



2013 Annual Report





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II. INSTITUTIONAL SUSTAINABILITY

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1. SPECIFIC SUPPORT FOR CRIMINAL AND CIVIL JUSTICE REFORMS

1.1. Innovation Projects:

Goal: To support the ideas and instruments which have been developed in order to improve the operation of reformed civil and criminal justice systems and thus contribute to the discussion of the reforms that are needed in countries around the region. These activities vary widely in nature and status. They generally involve training activities, support for design processes and supervision, and, more generally, political or technical support of the process.

ACTIVITY No. 01/13
Support for Haiti's Superior Judicial Branch Council (Conseil Supérieur du Pouvoir Judiciaire)
Goal: To provide technical support regarding issues of judicial government in order to strengthen the role and operation of Haiti's Superior Judicial Branch Council, which is being redesigned.
Location(s): Haiti
Funding Source: OAS Special Mission in Haiti
<p>Impact or Results:</p> <p>During the first half of 2013, JSCA was invited to provide technical support for the OAS Project to Strengthen the Haitian Judicial System. JSCA conducted an exploratory mission led by consultant Natalie Reyes (July 17-20, 2013). Meetings were held with members of the CSPJ and its technical office in order to identify short- and medium-term actions and needs in order to strengthen the agency's institutional structure.</p> <p>It was decided that the following actions will be taken during this year and probably 2014:</p> <ol style="list-style-type: none"> 1) Organization of a seminar in Haiti for members of the CSPJ with experts from JSCA and OAS member states in order to provide the CSPJ with an overall understanding of the structure, operation, roles and responsibilities of similar institutions in the Americas; 2) Preparation of guidelines regarding the structure and needs of the CSPJ in collaboration with members of the agency in order to guide the interventions of the international community, the coordination of which would be supervised by the OAS; and 3) Provision of technical support and guidance by JSCA experts and experts from OAS member states who will be assigned to the CSPJ. <p>In regard to the first action, after the exploratory mission, a program was developed based on the recommendations of JSCA and the Quebec Bar Association. It involves the organization of a three-day meeting focused on the experiences of judiciary councils elsewhere in the region. The topics will include the definition of organizational structures and strategic plans of judicial branch administration agencies in the region; certification of judges, disciplinary processes, and codes of ethics for judges; administration; management; and judicial budgets. As of the writing of this report, the activity was being organized.</p>

**ACTIVITY No. 02/13****Support for the Neuquén Judicial Branch in Judicial Reform Processes**

Goal: To provide technical support for the discussion and implementation of judicial reforms in the Province of Neuquén (Argentina) and help design training processes for the implementation of the criminal procedure reform and the discussion of the civil procedure reform process.

Location(s): Neuquén, Argentina

Funding Source: CIDA

Impact or Results:

In the context of the cooperation agreement signed with the Neuquén Judicial Branch, JSCA has provided technical support to the institution in various areas linked to judicial reform processes in the province. JSCA provided technical consulting for the training process for the January 2014 implementation of the New Neuquén Criminal Procedure Code, which establishes an oral and adversarial system. In addition, JSCA organized a visit for Neuquén officials to observe the work of the criminal justice system in Santiago, Chile. Members of the Planning Office of the Neuquén Superior Court participated in the activity, which took place June 24-26.

In regard to the discussion of the civil procedure reform, JSCA has provided support for identifying the strengths and weaknesses of current handling of non-criminal cases in order to help the Neuquén Judicial Branch complete an assessment that can serve as the basis for the discussion of procedure reform. In order to reach this goal, Training Coordinator Erick Ríos visited the province June 24-26 to observe the handling of said cases and meet with judicial operators. As of the writing of this document, a report with conclusions is being drafted. It will be submitted to a workshop discussion by local stakeholders. In addition, JSCA has supported the discussion of this reform by inviting judges and officials to the New Justice Dialogue Seminar, which took place in Buenos Aires on September 30 and October 1. Finally, 19 individuals including judges and judicial officials are taking the Virtual Course on Civil Justice Reform in Latin America, which runs through December.

ACTIVITY No. 03/13**Technical Support for the Discussion of Civil Procedure Reform in Chile**

Goal: To support the expert discussion panels organized by the Employment Attorneys Association (AGAL) and the Judicial Research Institute (IEJ) in order to develop a proposal for a new model of labor law enforcement and debt recovery in Chile.

Location(s): Chile

Funding Source: Employment Attorneys Association and the Judicial Research Institute

Impact or Results:

Since 2012, JSCA has supported a working group organized by the AGAL and IEJ which also enjoys the support of the ILO. The group met regularly during 2012, analyzing the situation of debt recovery in the labor jurisdiction, identifying key problems and their causes, and reviewing the solutions offered by models that have been implemented elsewhere and the civil procedure reform bill that is being considered in Chile. This work resulted in the formulation of a series of statutory and procedural proposals designed to improve the effectiveness of enforcement in the area of labor law through legal reforms or administrative measures.

The report was published in May 2013 with the support of the institutions. It was entitled "Guidelines for the Reform of the Enforcement System in the Labor Law Process." Print copies of the document



have been distributed, and digital versions have been circulated through JSCA communications channels and at the seminars in which JSCA staff have participated.

JSCA also co-organized the Seminar on the Reform of the Enforcement System in the Labor Law Process in collaboration with AGAL, IEJ and the ILO. The event was held on July 22.

ACTIVITY No. 04/13

Technical Consultancy for the Clarification and Simplification of Judicial Rulings in Chile

Goal: To identify the most relevant judicial rulings and sentences and generate a series of proposals for clarifying and simplifying their contents in order to make them clearer and more useful for users.

Location(s): Chile

Funding Source: IDB/ Program to Strengthen the Institutional Capacity of the Chilean Judicial Branch

Impact or Results:

This effort forms part of a broader project to modernize the Judicial Branch Administrative Corporation. The focus of JSCA's consulting work in this area is to provide proposals for developing judicial rulings that are as well-founded as possible but simple enough to be understood by justice system users. In other words, the purpose of the project is to ensure that rulings, which are generally very long and contain complex legal language, can be issued in simpler language so that anyone can understand them.

During the first stage of the project, we gathered information through interviews with judges, statistical analysis and a literature review in order to assess the situation. We also analyzed rulings and sentences and the models used by judges to draft said documents. This allowed us to develop a proposal that matched the lacks that we identified. The proposal is mainly based on the idea of being able to identify the need for cases to be well-founded. Not all sentences need to have the same level of complexity, just those that require such treatment. This allows judges to focus on providing justification where it is required, thus saving resources and time.

The second stage involved working on specific types of rulings. We focused on a series of decisions that are made during the process prior to the final resolution of the case in order to determine what those rulings should contain and the factors that would require that they be more well-developed or elaborate. During each stage, the consulting team developed the contents and then discussed them with judges during validation workshops. Two such events have been held to date, and one more will be held during the third stage, which is when we will begin to determine the contents of the final rulings.

ACTIVITY No. 05/13

Exchange Program between the United States and Latin America

Goal:

To promote an exchange of experiences and best practices between the justice systems of the U.S. and Latin America regarding judicial innovations in order to advance the discussion of access to justice. Special attention will be paid to specialized courts charged with handling specific problems such as drug treatment courts and community courts as well as small claims courts, pretrial services, and the use of new technologies in justice.

Location(s): New York

Funding Sources: Cyrus R. Vance Center for International Justice and the New York City Bar



Impact or Results:

The Exchange Program between the United States and Latin America: Dialogue on Innovation in Justice was held January 23-25 in New York City. It was attended by 60 judges, prosecutors, defense attorneys and judicial officials from 12 Latin American nations.

The event allowed for the exchange of experiences and best practices with innovation in judicial processes. The participants attended presentations by U.S. and Latin American judicial experts at the headquarters of the New York City Bar and then visited federal, state and community courts as well as Rikers Island, the city’s main detention center.

