next, existing data was gathered and recommendations were developed regarding the difficulties that may be limiting the viability and consolidation of dispute resolution mechanisms from the public policy perspective. Using this base study, an effort will be made to expand upon experiences through which Latin American nations have sought to implement alternative mechanisms in order to favor access to justice for those who are at risk. We will seek to extract best practices and identify implementation problems in order to develop a guide with public policy recommendations. A report on the specific cases identified in late 2013 will be developed in the countries of origin of expert consultants using a methodology defined by JSCA. Validation workshops will be conducted in each case. The base study and case studies will be published on a special project Website in order to disseminate the results, which also will be presented at various seminars and activities on the topic.

ACTIVITY 06/2014
Evaluation of the implementation of the adversarial criminal justice system in Districts 2 and 4 and the pre-evaluation in District 3 of Panama
Objective: To assess the performance of the adversarial criminal justice systems which have been implemented in two districts ahead of the entry into force of the new system in the rest of the country.
Location(s): Panama
Funding source(s): UNODC-ROPAN
Impact or results: Visit to judicial districts in which the adversarial criminal justice system has been implemented in order to contact the stakeholders involved in the reform. This activity was conducted with the support of the judicial branch and criminal prosecution service. A validation workshop on the Panama City report was conducted. It featured the participation of the Chief

Justice of the Supreme Court, National Attorney General and the Regional Representative of UNODC for Central America and the Caribbean.

ACTIVITY 07/2014

Evaluation of the impact of the new model for managing the public prosecutor's office in Guatemala

Objective: To conduct an external evaluation of the impact that the organizational changes in the Guatemala prosecution service have had, particularly based on the work of former Prosecutor General Claudia Paz y Paz.

Location(s): Guatemala

Funding source(s): Open Society Justice Initiative

Impact or results: An activity was organized to disseminate the results of the report, which had a significant impact in the local media and sectors interested in the topic. The dissemination of the report has been conducted in collaboration with new prosecutor's office officials, who made a public commitment to maintain the management model and make some of the adjustments recommended by JSCA. A total of 1,520 copies of the report have been published and distributed by JSCA in Chile, Guatemala, Bolivia, El Salvador and Panama.

ACTIVITY 08/2014

Comparative study of criminal justice systems in Latin America and the Caribbean

Objective: To explore the normative structure of Latin American and Caribbean criminal justice systems from a procedural perspective, incorporating statistical data based on a list of specific institutions.

Location(s): The study is organized jointly by JSCA in Santiago de Chile and the Institute for the Comparative Study of the Criminal and Social Sciences (INECIP) in Buenos Aires, Argentina.

Funding source(s): N/A

Impact or results: Research teams were formed by each country in Latin America and the Caribbean, and they are gathering data with the support of a local contact. The first stage of the research, which involved gathering all of the normative and statistical data for each country, concluded in November. In 2015, we will complete the second phase of transversal analysis for each research area. Once completed, the study will be published in digital format.

1.3. Training

ACTIVITY 09/2014

Argentine training program for criminal procedure reform

Objective: To provide participants with knowledge and tools that will allow them to promote innovative approaches and practices aimed at resolving specific problems in the implementation of criminal justice reform in the federal system and the other jurisdictions in the country. In this way, the Argentine training program for criminal procedure reform seeks to contribute to the strengthening of the process of transformation that criminal procedure is undergoing in the region.

Location(s):

1st on site phase: May 5-8 (Esquel, Chubut, Argentina)
2nd on site phase: November 5-7 (Buenos Aires, Argentina)

Funding source(s): National Ministry of Justice and Human Rights (covers travel, lodging and the venue for each of the phases).

Impact or results: There was a considerable increase in the number of individuals enrolled in the class compared to last year. The 2014 edition had 43 students from various organizations such as the judicial

branch, prosecution service, public defense service and Ministry of Justice. Students from other countries such as Mexico and Peru also enrolled in the program. Tentative net earnings for JSCA in the amount of US\$11,492 are projected for the end of this cycle.

ACTIVITY 10/2014

II Latin American certificate program on criminal procedure reform

Objective: To provide participants with knowledge and tools that will allow them to promote innovative approaches and practices aimed at resolving specific problems in the implementation and operation of criminal justice reforms in the countries of Latin America and thus contribute to their development. The certificate program looks to provide graduates with comprehensive, up-to-date training on key aspects for the implementation of criminal procedure reform in various countries in the region from the perspective of their theoretical foundations and a strong practical component.

Location(s):

1st on site phase: May 26-30 (Santiago, Chile)
2nd on site phase: November 24-28 (Santiago, Chile)

Funding source(s): N/A. Costs will be covered through the earnings generated for JSCA and Universidad Diego Portales.

Impact or results: The 2014 edition was attended by 28 students from Argentina, Peru, Mexico, Ecuador and the United States. Tentative net earnings for JSCA in the amount of US\$22,764 are forecast.

ACTIVITY 11/2014

Certificate course on civil procedure reform in Latin America and Bolivia with Universidad Católica Boliviana

Objective: Training of trainers in civil procedure reform ahead of the entry into force of Bolivia's new civil procedure code.