The lectures focused on community and small claims courts, pretrial services, diversified intervention and social reinsertion, and the use of new technologies in judicial procedures including electronic filing and e-discovery. New York City Bar President Carey Dunne offered a keynote speech at the beginning of the event, as did JSCA Executive Director Cristián Riego.

On the first day of the conference, participants toured Rikers Island and attended a presentation by New York City Corrections Commissioner Dora Schiriro, who spoke about the department’s strategies for planning inmates’ releases and informed management of inmates. On the second day, the group went to Red Hook Community Justice Center with staff from the Center for Court Innovation. They met with Judge Alex Calabrese and Capitan Jeffrey Schiff and discussed community courts in the U.S. Next, some of the participants visited a small claims court in Brooklyn, where they observed a hearing before a judge, while others went to a small claims court in Manhattan and observed a hearing before an arbitrator.

On the last day of the conference, the participants visited the New York Southern District Federal Court and met with Judge Loretta A. Preska. The visit included a tour of the “courtroom of the future” and a mock-interview by the pretrial services office and a parole hearing presided over by Judge Frank Maas. The program ended with a reception at the Federal District Court.

1.2. Research

ACTIVITY No. 06/13

Study on the Current Situation of Labor Justice Reform in Chile and Peru

Goal: The labor reform monitoring project is designed to yield small-scale studies that produce local reports describing the implementation of the reforms and their capacity to transform concrete practices in specific areas that JSCA has identified as being key for evaluating results.

Location(s): Chile and Peru

Funding Source: CIDA

Products:

Case reports on Chile and Peru regarding specific goals:

- Obtaining general information regarding the state of labor justice in those nations
- Identifying the strengths and weaknesses of labor reform implementation processes
- Describing the procedural models that have been adopted in the region in the area of labor justice
- Contributing to local and regional discussion and development in regard to the strengthening of labor justice.

**Impact or Results:**

In 2012, guidelines for conducting the observation and interviews in Chile and Peru were developed in order to ensure that researchers used similar methodologies. During the first half of 2012, final reports were developed and published on the JSCA Website: <http://www.cejamericas.org/index.php/areas-de-trabajo/reformas-justicia-no-penal/productos/informes.html>

In the case of the Peru study, as of the writing of this report the text was being edited and updated using data presented at a validation workshop that was held in June with labor judges.

ACTIVITY No. 07/13**Study of Non-Criminal Case Handling in Neuquén**

Goal: Small-scale studies were conducted in order to produce local reports that describe the implementation of these reforms and their ability to transform concrete practices in specific areas that JSCA has defined as key for the evaluation of their results.

Location(s): Neuquén, Argentina

Funding Source: CIDA

Products: Exploratory visit and meetings with justice system stakeholders in order to develop a monitoring report on the areas of sentence execution and civil-commercial, family and labor law.

Impact or Results:

During the first half of 2013, researcher Erick Ríos conducted a visit to gather information regarding the civil procedure reform that has been directed by the Neuquén Judicial Branch in order to offer recommendations for reaching the objective of unifying all civil procedures under a single code. The report is expected to be complete in December 2013.

ACTIVITY No. 08/13**Study on the Application of the American Convention on Human Rights in the Justice Systems of the Americas**

Goal: To strengthen and increase the application and awareness of international human rights law in justice systems in Latin America, mainly the contents of this Convention, the obligations that they set for signatory nations, and mechanisms for their practical application.

Location(s): Regional

Funding Source: U.S. Permanent Mission before the OAS

Impact or Results:

This effort will yield a study on the doctrine of convention oversight, analyzing the degree to which it impacts the work of the region's justice systems, strategies and mechanisms for its practical application and its level of acceptance in various countries in the region. A series of studies will be conducted in order to explore some of the convention regulations that require specific mechanisms to be implemented and applied within a justice system. The studies will be completed during 2014 and the training and dissemination stage will begin once they are completed.

ACTIVITY No. 09/13**Study on Alternative Mechanisms for Promoting Access to Justice in Latin America from a Public Policy Perspective**

Goal: To generate recommendations for the design of public policies which promote access to justice



for at-risk groups through the introduction of alternative mechanisms to the judicial process in Latin America.

Location(s): Regional

Funding Source: International Development Research Centre (IDRC)

Impact or Results:

The first step of the project consisted of developing a research activity as an initial approach to the topic. This involved describing major regional tendencies in the area of the incorporation of these mechanisms as alternatives to the judicial process and identifying existing information that can be further developed during a second stage of the project. The purpose of the second stage will be to develop recommendations regarding the difficulties that may be limiting the viability and strengthening of these dispute resolution mechanisms from a public policy perspective and not only as isolated experiences.

Using this base study, during 2014 efforts will be made to expand upon specific experiences through which Latin America has looked to implement alternatives to the judicial process in order to encourage access to justice for individuals in at-risk situations. Best practices and implementation problems will be identified in order to develop a guide with public policy recommendations.

The case studies defined in late 2013 will be developed in the countries of origin by expert consultants using a methodology set 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. They also will be presented at various seminars and activities on this topic.

ACTIVITY No. 10/13

Publication of Research on Challenges to the Investigation and Prosecution of Complex Crimes

Goal: To analyze the investigation strategies developed by the Public Prosecutor's Office and police in order to prosecute complex crimes based on research and analysis of the main obstacles in criminal investigation.

Location(s): Chile and Colombia (Dejusticia)

Funding Source: CIDA

Impact or Results:

The first exploratory study was conducted in several countries in the region in 2010. The goal of this effort was to assess the capacity of criminal justice systems to prosecute complex crimes in Argentina, Chile, Colombia, Venezuela, Mexico and Peru. This effort yielded important findings regarding the investigations carried out by prosecutors' offices, specifically common strengths and weaknesses in each one of the regional experiences.

In 2011 and 2012, JSCA continued its efforts to explore the problems identified through the comparative research. This again resulted in the publication of a series of documents generated by researchers from Chile, Ecuador, Colombia, Mexico and Guatemala with a range of experiences and issues related to the investigation of complex crimes. A methodological proposal was generated for the study of complex crimes investigation in countries of the region along with a document containing an analysis of comparative experiences in the region and the problems and strengths that they share.

For this new edition of the study, we explored the reality of criminal investigation in two countries:



Chile and Colombia. In regard to the former, researchers focused on violent robberies. In Colombia, the focus was homicides.

The Chile report developed by Eduardo Alcaíno, which addresses violent robberies, shows that the investigatory dynamic has not changed a great deal since the reforms were introduced. The investigation is carried out in written form by prosecutors and police agents with a lack of scientific expert investigation or criminal analysis. The perception and reality is that few results are obtained. Given this context, a formal investigation is carried out only to meet the legal requirements and so that officials can justify the dismissal of the case. In addition, the author notes that prosecutors and police agents have very few institutional incentives to prioritize the investigation of these crimes. The study also states that each of these institutions has very diverse prosecution goals and that in some cases they are incompatible.

The Colombia report, which addresses homicides and was written by Dejusticia researchers Carolina Bernal and Miguel La Rota, states that the procedures used by prosecutors, the national police, the CTI and the forensic medical team at the crime scene are problematic due to the fact that each unit or institution works independently or with limited coordination. As such, it is not clear what specific job each is doing or what relevant information has been obtained. In addition, there is a lack of logistical and human resources and institutional incentives for successfully carrying out this type of investigation.

The publication is available online at <http://www.cejamericas.org/librodelitoscomplejos/index.html>

ACTIVITY No. 11/13

Virtual Publication on Pretrial Detention in Latin America: Approaches for Expanding the Discussion

Goal: To disseminate specific information that can enrich local discussions of pretrial detention as an indispensable way of improving the operation of judicial systems.