Location(s): Bolivia

Funding source(s): Enrollment fees

Impact or results: This is the only certificate program on civil procedure reform in Bolivia that offers information on lessons learned from Latin American reforms as well as the practical aspects of implementing the reform. The course enjoyed visibility in justice system institutions (Ministry of Justice, Magistrate's Council, Judicial Branch). The reform process has been postponed until August 2015, but the program trained students who are capable of leading it when it is introduced.

ACTIVITY 12/2014

Training program on civil justice reform for the Nuevo León State Judicial Branch (Mexico) Judiciary Council

Objective: To provide knowledge and tools to judges from the Mexican state of Nuevo León in order to understand the challenges presented by the civil justice reform process and the Latin American context and to provide skills for the performance of their duties in a system that uses oral procedures.

Location(s): The program consisted of a virtual phase and an on-site phase, the latter of which was held November 3-5 in Nuevo León, Mexico.

Funding source(s): Judiciary Council of the Nuevo León Judicial Branch (Mexico)

Impact or results: A total of 30 students enrolled in the course. There was a high level of participation in all four modules of the virtual course. The on-site program took place November 3-5 in Mexico. The total earnings generated through this program will be US\$35,000.

ACTIVITY 13/2014

Conversations and workshops on tools for streamlining cases and optimizing judicial management
Objective: To offer presentations on Latin American experiences in criminal and civil procedure reform and access to justice for Bolivian judicial officials.
Location(s): Sucre, Bolivia
Funding source(s): UNDP-Bolivia
Impact or results: The conversations and workshops were offered to representatives of the technical teams of the Supreme Court, Magistrate’s Council, Ministry of Justice, defense service, agro-environmental court and state court of Chuquisaca. This activity allowed members of justice sector institutions to come together following various months of stalled inter-institutional coordination efforts.

ACTIVITY 14/2014
Training course on the application of the American Convention on Human Rights in the justice systems of the Americas (August 20-22, 2014)
Objective: To train judges on the issue of review of compliance.
Location(s): El Salvador
Funding source(s): US-DOS
Impact or results: The participants reported that the quality of the program was excellent, and JSCA obtained high levels of participation and results. The course was attended by 31 judges from various districts as well as trainers from the National Judiciary Council of El Salvador.

ACTIVITY 15/2014
Training course on the application of the American Convention on Human Rights in the justice systems of the Americas (September 24-26, 2014)
Objective: To train judges on the issue of review of compliance.
Location(s): Panama
Funding source(s): US-DOS
Impact or results: The participants reported that the quality of the program was excellent, and JSCA obtained high levels of participation and excellent results. The course was attended by 34 judges from various judicial districts in Panama, and by four public defenders who work in the criminal justice system. The course was offered in coordination with Panama’s Judicial Branch and Judicial Academy.

ACTIVITY 16/2014
Presentation of JSCA research on pretrial detention and the right to legal defense and review of compliance and its application by national judges: experiences at the Latin American level (August 20-21, 2014)
Objective: To offer some of the course contents to a larger audience.
Location(s): Supreme Court of El Salvador
Funding source(s): US-DOS
Impact or results: This activity was conducted at the same time as the training course mentioned above. It consisted of two afternoons of presentations offered at the Supreme Court of El Salvador and was attended by 100 people. We are asking the US DOS to extend this project for two more years in order to generate a publication containing the results of the research and a virtual course based on the contents developed for the traditional course and to offer two more traditional courses in other locations. Board member Douglass Cassel is working on this project.

ACTIVITY 17/2014
Program of immersion in the adversarial system: The case of Chile
<p>Objective: Participants are provided with an explanation of the logic of the work of an adversarial system from a practical perspective based on the Chilean experience. By the end of the course, participants will:</p> <ul style="list-style-type: none"> • Be familiar with the overall picture of criminal justice in Latin America, particularly its main characteristics and current problems. • Identify key aspects of the criminal procedure reform in Chile, especially the principles behind its design and implementation, the adjustments that have been made, and the current situation and challenges faced by the public prosecutor's office. • Have an overview of the operation of the judicial branch, public prosecutor's office and public defender's office of Chile based on observation of hearings, visits to facilities and meetings with operators from the various institutions. • Critically analyze reform processes and reflect on the need to incorporate new courses of action into the Federal Public Prosecutor's Office of Argentina.
Location(s): November 3-5, Santiago de Chile
Funding source(s): National Attorney General's Office of Argentina
Impact or results: 17 prosecutors enrolled in the course, which will generate net earnings of US\$2,000.
ACTIVITY 18/2014
Program on judicial reform in Latin America and the United States (Washington, D.C.)
<p>Objectives: To provide students with an understanding of the reform processes taking place in the judicial systems of Latin American nations with a special emphasis on changes promoted in civil and criminal justice.</p>
Location(s): Washington, D.C.
Funding source(s): American University Washington College of Law and JSCA.
<p>Products: American University Washington College of Law and JSCA offered this program for the third consecutive year. The program is designed so that Spanish- and English-speaking students can learn about the challenges and skills involved with the design, implementation and exercise of the various functions of reformed criminal and civil justice systems.</p> <p>The course provides students with a vision of aspects of the U.S. justice system that may be useful for work in Latin American systems. It also helps them to identify cultural aspects that expand all students' knowledge. The program Website is http://www.wcl.american.edu/judicialreform/index.cfm.</p>
<p>Impact or results: Focused on prosecutors, judges and public defenders as well as attorneys and especially those working in judicial public policy, the program brings together stakeholders from both civil and common law systems for an innovative academic certificate program. The course is dynamic in nature and features a faculty composed of regional experts.</p> <p>This year, a total of 14 students from Latin American and the U.S. took part in the course, <u>generating a budgetary surplus</u>. We are engaging in early planning for the 2015 version so that we can adequately promote the program and focus on potential students, increasing enrollment.</p>
ACTIVITY 19/2014
Training program on oral litigation
<p>Objectives: To provide participants with the techniques and tools necessary for the implementation of an adversarial criminal procedure system. The program is mainly composed of practical modules designed to allow the students to apply the theoretical contents offered.</p>
Location(s): Buenos Aires, Argentina
Funding source(s): Unidos por la Justicia (organizers); JSCA (sponsors)