Location(s): Regional

Funding Source: CIDA

Impact or Results:

JSCA has developed local research on pretrial detention in countries including Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Honduras, Mexico, Peru and Venezuela in order to learn about its prevalence in each case. The Center also has published various articles in order to contribute to the discussion of this issue and has developed several training programs on the topic. One key aspect of this effort has been the use of alternatives to pretrial detention and justice system strategies for monitoring sentence enforcement.

In 2011, JSCA launched the virtual course “Pretrial Detention in Latin America,” which is based on the materials that the Center has developed on this topic. This new virtual publication summarizes the contents of that course using a simple format in an effort to encourage additional dissemination of the topics addressed and the work that JSCA has developed. The publication has been developed in digital format and distributed through the Center’s communications channels. The link to the publications is <http://www.cejamericas.org/librovirtualprisionpreventivaenamericalatina/index.html>.



ACTIVITY No. 12/13
Publication on “Contributions to a Dialogue about Access to Justice and Civil Justice Reform in Latin America”
<p>Goals: To generate knowledge in order to foster local and regional discussion of this topic.</p> <p>In 2012, JSCA produced information about specific experiences with the reforms that have taken place as well as diverse mechanisms that facilitate access to justice developed outside of Latin America. The most recent research, which was completed in October 2012, has focused on the following topics as they relate to the entire region:</p> <ol style="list-style-type: none"> 1.- Study on oral procedures and systems that use hearings in non-criminal judicial processes 2. Gathering information on non-criminal cases in Latin America 3. Study on the use of alternative dispute resolution mechanisms in Latin American in non-criminal cases 4. Study on civil enforcement systems in Latin America and Europe
Location: Regional
Funding Source: German Cooperation Agency, GIZ
<p>Products: Print and digital publications. See http://www.cejamericas.org/librosvirtuales/libro_aportesparaundialogo/index.html</p>
<p>Results: The publication was distributed to the participants in the II International Seminar: Dialogue on the Challenges of Non-Criminal Justice Reforms in Latin America. Copies also were provided to the Argentinean institutions that sponsored the event. We will continue to distribute this publication during 2014.</p>

1.3. Training

ACTIVITY No. 13 /13
Cycles of Local Training Programs for Trainers on Criminal Procedure Reform
<p>Goals: To prepare a broad group of local leaders to address the technical and political complexities of the criminal justice reform processes that are being promoted in the region.</p>
Location(s): Argentina and Chile
<p>Funding Source: Argentina: Ministry of Justice and Human Rights of Argentina/ CIDA Chile: Universidad Diego Portales</p>
<p>Products:</p> <ol style="list-style-type: none"> a) Training material for the program b) In Argentina: Two in situ courses (Phases I and III) and the execution of Phase II through the CEJACampus virtual platform. c) In Chile: One in situ course (Phase I) and the execution of Phase II through the CEJACampus virtual platform.
<p>Impact or Results: In the case of Argentina, the program enjoyed the support of the Ministry of Justice and Human Rights and has been executed in coordination with the NGO Institute for Comparative Studies in the Criminal and Social Sciences (INECIP). It is important to mention that JSCA Inter-American Program alumni work at both institutions and have taken responsibility for the execution and coordination of these local</p>



versions. The program was held April 22-26 in Esquel (in situ Phase I), April 29 through October 20 (e-learning phase) and November 18-22 in Buenos Aires (in situ Phase III).

<http://www.cejamericas.org/index.php/agenda/actividades-de-difusion/100-programa-argentino-de-capacitacion-para-la-implementacion-de-la-reforma-procesal-penal-2013/1238-portada>

In Chile, the program was supported by the Universidad Diego Portales Law School and was offered as an academic certificate program. The in situ phase was held May 20-31 at the Law School and the e-learning phase ran from June through October.

<http://www.cejamericas.org/index.php/agenda/actividades-de-difusion/64-diplomado-latinoamericano-reformas-procesales-ceja-udp/880-diplomado-latinoamericano-sobre-reforma-procesal-penal>

Program Stages and Reception:

The program was very well-received in both host countries. A total of 36 students participated in Argentina and 21 students took the course in Chile. These local versions have been a good indicator of the success of the Inter-American program because they have shown the capacity of individuals trained by JSCA to take on significant teaching and administrative responsibilities. Alumni have participated in each of the modules and have shown their experience with the respective topics and their ability to adapt the contents of the Inter-American Program to their local contexts.

ACTIVITY No. 14/13

II International Certificate Program “Judicial Reform in Latin America and the United States: Experiences, Tools and Best Practices”

Goals: To provide students with an overview of the reform processes that are taking place in the judicial systems of Latin American nations, with special focus on the changes promoted in criminal justice.

Location(s): Washington, D.C.

Funding Sources: American University Washington College of Law and Universidad Diego Portales Law School (Chile)

Products:

For the second consecutive year, American University Washington College of Law, Universidad Diego Portales Law School and JSCA held the “Program on Judicial Reform in Latin America and the United States.” This year’s program ran from July 7 through July 20.

The program has been designed so that both Spanish- and English-speaking students can learn about the challenges and skills involved with working in various roles in the region’s new justice systems. Students also were given an overview of aspects of the U.S. system that may be useful for their work in Latin American judicial systems and discussed cultural aspects that may broaden the field of knowledge of all participants.

The program Website is <http://www.wcl.american.edu/judicialreform/index.cfm>

Impact or Results:

Focused on justice system stakeholders such as prosecutors, judges and defense attorneys as well as attorneys in private practice and especially those identified with the work of judicial public policy, the Program brings together stakeholders from both civil and common law systems as part of an innovative certificate program in regard to the academic offer, dynamic structure and faculty composed of the best regional experts. This year, a total of 28 students from Latin America took part in the program.



ACTIVITY No. 15/13
International Course on Tools for Handling the Most Frequent Causes of Error in the Conviction of Innocent Defendants
<p>Goals: To provide defense attorneys in Latin America with an overview of the main causes of errors that comparative experience has found to be committed against innocent parties and their possible correlation in our countries. Topics to be discussed include: errors and cases in Chile and comparative experience in the conviction of innocent parties; defendants' confessions; evaluation of credibility; eye-witness testimony; and problems and challenges in the use of expert testimony.</p>
Location(s): Chile, with regional reach
Funding Source: Public Defender's Office of Chile, Universidad Diego Portales and CIDA
<p>Products: The in situ course will be held December 5 and 6 in Santiago de Chile. As of the writing of this report, the international announcement about the program had been published. See http://cejamericas.org/index.php/agenda/actividades-de-capacitacion/113-curso_defensoria/1408-portada The course will be completed by 40 defense attorneys from throughout Latin America. 1-. Twenty spots will be set aside for attorneys from the Chilean Public Defender's Office. They will be selected by that institution. 2.-The other 20 spots will be open to defense attorneys throughout Latin America, who must apply to the program through the Website.</p>
<p>Impact or Results: At the end of the course, the participants should be able to</p> <ul style="list-style-type: none"> • Identify and describe the main errors that are committed and their causes; • Recognize and explain the main problems presented by some types of evidence that produce errors in the system. • Develop skills and methodological tools for handling problematic evidence that produces errors in the system. <p>As of the writing of this report, the application process was underway.</p>

ACTIVITY No. 16/13
Development and Execution of the Virtual Course "Civil Justice Reform in Latin America"
<p>Goals: To provide a new perspective that addresses the challenges that have not generally been included in reform agendas. Specifically, the course, which will be offered through the e-learning platform CEJACampus, will look to critically analyze regional reform processes and provide comparative and regional information as a way of promoting reflection about the need to incorporate new lines of action into judicial reform processes.</p>
Location(s): Regional (e-learning methodology)
Funding Source: German Cooperation Agency
<p>Products: The program is designed to provide participants with a general overview of reforms of procedures used to handle non-criminal cases in Latin America and will incorporate instruments for handling technical, procedural and implementation problems. The course will run from October 21 through December 22, 2013.</p>
Impact or Results:



A total of 72 applications were received and 49 people from Latin America enrolled in the course.

ACTIVITY No. 17/13
Virtual Course: “Introduction to Problems of Gender in Criminal Justice in Latin America”
Goals: To incorporate the variable of gender into the discussion, design and implementation of judicial reforms through an e-learning course.
Location(s): This activity is implemented via an e-learning platform.
Funding Source: CIDA
Products: This course was executed twice this year, which are the sixth and seventh versions of the course. The first course was held May 13-July 17, 2013. The second started on September 30 and runs through December 1. Both were offered through the virtual platform www.cejacampus.org
Impact or Results: <u>Response:</u> A total of 47 students from seven countries in the region (Argentina, Bolivia, Chile, El Salvador, Mexico, Nicaragua and Peru) took part in the first cycle of the course. The second cycle was completed by 14 students from seven countries (Argentina, Chile, Colombia, Ecuador, Mexico, Peru and Spain).

ACTIVITY No. 18/13
Virtual Course “Challenges of the Public Prosecutor’s Office in Latin America”
Goals: The program is designed to provide an introductory assessment of the current state of public prosecutor’s offices in the region and the main challenges that they face in the operation of the adversarial systems that have been introduced as a result of criminal procedure reform.
Location(s): This activity is being implemented using e-learning.
Funding Source: CIDA
Products: The course was executed twice this year, and these were the eighth and ninth versions of the course overall. The first course ran from May 13 through July 21. The second started on September 30 and runs through December 15. Both were offered via the platform www.cejacampus.org .
Impact or Results: <u>Response:</u> A total of 11 students from six countries (Argentina, Bolivia, Chile, Mexico, Peru and Uruguay) took part in the first 2013 cycle of the program. The second was attended by 11 students from five countries in the region (Argentina, Chile, Mexico, Peru and Uruguay).

ACTIVITY No. 19/13
Virtual Course “Pretrial Detention in Latin America”
Goals: This course is designed to explore the use of pretrial detention in Latin America and consists of four modules. The first presents an empirical and regulatory analysis of the situation of pretrial detention in Latin America. The second reviews international standards for the application and use of pretrial detention. The third reviews the elements of the debate and pretrial detention hearings. The final model reviews the experience of pretrial services as an approach to promoting the use of alternatives to pretrial detention.



Location(s): This activity will be executed using the e-learning platform.
Funding Source: CIDA
Products: This course was offered twice in 2013. The first version ran from May 13 through July 21 and the second began on September 30 and will run through December 15. It is offered by JSCA using the virtual platform www.cejacampus.org
Impact or Results: <u>Response:</u> A total of 57 students from six countries in the region (Argentina, Chile, Costa Rica, Ecuador, Mexico and Peru) enrolled in the first version of the course. 11 students from the same six countries enrolled in the second.

ACTIVITY No. 20/13
Virtual Course “Drug Treatment Courts”
Goals: To review the reach and components of Drug Treatment Courts as an innovative approach to addressing the effects of drug addiction. The goal is to describe the progress that has been made through these programs and related research and theories so that judges, prosecutors, public defenders and psychosocial teams can learn about these entities and apply this knowledge in their daily work.
Location(s): This activity is executed via the e-learning teaching methodology.
Funding Source: CIDA
Products: The course was mainly based on the “Drug Treatment Courts in Chile” materials developed by Fundación Paz Ciudadana for the 2010 course. That edition of the course featured the collaboration of various academics and criminal justice system operators from Chile. The materials summarize the experience of nearly five years of discussion and implementation of the Drug Treatment Court model in the country as well as international experience in this field. We have made an effort to adapt the materials to the reality of the countries of Latin America. The course was executed twice this year, from May 13 through July 21 and from September 30 through December 15, using the virtual platform www.cejacampus.org . We also worked on a new virtual publication methodology and incorporated new teaching strategies.
Impact or Results: <u>Response:</u> 10 students from five countries in the region (Argentina, Bolivia, Chile, the Dominican Republic and Mexico) enrolled in the first cycle. 44 students from six countries in the region (Chile, Costa Rica, Ecuador, Mexico, Panama and Peru) enrolled in the second.

ACTIVITY No. 21/13
Virtual Course on Pretrial Services
Goals: In the context of the manual on this topic that the Center is developing, this course provides a detailed explanation of pretrial services, discusses how they can help address the issues behind pretrial detention and other protective measures, and explores the main topics that should be considered for their implementation.
Location(s): This activity is executed using the e-learning platform.
Funding Source: CIDA
Products: The course was offered twice this year and ran from May 13 through July 21 and again from



September 30 through December 15.
Impact or Results: 10 students from five countries in the region (Argentina, Bolivia, Chile, the Dominican Republic and Mexico) enrolled in the first course and 9 students from two countries (Argentina and Mexico) enrolled in the second.

ACTIVITY No. 22/13
Visits/Workshops on Criminal Justice in Chile
Goals: To allow foreign delegations to learn about the development of the Chilean criminal procedure reform, understand its judicial and administrative logic and dynamics, and learn about its implementation and management. Guided visits to court buildings are offered so that participants can observe hearings and administrative procedures and meet with JSCA staff and other participants in the reform process.
Location(s): Chile, Metropolitan Region
Funding Source: Delegations cover the costs of their visit.
Products: In 2013, a delegation of members of the Neuquén Judicial Branch (Argentina) visited from June 24 through 26.

1.4 Communications

ACTIVITY No. 23/13
Civil Procedure Reform and Public Policy Webinar
Goal: To disseminate information and discuss new non-criminal justice reforms that are being promoted in various locations in the region to the Latin American community.
Location(s): Regional activity
Funding Source: German Cooperation Agency
Products: The Webinar was held in June and directed by consultants Juan Enrique Vargas and Cristián Riego. Participants discussed the foundations and goals of reforms in areas other than criminal justice and some assessments and difficulties in the implementation from a public policy perspective. The video of the Webinar can be viewed online at http://www.youtube.com/watch?v=bgWckA0D8F0&feature=youtu.be . A total of 40 people participated in the chat when the activity took place, and as of November 1 a total of 132 views have been recorded for the livestreaming and YouTube video.

ACTIVITY No. 24/13
Webinar on Alternative Dispute Resolution Mechanisms
Goal: To disseminate information to the Latin American community and promote discussion of new justice reform processes other than criminal justice reform that are being developed in the region.
Location(s): Regional activity
Funding Source: German Cooperation Agency
Products: The Webinar on this topic was recorded in November and featured the participation of consultants Alejandra Mera and Marco Fandiño. JSCA decided to record the video and distribute it later in order to improve the image quality and ensure that it would have a significant impact. The transmission of this Webinar is scheduled for late November.