Products: Three editions of the course were offered in 2014:
1st edition: May 12-16, 2nd edition: September 22-26, 3rd edition: November 17-21

ACTIVITY 20/2014

Virtual Course on Civil Justice Reform in Latin America

Objectives: To provide a new perspective that takes up the challenges that are not generally included on reform agendas. The course, which is offered through the e-learning platform CEJACAMPUS seeks to critically analyze regional reform processes and provide comparative and regional information in order to encourage reflection on the need to include new lines of action in judicial reform processes.

Location(s): Regional (e-learning)

Funding source(s): German Cooperation Agency, GIZ

Products: This course was offered twice this year (editions two and three of the course overall). The first cycle was offered between May 12 and July 7 of 2014. The second ran from September 15 through November 17.

Impact or results:
Eight students enrolled in the first cycle and seven in the second.

ACTIVITY 21/2014

Virtual Course: Introduction to issues of gender in criminal justice in Latin America

Objectives: To incorporate the variable of gender in the discussion, design and implementation of judicial reforms through an e-learning course.

Location(s): This activity is executed through e-learning.

Funding source(s): CIDA

Products: This eighth and ninth editions of the course were offered this year. The first cycle ran from May 12 through July 7. The second ran from September 15 through November 17. Both were offered through the virtual platform www.CEJAcampus.org.

Impact or results:
Three students enrolled in the first cycle and 20 in the second. For the second cycle, we designed a targeted dissemination policy that led to the enrollment of 15 members of the National Women's Service of Chile.

ACTIVITY 22/2014

Virtual Course: Challenges of the public prosecutor's office in Latin America

Objectives: The course presents an introduction to the current state of public prosecutor's offices in the regions and the main challenges that the institution must face in the context of the adversarial criminal procedure systems installed as a result of the criminal procedure reform.

Location(s): This activity is executed using e-learning.

Funding source(s): CIDA

Products: The tenth and eleventh cycles of the course were offered this year. The first cycle ran from May 12 through July 7. The second ran from September 15 through November 17. Both were offered through the virtual platform www.CEJAcampus.org.

Impact or results: Three students enrolled in the first cycle and eight enrolled in the second. A targeted dissemination policy was designed for the second cycle that led to the enrollment of seven representatives of Panama's public prosecution service.

ACTIVITY 23/2014

Virtual Course on Pretrial Detention in Latin America

Objectives: To review the situation of pretrial detention in Latin America and some solutions to the problems that develop around it. The course consists of four modules: an empirical and normative assessment of the

situation of pretrial detention in Latin America; a review of international standards for the application and use of pretrial detention; the main elements of the discussion of the topic and pretrial detention hearings; and the experience of pretrial services as a way of promoting the use of alternatives to pretrial detention.

Location(s): This activity is executed using e-learning.

Funding source(s): CIDA

Products: The tenth and eleventh cycles of the course were offered this year. The first cycle ran from May 12 through July 7. The second ran from September 15 through November 17. Both were offered through the virtual platform www.CEJAcampus.org.

Impact or results: Nine students enrolled in the first cycle and 15 in the second. A targeted dissemination policy was designed for the second cycle that resulted in the enrollment of six representatives of Panama's prosecution service.

ACTIVITY 24/2014

Virtual Course on Drug Treatment Courts

Objectives: To review the reach and components of drug treatment courts as an innovative approach to the issue of the effects of drug addiction. The course presents the progress made with and research and theories on these programs so that judges, prosecutors, defense attorneys and members of psychological services teams can learn about these aspects and apply them to their work.

Location(s): This course is offered using e-learning.

Funding source(s): CIDA

Products: The tenth and eleventh cycles of the course were offered this year. The first cycle ran from May 12 through July 7. The second ran from September 15 through November 17. Both were offered through the virtual platform www.CEJAcampus.org.

Impact or results: Four students enrolled in the first cycle and eight enrolled in the second.

ACTIVITY 25/2014

Virtual Course on Pretrial Services

Objectives: In the context of the manual that the institution is developing on this topic, the goal of this course is to engage in a detailed review of pretrial services, consider how they can help resolve issues linked to the use of pretrial detention and other precautionary measures and study the main issues that must be considered in their implementation.

Location(s): This activity is executed using e-learning.

Funding source(s): CIDA

Products: The tenth and eleventh cycles of the course were offered this year. The first cycle ran from May 12 through July 7. The second ran from September 15 through November 17. Both were offered through the virtual platform www.CEJAcampus.org.

Impact or results: Eight students enrolled in the first cycle and six in the second.

ACTIVITY 26/2014

Dissemination and Training Visits

Objectives: To allow foreign delegations to learn about Chile's criminal procedure reform and its judicial and administrative aspects as well as its implementation and management. The visits feature guided tours including observation of hearings and administrative procedures and meetings with stakeholders in the reform and specialized JSCA staff.

Location(s): Chile, Metropolitan Region

Funding source(s): The delegations cover their own costs.

Products: The following visits were conducted in 2014:

1.-Delegation from the Supreme Court of Guatemala (March 10-14, 2014) composed of Criminal Chamber

Magistrates Gustavo Bonilla and Manfredo Maldonado; Court advisor Karen Sierra; and USAID consultant Sonia Navarro. The group visited the Santiago Justice Center, guarantee courts, oral criminal trial court, Western Metropolitan Public Prosecutor's Office, Northern Metropolitan Public Defender's Office, CAPJ, and various courts in the Valparaíso Region.

2.-Judiciary Council and Attorney General's Office delegation from Mexico's Federal District (April 30-May 2, 2014). The delegation was composed of Council President and Federal District Supreme Court Magistrate Edgar Elías Azar, Council Member Mario Velazco, Council Secretary Alfredo Álvarez and Attorney General Rodolfo Ríos Garza. The group visited Chile's Supreme Court, Court of Appeal, Justice Center, guarantee courts, oral trial court and Central-Northern Metropolitan Regional Prosecutor's Office.

3.- Delegations from the Judicial Branch Magistrate's Council of the City of Buenos Aires and the Public Prosecutor's Office of the federative entity of Argentina (June 25-27, 2014). The committee was composed of 17 people: Council Members Agustina Olivero and Jorge Enríquez, Judge Gustavo Letner and advisors Mercedes Buratovich, Emiliano Bardelli, Sara de la Peña, Javier Muñiz, María Sol La Roca, Federico Fahey Durate, Ines Brogin Alba, Fernando Macharelli, Fernanda Sidras Moreno and Virginia Schmidt (CABA) and prosecutors Diego Bursztein, Gustavo Galante, Viviana Marta Echeverría and Sergio Vega. The group visited the Santiago Justice Center, guarantee courts, oral trial court and Central-Northern Metropolitan Regional Prosecutor's Office.

4.- Delegation of CIDAJ academics from Universidad Santo Toribio Mogrovejo de Perú, magistrates from the Arequipa Judicial District and officials from the Public Safety Directorate of the same city (August 25-27, 2014). The group visited the Santiago Justice Center, guarantee courts, oral trial court, Supreme Court of Chile, Administrative Corporation of the Judicial Branch, crime laboratory, Office of the Undersecretary for the Prevention of Crime of the Ministry of the Interior of Chile, public defender's office and Southern Metropolitan Regional Prosecutor's Office.

5.- Delegation of prosecutors from Argentina's Federal Public Prosecutor's Office (November 3-5) to learn about the Chilean experience with the adversarial system from a practical perspective. The activity corresponded to a training program organized by JSCA that includes workshops and visits to institutions that form part of the Chilean criminal justice system.

6.- Mexican delegation composed of members of the Judiciary Council, Supreme Court and Legislative Assembly of the Federal District (November 10-14). The delegation was interested in learning about Chile's adversarial criminal justice system.

1.4 Dissemination

ACTIVITY 27/2014
International Seminar: Challenges of the Public Prosecutor's Office in Latin America: A Vision of the Experience of Guatemala
Objective: To discuss the main challenges for the public prosecutor's office in Latin America and Guatemala.
Location(s): Guatemala City
Funding source(s): UNDP-Guatemala
Impact or results: Numerous international experts, regional prosecutors and local experts participated in the seminar. The event gave us visibility in Guatemala during the weeks leading up to the creation of the commission responsible for appointing the new Prosecutor General.
ACTIVITY 28/2014
Seminar to Disseminate the Report: Evaluation of the Impact of the New Management Model of Guatemala's Public Prosecutor's Office
Objective: To disseminate the impact that organizational changes introduced in the Guatemala public prosecutor's office by Dr. Claudia Paz y Paz have had among members of the country's legal community and the general public.
Location(s): Guatemala City
Funding source(s): Open Society Justice Initiative
Impact or results: Four hundred copies of the JSCA publication were distributed and representatives of various media outlets attended the event, which increased the impact of the JSCA report on local public opinion. New prosecution service officials took part in the seminar and made a commitment to maintaining the current management model and to implementing changes that were discussed at the event.
ACTIVITY 29/2014
Presentation of the Evaluation of the Impact of the New Management Model of Guatemala's Public Prosecutor's Office to members of the U.S. Department of State
Objective: To present the impact that organizational changes introduced in the Guatemalan prosecution service have had to the U.S. Department of State including positive outcomes, areas to be improved and the interest that JSCA has in extending criminal analysis and strategic criminal prosecution capabilities to as many prosecution services in the region as possible.
Location(s): Washington, D.C.
Funding source(s): JSCA
Impact or results: Michael Camilleri, Policy Planning Staff, U.S. DOS - Office of Secretary Kerry and other section chiefs involved in work on judicial reform, criminal justice and Latin America took part in the event. The initiative showed the entity's representatives the impact that the changes made have had. Based on this conversation, we are planning a technical cooperation project with funding from the U.S. DOS apart from the program on review of compliance.
ACTIVITY 30/2014
International Seminar: Towards the Construction of a New Criminal Justice System in Bolivia
Objective: To support Bolivia's public prosecutor's office in the dissemination and exchange of Latin