ACTIVITY No. 25/13
II International Seminar “Dialogue on Challenges of Non-Criminal Justice Reforms in Latin America”
Goal: To encourage and advance the discussion of the current challenges of the justice system through efficient mechanisms for non-criminal dispute resolution mechanisms such as civil-commercial, family, consumer, environmental, contentious-administrative and other matters. Special attention was paid to improving citizen access to justice.
Location(s): Buenos Aires, Argentina
Funding Source: German Cooperation Agency
<p>Seminar Description: JSCA worked with the German Cooperation Agency, the Ibero-American Institute for Procedure Law and the Argentinean Association for Procedure Law to organize this event, which was held September 30 and October 1 in Buenos Aires, Argentina.</p> <p>Sponsors included Argentina’s Supreme Court, Ministry of Justice and Human Rights, Magistrates Council, Public Defense Ministry, National Attorney General’s Office, Public Prosecutor’s Office and the Superior Court of Buenos Aires.</p> <p>The specific goal of the activity was to expand upon and increase the sophistication of the discussion of reforms to civil procedures in the region, facilitating reflection on the need to incorporate new lines of action through the introduction of information and analyses of concrete experiences.</p> <p>Some of the sub-topics addressed in the seminar were dejudicialization, alternative dispute resolution (ADR), the relationship between formal and informal justice, procedural simplification mechanisms, class-action suits, and enforcement.</p> <p>The activity featured keynote speeches by renowned experts followed by discussions with key stakeholders in the reforms, who discussed various approaches to the topic including civil justice procedure reform and hearings during civil cases. The afternoon sessions included simultaneous panels on specific experiences and workshops on specific topics including: Panel A: Tools for Ensuring the Effectiveness of Hearings in Civil Justice Systems Panel B: Transforming Civil Enforcement Systems Panel C: Procedure Reforms Panel D: Use of Alternative Dispute Resolution Mechanisms</p> <p>For more information on the seminar see: http://www.cejamericas.org/index.php/agenda/actividades-de-difusion/104-seminario-dnj-buenos-aires-agosto-2013/1347-introduccion</p> <p>The event is designed for judicial branch representatives, legislators, government officials and members of NGOs, academics, international cooperation agency staff and others involved with issues of justice.</p>
<p>Impacts or Results: The event was attended by two hundred people, with maximum capacity in the space each day. Two hundred and fifty people attended the opening ceremony, and 21 countries were represented in the audience. It is important to note that we had representatives of 16 countries in attendance at the event in Quito. The second edition of the seminar was attended by representatives of judicial system institutions from Argentina, Bolivia, Brazil, Colombia, Costa Rica, Chile, the Dominican Republic, Ecuador, El Salvador Germany, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Puerto Rico, Spain, the United States, Uruguay and Venezuela.</p>



2. STRENGTHENING OF INFORMATION AND MANAGEMENT SYSTEMS IN JUSTICE ADMINISTRATION

3.1. Innovation Projects

ACTIVITY No. 26/13
Support for the Group of Experts on the Construction of Judicial Indicators on Transparency, Accountability and Integrity in Judicial Systems
Goals: To establish a catalogue of indicators to be used in the area of transparency, accountability and integrity of Ibero-American judicial systems that allows each country to complete self-evaluations based on specific principles and regulations.
Funding Source: Chilean Judicial Branch
Products: A working paper will be presented to the Ibero-American Group on Transparency, Accountability and Integrity of Judicial Systems based on the work conducted by the national group of experts organized by the Chilean Supreme Court. The report contains three sections: one each on transparency, accountability and integrity. Each includes a table with recommendations, rules and indicators.
Impact or Results: The Chilean Judicial Branch invited JSCA to participate in the National Group of Experts that was organized in the context of the XVII Ibero-American Judicial Summit. Ricardo Lillo, Coordinator of the Management and Information Area, represented JSCA. The group met four times in May and June 2013. A formal report with conclusions and results was issued and will be formally submitted to the Working Group on Transparency, Accountability and Integrity of the Ibero-American Judicial Summit. The conclusions will be published on the Judicial Branch and Ibero-American Judicial Summit Websites.

3.2. Judicial Information

ACTIVITY No. 27/13
Dissemination of the Index of Online Access to Judicial Information (8th edition, 2012)
Goals: To measure the quality and quantity of the information that judicial branches and prosecution services from OAS member states publish on their Websites and to present a ranking of them based on pre-set assessment indicators. The 2012 version of the index compares the results from this year to those from 2004, 2006, 2007, 2008, 2009, 2010 and 2011, which were presented in similar studies generated by JSCA. The publication also analyzes the type of information that judicial systems publish online at the hemispheric level.
Countries Included in the Study: OAS member states
Funding Source: JSCA
Products: 2012 Report http://www.cejamericas.org/InformeIAcc8vaversion/index.html Presentations at events organized by JSCA or to which it has been invited.
Impact or Results: The results of the index have led to improvements on the Websites of member states, which now provide more information and have increasingly focused the information provided on citizen needs.



The index is frequently cited and is utilized by judicial branches and prosecutor's offices in the region and has become a guide or reference for these institutions when they decide what information to make available to users on their Websites.

ACTIVITY No. 28/13

Dissemination of the Index of Online Judicial Services

Goals: The general goal was to expand available knowledge of the role of information and communication technologies in the justice sector in order to support judicial reform in the Americas from the perspective of system users.

Countries Included in the Study: The 34 OAS member states.

Funding Source: International Development and Research Center (IDRC)

Products:

- Development and application of the Online Judicial Services Index, which is designed to evaluate the response of the justice system to key problems via Internet. The indicator is applied to OAS member states.
- <http://www.cejamericas.org/index.php/areas-de-trabajo/tecnologia-de-la-informacion-y-transparencia/uso-de-tecnologia-para-la-gestion-y-acceso-a-la-justicia/productos/informe-indice-de-servicios-judiciales-2011.html>
- The index was presented at JSCA seminars and other events.

Impact or Results:

The process of preparing, drafting and publishing the document has strengthened the Center's discourse on judicial reform at the theoretical level and through the generation of empirical information. This in itself is a real and visible impact of the project. The greatest contribution of the Index will be its use as a tool that allows the discourse on justice reform to be brought to a citizen focus by evaluating how the justice systems of the countries considered use the Internet. As such, we believe it is important to bring the index to the practical sphere, to the technical agencies of those institutions, so that it can generate changes in behavior.

3.3 Dissemination

ACTIVITY No. 29/13

XI International Seminar on Judicial Management "New Challenges in Management in the Context of New Judicial Reforms in Latin America"

Goal: To explore and discuss innovative experiences in management in the various areas and work processes of justice system institutions that serve as lessons for addressing new challenges and reforms.

Location(s): Lima, Peru (June 20-21)

Funding Source: World Bank Project to Improve Justice Services, Peru

Local Counterpart: Peruvian Judicial Branch, World Bank Project to Improve Justice Services, Peru

Products: Panels of experts discussed four main topics: Measurement and Assessment of Performance in Justice, Open Government and ICTs for Justice, Oral Procedures for Non-Criminal Cases, and Access to Justice for the Poor.

An open call was issued for those who wished to share their experiences. A total of 65 papers from 17 countries in the region were submitted and 24 were selected for presentation.

A Website was created for the event that explains the goals of, justification for and program of the conference. See www.cejamericas.org.

Audio and visual material as well as other resources were published on the site after the event.



Impact or Results:

A total of four hundred people from several countries attended the event, including high-ranking judicial officials. Various media outlets covered the event, which was transmitted online.

4. OTHER ACTIVITIES IN FUNCTION OF JSCA’S KEY GOALS

4.1 Institutional Agreements

ACTIVITY No. 30/13

Inter-Institutional Cooperation Agreements

Goals: To strengthen connections to government and civil society institutions linked to the region’s judicial systems. In 2013, six inter-institutional cooperation agreements were signed, bringing the total established since JSCA’s inception to 120.

Impact or Results:

- 06/05/2013 Cooperation Agreement with Universidad Autónoma Metropolitana
- 05/20/2013 Cooperation Agreement with American University Washington College of Law, Universidad Diego Portales Law School
- 04/12/2013 Cooperation Agreement with the Union of the Lima Prosecutor’s Office
- 04/09/2013 Cooperation Agreement with Social Initiative for Democracy
- 04/08/2013 Cooperation with the Justice and Society Civil Association - JUSAC
- 01/14/2013 Cooperation Agreement with the International Development Research Centre- IDRC

4.2 JSCA Internships

ACTIVITY No. 31/13

Pro Bono Internships

Goals: To enrich JSCA’s work through the contributions made by interns in the form of new approaches and to maintain connections with former pro bono interns in order to establish contact with local experts and institutions. The pro bono internship is mainly directed at students or recent graduates and is designed to provide participants with an opportunity to understand and take part in the work of JSCA on judicial reform in Latin America.