American experiences related to institutional transformations of prosecution services.
Location(s): Bolivia
Funding source(s): JSCA/IDRC
Impact or results: A document containing the general conclusions of the seminar was drafted and the publication on the prosecution service in Guatemala was distributed at the II National Meeting of Prosecutors (120 copies).

ACTIVITY 31/2014
JSCA Participates in Special Commission on Public Safety for the Chilean Senate (Public Safety Summit in Chile)
Objective: For the Senators who are members of the Commission to listen to the assessments that public officials and research centers have developed regarding problems in the area of the prevention, control, punishment and rehabilitation of behaviors that affect public safety as well as proposals for improvements.
Location(s): Santiago, Chile
Funding source(s): Chilean Senate
Description: Assessments and proposed solutions were presented during panel discussions. JSCA participated along with Fundación Paz Ciudadana and Universidad de Chile's Center for Safety Analysis and Modeling and Center for Research on Public Safety.
Impact or results: JSCA's Executive Director, Jaime Arellano, offered a presentation and submitted a report that covered the following topics: 1.- Assessment and identification of the specific problems present in the area of the prevention, control, punishment and rehabilitation of behaviors that affect public safety; 2.- Assessment and identification of the specific problems that manifest in the activities and coordination work developed by the public institutions responsible for protecting the public; 3.- Identification of priority aspects to be addressed in these areas; 4.- Presentation of proposals for legislative and administrative reforms that are necessary and indispensable in order to overcome the problems identified. Mr. Arellano's participation also allowed him to learn about the opinions of key stakeholders in the Chilean public safety policy decision-making process and exchange ideas with them.

ACTIVITY 32/2014
Presentation on the Challenges of the Application of the American Convention on Human Rights: Regional Time Frames, the Right to Legal Defense, Pretrial Detention at the IV Student Conference on Human Rights, Universidad de Chile. Date: October 8, 2014
Objective: To present the initial results of the research project.
Location(s): Chile
Funding source(s): N/A
Impact or results: Presentation of an extract of the research from the book about the application of the American Convention of Human Rights before an audience of 40 students, professors and public officials followed by a discussion of key points made in the book.

ACTIVITY 33/2014
V Justice and Technology Fair during the XVII Ibero-American Judicial Summit in Santiago, Chile
Objective: To promote innovative solutions and technological tools developed to improve justice services.
Location(s): Santiago, Chile
Funding source(s): JSCA
Description: Over 60 presenters from the Americas and Europe presented technological advances designed to support justice services. JSCA participated with a booth on the Index of Online Access to Judicial Information

(IAcc) and the Index of Online Judicial Services (ISJL). The participants learned about JSCA's work through the distribution of publications related to studies on criminal and civil justice reform in the region and judicial management.
Impact or results: Exchange of best practices in the area of technology among representatives of the 23 judicial branches that are members of the Ibero-American Judicial Summit, who presented information on key advances through stands and lectures.

ACTIVITY 34/2014
Master Class for the Diplomatic Academy of the Foreign Affairs Ministry of El Salvador
JSCA's Executive Director offered a master class for students and professors from the Specialized Advanced Studies Institute for Diplomatic Training (IEESFORD), the Diplomatic Academy of the Foreign Affairs Ministry of El Salvador, on criminal justice reforms in the Americas, including the process, the current situation and future challenges.
Objective: To describe justice reform processes in the region, explaining the progress made, difficulties faced and remaining challenges.
Location(s): San Salvador, El Salvador
Funding source(s): IEESFORD
Description: Master class organized by IEESFORD.
Impact or results: IEESFORD students learn about criminal justice reform processes in the region.

ACTIVITY 35/2014
Webinar on Management Needs Related to New Civil Procedures
Objective: To disseminate information and promote discussion of new non-criminal justice reform processes that are being promoted throughout Latin America.
Location(s): Regional
Funding source(s): JSCA
Products: Webinar and upload.
Impact or results: This video-chat was conducted in December 2013 and published in the January issue of Nexus Newsletter. It featured Cristián Riego and Sergio Quijano, the administrator of the 2nd Labor Court of Santiago. The Webinar can be viewed at https://www.youtube.com/watch?v=HcUi6M-HHP0 . The material had been viewed 73 times on YouTube as of October 2014.

2. STRENGTHENING OF INFORMATION AND MANAGEMENT SYSTEMS IN JUSTICE ADMINISTRATION

2.1. Judicial Information

ACTIVITY 36/2014
Index of Online Access to Judicial Information (IAcc)- 9th version, September 2014-March 2015
Objective: To measure the levels of transparency, accountability and open governance of the judicial branches and prosecution services of the 34 OAS member states.
Location(s): Chile, JSCA headquarters
Countries covered: All OAS member states
Funding source(s): JSCA- IDRC
Impact or results: The methodologies for this product were redesigned in September and October 2014.