Location(s): JSCA Headquarters, Santiago de Chile

Funding Source: No funding.

Products:

During 2013, JSCA hosted **13** pro bono interns from ten different countries:

- Marco Fandiño Castro, Spain, December 2012 - January 2013
- Leonel González Postigo, Argentina, January 7 - January 28, 2013
- Sabrina Keloulii, France/Algeria, January - February 2013
- Nicolás Alarcón, Peru, January - February 2013
- Javier Ruíz, Chile, May - July 2013
- Armelle Paquier, France, April 9 - September 12, 2013
- Adam Beckerman, U.S.A., April 11 - July 11, 2013
- Matthew French, U.S.A., May 28 - July 29, 2013
- Matthew Disler, U.S.A., June 10 - July 25, 2013
- Mónica Espinosa, Nicaragua/U.S.A., May 15 - August 2, 2013
- Sofia Scarabino Valdés, France Uruguay, August - September 2013
- Laura Martínez, Panama, August 19 - November 19, 2013
- Andreína Regina Acevedo Arjona, Panama, September - December 2013



Impact or Results:

Interns made valuable contributions to each of the studies mentioned above. For more information, see www.cejamericas.org.

When they complete their internship, participants are asked to evaluate their experience. All of this year's interns indicated that they were 100% satisfied with their work experience.

4.3. Summary of Other Courses and Workshops Offered by JSCA

Table 1
SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA

No.	Event Title	Date	Location	No. Participants	Brief Description
1	Workshop on Strategic Planning and Litigation in Human Trafficking Cases	February 13-15, 2013	Concepción, Tucumán, Argentina	30	The local NGO INECIP and the Tucumán Judicial Branch developed an intensive workshop for prosecutors and future prosecutors from the Rosario Region of Santa Fe for the strengthening of litigation and case preparation strategies in cases of human trafficking with intent to engage in sexual exploitation and related crimes.
2	Oral and Adversarial Litigation Techniques Course	February 18-March 7, 2013	Guatemala City	50	Course developed by the Litigation School of the local NGO Institute for Comparative Studies in the Criminal Sciences of Guatemala. The event consisted of an intensive training course for prosecutors and attorneys from various regions of Guatemala.
3	Workshop on Strategic Planning and Litigation in Human Trafficking Cases	March 4-6, 2013	Rosario, Santa Fe, Argentina	30	The local NGO INECIP, the Santa Fe Prosecutor's Office and the Tucumán Judicial Branch developed an intensive workshop for prosecutors and future prosecutors from the Rosario Region of Santa Fe for the strengthening of litigation and case preparation strategies in cases of human trafficking with intent to engage in sexual exploitation and related crimes.



4	Oral Trial Litigation Course	March 11-15, 2013	Santa Rosa, La Pampa, Argentina	20	This course was attended by individuals from a range of institutions as well as attorneys in private practice from the La Pampa, Córdoba, Río Negro and Neuquén Provinces of Argentina. The program was very intensive and combined theoretical presentations offered by faculty members with practical activities in small groups in which all participants could play the role of a litigator in an oral system.
5	Oral Litigation Tools	March 13-15, 2013	Concepción, Tucumán Province, Argentina	60	The course was developed as part of the pilot plan for the introduction of oral procedures at the pre-trial stage in the city of Concepción in Tucumán in which various JSCA Alumni Network Members are participating. The activity was sponsored by the Bar Association of the South of the City of Concepción.
6	Training in Litigation for University Professors	March 18-22	Mexico City	30	The course formed part of the certificate program run by Universidad Autónoma Metropolitana de México for its Law School faculty so that they can learn about oral trial litigation techniques and explore teaching methods that allow them to replicate the modules for undergraduate students and in courses directed at institutions. The training program was sponsored by the Technical Secretariat of the Council for the Coordination of the Implementation of the Mexican Criminal Justice System.
9	Colloquium: "Use of Oral Procedures in Civil Cases: A Practical Approach to Problems and Difficulties"	October 3	Santiago, Chile	22	Activity directed at academics and individuals with ties to the judicial system. Organized by Universidad Diego Portales.



4.4 Participation in Conferences, Seminars and Similar Events

Table 2
SUMMARY OF PARTICIPATION IN CONFERENCES, SEMINARS AND OTHER ACTIVITIES

Activity	JSCA's Role in the Activity	Location	Date
Conference of the High Command and Leadership of Chile's Investigative Police Force	Organized by Chile's Investigative Police Force. JSCA Executive Director Cristián Riego offered a presentation on criminal procedure reform and JSCA researcher Eduardo Alcaíno presented the results of a study on the prosecution of complex crimes conducted by the institution.	Santiago, Chile	January 3
International Seminar on Civil Justice Reform: A Vision from Comparative Law	Organized by the Chilean Institute of Procedure Law, the Institute for Judicial Research, and Pontificia Universidad Católica de Valparaíso, with the support of the Chilean Ministry of Justice. JSCA Executive Director Cristián Riego offered a presentation on "Evidence and the Judge's Power to Adjust Procedures in Civil Cases."	Santiago, Chile	March 23
Meeting of the Panel of Experts of the Statutory Model for the Enforcement Official	Organized by the Chilean Ministry of Justice in 2012. JSCA researcher Natalie Reyes attended the meeting.	Santiago, Chile	January
Regional Meeting on Criminal Law and Human Rights	Organized by the Office of the Rapporteur on the Rights of Inmates of the Inter-American Human Rights Commission (IAHRC). JSCA Management and Information Coordinator Ricardo Lillo presented on the use of pretrial detention in Latin America.	Washington, D.C.	May 9-10
I Biennial Conference on Legal Security and Democracy in Ibero-America	Organized by the General Council of the Spanish Judicial Branch and Legal Culture Department at Universidad de Girona. JSCA Executive Director Cristián Riego took part in the workshop on legal security in training.	Girona, Spain	June 3-5
Workshop with Justice System Operators on Pretrial Detention and Pretrial Services	Organized by the Magistrates Council, Fundación Construir and the UN. JSCA researcher Natalie Reyes offered a presentation on the experience of pretrial services in the United States.	Sucre, Bolivia	June 11
IV Provincial Conference on the Use of Oral Procedures in Criminal Law "Modernity and Prompt Resolution"	Organized by the Institute for Advanced Studies in Comparative Criminal Law and Criminal Procedure Law (I.A.E.), the Dr. Manuel A. Sáez Institute for Training and Judicial Research, which forms part of the Supreme Court, the Mendoza Province Attorney General's Office, the Honorable Legislature of the Province of Mendoza, the Argentinean Association of Professors of Criminal Procedure Law, the Argentinean Association for Trial by Jury, the Bar Association and Attorneys General of the First Judicial District of Mendoza. JSCA Training Coordinator Erick Ríos offered a	Mendoza, Argentina	June 13-14