The purpose of this effort was to 1) update the categories, indicators and variables based on the changes announced in the 8th edition and 2) incorporate the variable of federal countries through the assessment of state/provincial judicial branches. The selection process for interns was also conducted (5 total) and a pilot version of the instrument was implemented. The information gathering process began in October.

ACTIVITY 37/2014
Index of Online Judicial Services (ISJL)- 2nd version, October 2014-April 2015
Objectives: To measure the impact and use of technologies in the judicial branches of the 34 OAS member states in the area of access to justice through the application of simulated cases (hidden client methodology) to judicial branch Websites.
Location(s): Chile, JSCA headquarters
Countries covered: All OAS member states
Funding source(s): IDRC- JSCA
Impact or results: During 2014, work began on the next edition of the ISJL, which will be updated and applied for this period. We are engaging in a methodological review in order to obtain better information on countries with a federal system and we are preparing JSCA's current staff to apply the instrument during the first quarter of 2015.

2.2 Dissemination

ACTIVITY 38/2014
WORKSHOP: The Twitter Effect- Can technology contribute to the development of democracy and the rule of law? 15th Workshop on Law and Development organized by the Canadian Bar Association (CBA) and Department of Justice of Canada Links: Part 1: https://www.youtube.com/watch?v=cxlvxVMs35w&feature=youtu.be Part 2: https://www.youtube.com/watch?v=3uhdm9vTVKs&feature=youtu.be
Objective: To foster broad discussion of the impact of new technologies in the strengthening of democracy, the rule of law and access to justice in developing nations.
Location(s): St. Johns, New Foundland, Canada
Funding source(s): Canadian Bar Association (CBA)
Description: JSCA's Executive Director participated in a conversation with Valentin Callipel of the Cyberjustice Laboratory; Keith Porcaro, of the Social Impact Lab; Adam Stofsky, of the New Media Advocacy Project; and Farhaan Ladhani, of Canada's Department of International Affairs, Trade and Development Co.
Impact or results: JSCA's participation allowed the CBA and other organizations to learn about both indexes and the IDRC's commitment to finance the development of two new editions with methodological corrections. The event also allowed for talks about future collaboration with Canada's Ministry of Justice.

3. OTHER ACTIVITIES DEVELOPED IN FULFILLMENT OF JSCA'S STRATEGIC GOALS

3.1 Institutional Agreements

ACTIVITY 39/2014	
Inter-Institutional Cooperation Agreements	
Objectives: To strengthen connections with government and civil society institutions that work on judicial systems in the region. A total of nine cooperation agreements were signed in 2014, bringing the total number signed by JSCA to 120.	
Impact or results:	
10/24/2014	Cooperation agreement with the Chilean Civil Police Service
9/12/2014	Inter-institutional and transfer of resources agreement with the International Cooperation Agency of Chile, Ministry of Justice
8/13/2014	Cooperation agreement with the Federal Center for the Study of Public Law, Argentina
4/8/2014	Cooperation agreement with the La Paz Bar Association, Bolivia
2/27/2014	Inter-institutional cooperation agreement with Universidad Católica Boliviana "San Pablo"
2/10/2014	Cooperation agreement with the Association for Social Research and Studies, Guatemala
1/27/2014	Cooperation agreement with the International Union of Judicial Officers (UIHJ) of France
1/6/2014	Cooperation agreement with the Center for Justice and International Law, CEJIL
1/2/2014	Cooperation agreement with the Nuevo León State Judicial Branch Judiciary Council

3.2 JSCA Internship Programs

ACTIVITY 40/2014	
Pro Bono Internships	
Objectives: To enrich JSCA's work through new approaches contributed by interns and to create connections with former interns in order to establish communications with local experts and institutions. The pro bono internship is mainly directed at students or recent graduates and provides them with the opportunity to learn about and participate in the work on judicial reform in Latin America in which JSCA engages.	
Location(s): JSCA headquarters, Santiago, Chile	
Funding source(s): None	
Products: This year, JSCA hosted 15 pro bono interns from 6 countries:	
-	Francisca María Rebolledo Lascar, Chile, August 11-present
-	Gianella Pantanalli Wandersleben, Chile, September 4-present
-	Alberto Rodríguez Bosshard, Chile, September 22- present
-	Bárbara Andrea Cortés Cabrera, Chile, September 22- present
-	Gabriela Paz Sanzana Pavez, Chile, September 22- present
-	Francisca Lobos C., Chile, September 22-present
-	Analía Benítez Ullo, Argentina, June 18-September 13, 2014
-	Estefania Parra, Colombia, January 18-August 12, 2014
-	Ashlin Mosby, United States, May 29-August 14, 2014
-	Tamara Peñalver, Argentina, June 14-July 15, 2014
-	Mary Brooks, United States, June 9-July 24, 2014
-	Cinthia Barboza Rojas, Peru, May 3-June 3, 2014
-	Tássia Sodré, Brazil, May 19-31, 2014
-	Francisca Cisternas, Chile, January 20-March 14, 2014

- Camilo Jara, Chile, January 13-June 30, 2014

Impact or results: The interns made valuable contributions to each of the studies listed above. For more information, see www.cejamericas.org. When their internship ends, each person writes an evaluation of their experience. This year we had a 100% satisfaction rate.