	presentation on the current status of reforms in Latin America.		
International Seminar on Oral Procedures in Civil Justice and Implementation of the General Procedure Code	Organized by the National Attorney General's Office and the Administrative Chamber of the Superior Judiciary Council of Colombia with the support of the Directorates of Industry and Commerce and Corporations and the Public Prosecutor's Office Institute for Research, the Rodrigo Lara Bonilla Judicial Academy and the World Bank. JSCA Management and Information Area Coordinator Ricardo Lillo, who also focuses on ICTs and access to justice, and Training Area Coordinator Erick Ríos offered a presentation on hearings and oral procedures in reforms of non-criminal processes.	Santa Marta, Colombia	June 26-29
Dialogue on Non-Criminal Procedure Reform in Latin America	Organized by the Dominican Institute for Procedure Law and the Dominican Republic's Foundation on Institutional Structure and Justice. JSCA Training Coordinator Erick Ríos offered a presentation on oral procedures in reforms of non-criminal procedures.	San José, Dominican Republic	July 3-4
First National Meeting of Public Prosecutor's Offices	Organized by the Prosecutor General's Office. JSCA researcher Eduardo Alcaíno offered a lecture entitled "Criminal Prosecution and Public Prosecutor's Offices: Analysis and Challenges."	Sucre, Bolivia	July 11-13
Seminar on the Enforcement System in Labor Law	Organized by the Association of Labor Lawyers, Institute for Judicial Studies and ILO with the support of JSCA. JSCA researcher Natalie Reyes took part in the activity.	Santiago, Chile	July 22
IV Meeting of the State Schools Network: "The Culture of Human Rights and International Humanitarian Law: A Commitment for All"	Organized by the Presidential Human Rights Program of Colombia. JSCA Training Coordinator Erick Ríos offered a presentation on pretrial detention in Latin America.	Bogotá, Colombia	September 9-10
XXVI National Meeting of Prosecutor's Offices in Argentina	Organized by the Neuquén Judicial Branch, Neuquén Prosecutor's Office, the Council of Attorneys General, Prosecutors, Public Defenders and General Advisors of the Republic of Argentina and the Federal Council on Criminal Policy. JSCA Executive Director Cristián Riego offered remarks.	Villa La Angostura, Argentina	September 11-13
Conference to Celebrate the 10th Anniversary of the Criminal Procedure Reform in Region VIII	Organized by the Universidad de la Santísima Concepción Law School. JSCA Executive Director Cristián Riego offered a discussion of "The Victim's Procedural Powers During the Reform Process."	Concepción, Chile	October 3-4
Internship to Learn about Germany's Procedure System	Organized by the German Cooperation Agency. Participants included JSCA Executive Director Cristián Riego, Training Coordinator Erick Ríos; and procedure	Germany	October 14-19



	experts Eduardo Oteiza and Santiago Pereira.		
International Seminar on Judicial Transparency, 2013: Access to Information and Protection of Data, An Exercise in Fundamental Rights	JSCA General Coordinator Andrea Cabezón, offered a presentation on JSCA's indicators in the area of online access to justice	Mexico City	October 28-31
Ceremony to Mark the 10th Anniversary of the Los Lagos Region Prosecutor's Office	Organized by the Regional Prosecutor's Office of Los Lagos. JSCA Executive Director Cristián Riego Offered a talk entitled "The Process of Implementing Criminal Procedure Reform in Chile from an Academic Perspective."	Frutillar, Chile	November 6
New Civil Procedure Certificate Program	Organized by the Chilean Institute for Procedure Law and the Hernán Correa de la Cerda Judicial Studies Institute. JSCA Executive Director Cristián Riego offered a talk on statutory aspects of reform.	Punta Arenas, Chile	November 7
International Seminar "Current and Future Challenges of Criminal Prosecution and Services for Victims and Witnesses in Chile"	Organized by the Chilean Public Prosecutor's Office, Judicial Branch and Fundación Paz Ciudadana. JSCA Executive Director Cristián Riego participated on the panel "Practices Associated with the Processing of Criminal Cases."	Santiago, Chile	November 26-27

4.4 Virtual Information Center and Virtual Library

ACTIVITY No. 32/13
JSCA Website
Goals: The Website is the institution's main vehicle for providing information and generating spaces for interaction among the community of individuals and institutions interested in judicial reform at the regional level. The goal is to continue to expand and improve the services provided to users over the course of the year. Those services include the virtual library, calendar, information on JSCA projects and products, course registration and access to virtual courses through CEJACampus.
Funding Source: JSCA
Impact or Results: We recorded a total of 642,488 visits to the site between November 2012 and October 2013. Microsites were developed as products or virtual platforms for specific activities such as courses, seminars and projects. These include the XI Seminar on Judicial Management, II International Seminar for the New Justice Dialogue, the course on tools for addressing the causes of errors in conviction of innocent defendants, the Civil Justice in Latin America virtual course site, and the Certificate Program on Criminal Procedure Reform. In addition, the JSCA Focus Areas section was updated, and reports on each topic were added. Finally, a special section called "New Justice Dialogue" was created for all of the audiovisual material and reports related to the project on areas other than criminal justice.



ACTIVITY No. 33/13
JSCA Virtual Library
Goals: 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 opportunities for its dissemination and exchange. The library is designed to collect, integrate and disseminate a wide range of information of interest including international and national laws, articles, and global, regional and local studies through the institutional Website.
Funding Source: JSCA
Products: During 2013, we continued to encourage users to upload documents.
Impact or Results: Between November 2012 and October 2013, 479,532 searches of documents related to justice in the Americas were executed. The Virtual Library now contains 7,248 documents. This year also saw the creation of the New Justice Dialogue site's virtual library, which contains documents related to civil justice. To date, some one hundred documents have been uploaded.

4.5 Regular and Special Publications

ACTIVITY No. 34/13
Nexus Newsletter
Goals: Nexus Newsletter is JSCA's main communications tool aimed at its external audience. It provides a news summary on justice system modernization and reform processes in Latin American nations, announcements about events related to the topic, and information for individuals who are involved with or interested in these topics.
Funding Source: JSCA
Products: Twelve new issues of the newsletter have been published (November 2012-October 2013) in accordance with the corporate lines of the JSCA Website design. All of the issues were translated into English. www.cejamericas.org
Impact or Results: A total of 12,795 people subscribe to the newsletter. Some 10,293 read it in Spanish and 2,502 read the publication in English.

ACTIVITY No. 35/13
Social Networks
Goals: To provide a vehicle for the exchange of ideas and experiences with judicial reform processes in the region and generate a greater impact on new Internet users.
Funding Source: JSCA
Products: During the first half of 2010, JSCA developed a Facebook presence in order to disseminate information about the institution and share news about the justice sector. After three years, the platform has approximately 9,371 users including friends, subscribers and followers. The platform is updated on a daily basis through the profile "CEJAmericas JSCA" and the page "Justice Studies Center of the Americas." In June of this year, a JSCA Twitter account was opened in order to share brief news pieces about the institution. It currently has 816 followers and has published 1,097 Tweets.



II. INSTITUTIONAL SUSTAINABILITY

2. Financial Report

2.1. Income

The resources that have come in or are projected to come in through December of this year total US\$753.381. This amount is 40.6% lower than 2012. The table below presents a list of the monies that have come in by type of source:

TABLE N° 1
2013 Income by Source

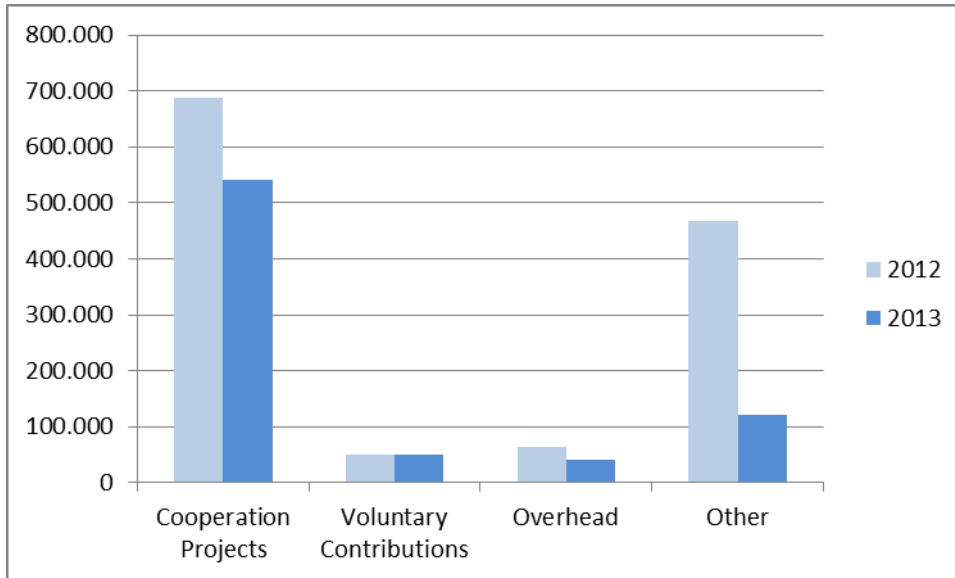
SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEAD	OTHER	TOTAL	%
CIDA	243,019		29,162	116	272,297	36%
Chilean Government		50,000			50,000	7%
GIZ*	199,881				199,881	27%
IDRC	68,330		8,200		76,530	10%
USDS-OEA	29,000		3,480		32,480	4%
EUROSOCIAL				4,966	4,966	1%
Technical Assistance				62,666	62,666	8%
Fees from Courses and Seminars				50,126	50,126	7%
Interest Earned				4,405	4,405	1%
TOTAL	540,230	50,000	40,842	122,279	753,351	100%
%	72%	7%	5%	16%	100%	

Income from cooperation projects came mainly from CIDA and GIZ.