3.3. Participation in Conferences, Seminars and Similar Events

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

Activity	JSCA's Role	Country	Date
XXIV Ibero-American Procedure Law Conference	Executive Director attended	Panama	March 26-8
Inauguration of the Certificate Program on Civil Justice Reform in Latin America and Bolivia, Universidad Católica Boliviana "San Pablo"	Executive Director inaugurated	Bolivia	March-July
Exchange of experiences on criminal justice reform in Mexico and Argentina, Buenos Aires Public Prosecutor's Office, Secretariat of Government	Executive Director inaugurated	Argentina	March 12-14
Seminar on Current Challenges of the Public Prosecutor's Office in Latin America, A Vision of the Experience of Guatemala	JSCA organized, Executive Director attended	Guatemala	March 31
V Justice and Technology Fair in the context of the XVII Ibero-American Judicial Summit	JSCA participated as a presenter	Chile	April 3-4
Argentinean Training Program for Criminal Procedure Reform in Chubut, Esquel, Buenos Aires	JSCA organized, Executive Director and Leonel González attended	Argentina	May, November
Internship in Germany for the project to support regional dialogue processes to promote legal reform and judicial reform in Latin America, GIZ	Organized by the German Cooperation Agency (GIZ), Federal Economic Cooperation and Development Ministry of Germany. Executive Director attended as a guest with 4 attorneys from Latin America.	Germany	May 11-17
Seminar on the Evaluation of the Impact of Guatemala's New Management Model for the Public Prosecutor's Office	JSCA organized, Executive Director attended along with Marco Fandiño and Leonel González	Guatemala	June 26
Conversations and workshops on tools for streamlining cases and optimizing judicial management	JSCA offered workshop and Marco Fandiño attended	Bolivia	July 2
Program on judicial reform in Latin America and the U.S. in Washington D.C.	Organized by the Board of Directors and Washington College of Law, American University. Executive Director attended	U.S.	July 14-25
International seminar "Towards the Construction of Bolivia's New Criminal Justice System," Cochabamba, Bolivia. Office of the Prosecutor General of Bolivia	Marco Fandiño and Leonel González attended	Bolivia	July 21-23

Technical assistance for evaluating progress in the gradual implementation of Panama's new adversarial criminal justice system	Marco Fandiño and Leonel González attended	Panama	July 28-August 8
Summit on Public Safety, Chilean Senate	JSCA presented	Chile	August 3
Workshop: The Twitter Effect: Can technology contribute to the development of democracy and the rule of law?	Organized by the Canadian Bar Association and Department of Justice. Executive Director attended, participated in presentation on the Index of Online Access to Judicial Information (IAcc) and Index of Online Judicial Services (ISJL).	St. Johns, New Foundland, Canada	August 15-17
Training course on the application of the American Convention on Human Rights in the justice systems of the Americas and conversation in the Supreme Court	JSCA organized with the National Judicial Academy	El Salvador	August 21-2
Training course on the application of the American Convention on Human Rights in the justice systems of the Americas	JSCA organized with the Supreme Court	Panama	September 24-6
Chilean Public Law Conference	JSCA researcher presented a paper	Santiago, Chile	October 6
Certificate program on probity and good governance, Pontificia Universidad Católica de Chile	JSCA researcher offered classes on transparency and privacy	Santiago, Chile	October 7
IV Conference on Human Rights	JSCA researchers presented their work	Santiago, Chile	October 8
Training Program in Nuevo León, Mexico	Marco Fandiño attended	Monterrey, Mexico	November 3-5
IV National Meeting on Criminal Procedure (precautionary measures in the criminal process)	Executive Director presented	Porto Alegre, Brazil	November 12-4
Seminar on the Present and Future of Justice Administration: What changes in judicial management?	Leonel González offered a presentation	Belo Horizonte, Brazil	November 13-4

3.4 Virtual Information Center and JSCA Virtual Library

ACTIVITY 41/2014
JSCA Website
Objectives: To have visibility online, provide information and generate spaces for interaction within the community of individuals and institutions interested in judicial reform at the regional level. The goal is to continue to improve and expand the services provided to users, which include the virtual library, calendar, project and product information, course registration and access to virtual courses through CEJACampus. This year, we began to update the site. In January we changed the hosting service to the company X-red.
Funding source(s): JSCA
Impact or results: The site was visited 709,152 times between November 2013 and October 2014. We are currently updating the site. The e-learning platform continued to provide support to students.
ACTIVITY 42/2014
JSCA Virtual Library
Objectives: To provide information on justice reform and modernization processes at the global and regional levels to the interested community in the Americas and to provide spaces for disseminating and exchanging that information. The library gathers, integrates and disseminates information of interest such as international and national laws; global, regional and local studies; articles, etc. through the institutional Website.
Funding source(s): JSCA
Products: We continued to encourage users to upload documents over the course of 2014.
Impact or results: The JSCA Virtual Library was searched 542,532 times between November 2013 and October 2014. The library contains 7,229 documents. This year a Document Center on Alternative Mechanisms to Judicial Process was implemented. It contains 130 documents.