The figures below present the share of income for 2012 and 2013 that was contributed by each source or type of source.



**FIGURE N° 1
COMPARISON BY SOURCE 2012-2013**



2.2 EXPENDITURES

Total projected spending for 2013 totals US\$825,282. This amount is 33.7% lower than last year. Table No. 2 provides more information about spending from this year.

**TABLE N° 2
2013 Expenditures**

I. ACTIVITIES	
1. Research	108,650
2. Training and Dissemination	230,761
3. Management and Information	152,467
4. Sustainability	26,068
Subtotal	517,946
II. OPERATING COSTS	
1. Salaries	221,856
2. Operating Costs	55,480
3. Travel and Conference Participation	5,000
4. Board Meetings	15,000
5. Audits	10,000
Subtotal	307,336
III. TOTAL	825,282

Figure No. 2
SPENDING ON ACTIVITIES 2013

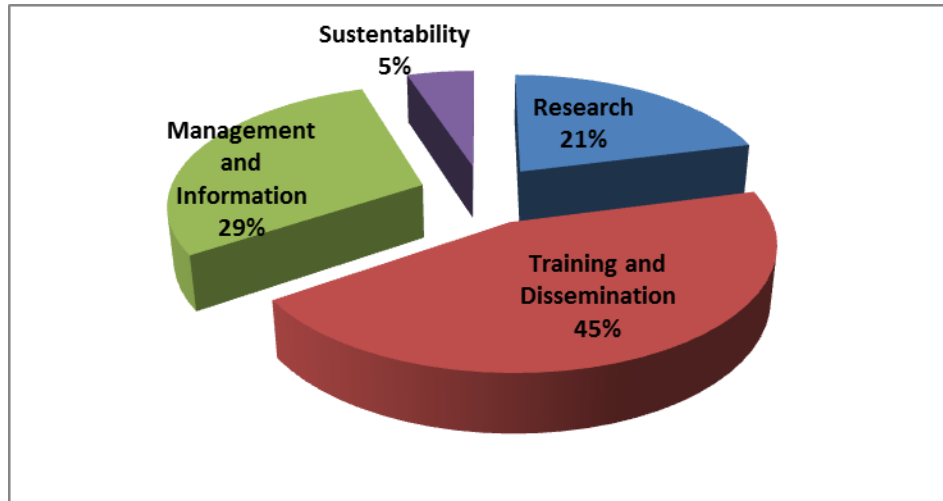
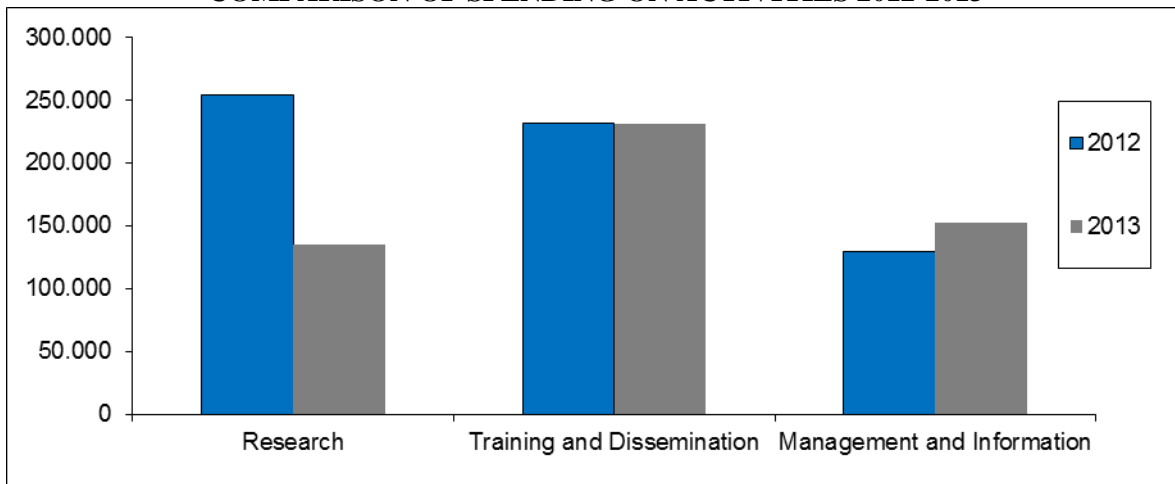
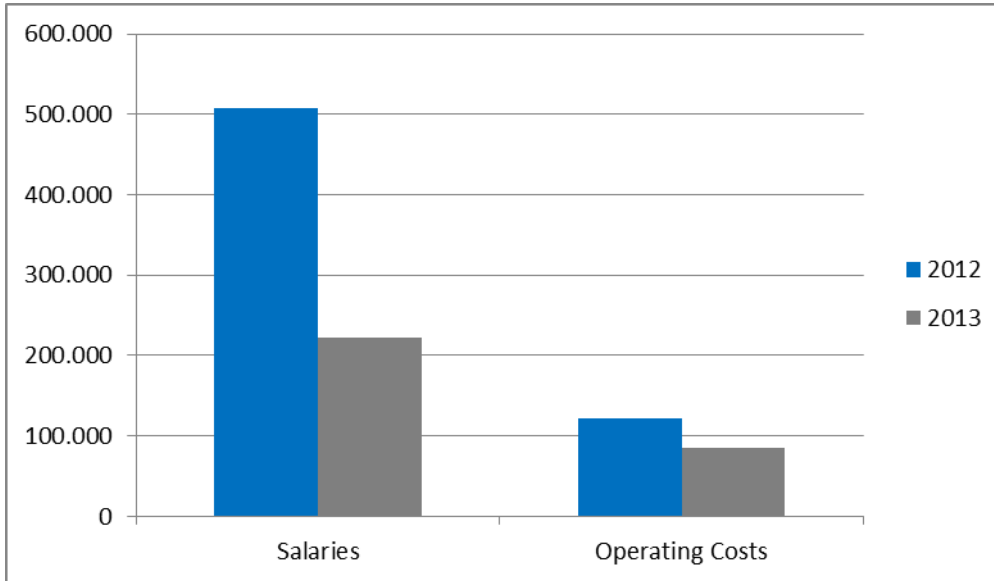


Figure No. 3
COMPARISON OF SPENDING ON ACTIVITIES 2012-2013



In 2013, spending on activities was mainly focused on Training and Dissemination. The activities were a 15.76% decrease compared to the previous year.

Figure N° 4
COMPARISON OF OPERATING COSTS FOR 2012-2013



The salaries and operations costs decreased by 56% and 30% respectively compared to the previous year.

III. BALANCE

Overall, the income projected for 2013 (US\$ 753,351) will be lower than the expenditures (US\$ 825,282), generating a deficit of US\$ 71,931.

Figure N° 5
COMPARISON OF BALANCES FOR 2012-2013