3.5 Regular and Special Publications

ACTIVITY 43/2014
Nexus Newsletter
Objectives: Nexus Newsletter is the Center’s main communications tool. It is designed to provide a news summary on justice system reform and modernization processes, promote events related to the issues that the Center addresses and provide information to individuals and institutions that are interested in these topics. It also allows the Center to develop a community of knowledge through the publication of articles, papers and essays produced by REDEX members.
Funding source(s): JSCA
Products: A Website was created for Nexus Newsletter this year. Four new issues were published between January and October 2014 following the corporate lines of the JSCA Website.
Impact or results: A total of 13,066 people subscribe to the newsletter. The Spanish version has 10,780 subscribers and the English version has 2,286.

ACTIVITY 44/2014
Judicial Systems Journal Issue No. 18
Objective: The main purpose of <i>Judicial Systems</i> is to promote the discussion of, exchange of information about and experiences with the operation of justice in countries throughout 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): None. The costs are assumed by JSCA and INECIP.
Impact or results: Issue 18 of the journal was published in October. The focus of the issue was new hearing management offices. It featured experiences from Argentina, Chile and Spain. The discussion section included interviews with representatives of Peru, Mexico, Chile and Bolivia. Issue 19 will be published in 2015. The topic will be “the organization of mega processes in cases of human rights.”

ACTIVITY 45/2014
Facebook Presence
Objectives: To serve as a channel for exchanging ideas and experiences on judicial reform processes in the region and to generate a greater impact on Internet users.
Funding source(s): JSCA
Products: The Facebook presence was launched in early 2010 in order to disseminate news about the institution and the justice sector. The platform currently has nearly 9,561 contacts including Friends, subscribers and followers. Two versions of the platform are updated each day through the CEJAmericas CEJA profile and the page “Centro de Estudios de Justicia de las Américas.”

ACTIVITY 46/2014
LinkedIn Presence
Objectives: To serve as a channel for exchanging ideas and experiences on judicial reform processes in the region and to generate a greater impact on Internet users.
Funding source(s): JSCA
Products: The Center launched its LinkedIn presence during the first half of 2014. The channel allows the Center to publish news about the institution and the justice sector. There are currently 29 followers.

ACTIVITY 47/2014
Twitter Presence

Objectives: To serve as a channel for exchanging ideas and experiences on judicial reform processes in the region and to generate a greater impact on Internet users.
Funding source(s): JSCA
Products: JSCA's Twitter handle allows the Center to publish brief news pieces about the institution. It currently has 1,009 followers and has published 1,323 tweets.

ACTIVITY 48/2014
PODCASTS
Objectives: To share interviews with stakeholders from around the region who have played important roles in justice system reform and modernization processes in the Americas in online and in audio format.
Funding source(s): N/A
<p>Products: Podcasts of interviews with:</p> <ol style="list-style-type: none"> 1. Otto Santizo, Director of the Department for Investigation Oversight Computer System, Public Prosecutor's Office of Guatemala, on innovations in strategic technology. 2. Claudia Paz y Paz, then-Prosecutor General and Director of the Public Prosecutor's Office of Guatemala, on the current state of prosecutor's offices in Latin America, the experience of Guatemala in this area and the challenges that the institution is facing. 3. Jorge Baclini, Regional Prosecutor for Rosario, Santa Fe Province, on the current state of provincial criminal procedure reform and the public prosecutor's office. 4. Pablo González Villalobos, 7th Criminal Chamber Magistrate with the Supreme Court of Chihuahua, Mexico, on the current state of the adversarial system in that jurisdiction, pretrial services and the challenges of implementing the new National Criminal Procedure Code. 5. Ana Dulce Aguilar, Project Director, Institute for Criminal Procedure Justice of Mexico, on the implementation of pretrial services in Mexico, their current operation and future challenges. 6. Leticia Lorenzo, Secretariat of the Judicial Branch Training Academy of Neuquén, Argentina, on diverse aspects of criminal procedure reform such as the implementation process, judges association, the classic trial by jury system, the purpose of judicial training and the role of judicial offices. 7. Adalgiza Meneses, Director of the Judicial Office of Veraguas Province, Panama, on the current state of that institution including the connection to judges' associations, the effectiveness of hearings, the problems identified and the challenges that the institution is facing. 8. Raquel Landeira, Labor Appeal Court judge, professor at the Universidad de Montevideo Law School and Universidad de la República and member of the Center for Judicial Research in Uruguay, on the state of criminal justice in Uruguay, the main problems faced and the changes introduced by the new Criminal Procedure Code which was approved by the Senate in September. 9. Jesús Demetrio Cadena, Director of the Judiciary Institute and Coordinator of the Implementation of Nuevo León's New Criminal Justice System, on the progress made and challenges faced in judicial reforms and innovations in the area of judicial management in the Mexican state of Nuevo León.
Impact or results: Key stakeholders present information on the progress made, challenges faced and difficulties detected as part of justice modernization processes. The information is promoted in JSCA's Nexus Newsletter as well.