



# ANNUAL ACTIVITIES REPORT **2012**





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# 1. SPECIFIC REPORT ON JUSTICE SECTOR REFORMS

## 1.1. Innovation projects:

**Objective:** To support the ideas and tools that have been developed and delivered to improve the functioning of the criminal and civil judicial systems, and in so doing contribute to the discussion of necessary reforms in certain countries within the region. Support-focused activities are highly diverse depending on the nature and status of the procedures, but general result in training programs, support in design and supervision, and more broadly political and technical support during the process of reform.

<b>ITEM N° 01/12</b>
<b>Advice to Ecuador’s Judicial Council on procedural reforms</b>
<p><b>Objective:</b>          Technical support in the design of legislative projects for the revised Procedural Code that unifies and approves, in detailed fashion, all of the principles and rules for regulating non-criminal judicial proceedings, and that except in rare cases where adding additional steps is unavoidable, to be the only code used for all cases.</p>
<b>Countries or regions where it was developed:</b> Ecuador
<b>Funding source:</b> Judicial Council of Ecuador
<p><b>Impacts or results achieved:</b></p> <p>Following a workshop developed in December 2011, an agreement was reached in which JSCA convened a team of experts on the subject matter to provide support by developing a proposal for a new regulatory framework. Representatives of the Judicial Council then conducted a visit to Chile in January for the purpose of discussing the requirements and guidelines of the new Code that gave substance to additional proposals by JSCA. Following the visit, JSCA supported the carrying out of projects in Ecuador designed to increase familiarity of the general guidelines of the new proposal among the relevant actors in the sector.</p> <p>The work helped support the articulation of the Code, which regulates non-criminal procedures and rules governing implementation. In addition to providing guiding principles, the Code also contains broadly applicable procedures for all non-criminal disputes, specific procedures for resolving small claims, monitoring procedures and rules for enforcement, and procedures for voluntary or non-contentious cases. The Code also provides for the regulation of alternative forms of dispute resolution and methods for disputing judgments.</p>



**ITEM N° 02/12**

**Support the strengthening of Guatemala’s Public Prosecutor**

**Objective:**

Provide technical support for the implementation of a new model for the enforcement entity in Guatemala, which signifies a profound change in the traditional role of the prosecutor and which requires new procedures for training, evaluation, and coordination between different working groups.

**Countries or regions where it was developed:** Guatemala

**Funding source:** CIDA.

**Impacts or results achieved:**

JSCA, through a collaboration agreement signed in the first half of 2011 with the Public Prosecutor’s office of Guatemala, has continued to provide technical support to the institution in its process of evaluating the Prosecutor’s Management Model. To this end JSCA hired international consultant Leticia Lorenzo to issue a report on the subject.

This report aims to present the changes taking place to the Public Prosecutor’s office in the Republic of Guatemala, resulting from the introduction of a new management model for public prosecutors, as well as to conduct an analysis of the strengths and weaknesses observed in the functioning of the new model.

This study documents changes taking place in the organization and management of Guatemala’s Public Prosecutor through the Criminal Procedure Reform, and in particular since the country’s new Attorney General began functioning. Additionally, the report contains concrete empirical information that demonstrates the results of these changes and presents conclusions to assist in future reviews and recommendations. The report also takes into consideration the current status of the Public Prosecutor in Guatemala from the perspective of the expectations put forth by civil society organizations and by recent political changes.

The report was delivered in August 2012 and presented by JSCA’s Executive Director on August 22nd at the commemorative event celebrating 18 years since the CCP went into force, which was organized by the Public Prosecutor of Guatemala. Meetings were held at the Public Prosecutor’s facilities to discuss the results.

**ITEM N° 03/12**

**Technical support for the discussion of Civil Procedure Reform in Chile**

**Objective:**

- 1.- Participate in an expert panel discussion on “the Organizational Model for the Incorporation of an Enforcement Official in the Civil Reform Process,” organized by Chile’s Ministry of Justice as part of the development of the new Civil Procedure Code.
- 2.- Support in the series of expert discussion panels convened by the Association of Labor Lawyers, AGAL, and the Institute of Judicial Studies, IEJ, to develop a joint work to propose a new model for labor enforcement and debt collection in Chile.

**Countries or regions where it was developed:** Chile

**Funding source:**

Chile’s Ministry of Justice/  
Association of Labor Lawyers (AGAL), and the Institute of Judicial Studies (IEJ)



**Impacts or results achieved:**

1.- Since July 12th 2012, JSCA has been part of this team of experts and participates by contributing our experience in the justice field. During this round JSCA formed the panel “Institutional Model of the Enforcement Official,” focused on laying the groundwork for a formal proposal that concerns which type of enforcement model to develop in Chile, the profile of the Enforcement Officer, the training which will be required, the business model, the responsibility that will fall upon this new officer, and governance and oversight.

The panels are expected to examine the experience of other enforcement models as compared with the realities in Chile, in order to propose a model that would contribute to improvements for civil justice in Chile.

The work took place during 7 to 10 sessions between July and December 2012, on the premises of the Ministry of Justice.

2.- During the first half of 2012 JSCA decided to support the Association of Labor Lawyers, AGAL, together with the Institute for Judicial Studies, IEJ. The organizations decided to organize a series of thematic meetings for the purposes of collecting information and analysis in order to submit a report and present the conclusions aimed at modifying labor reforms in the area of collection and labor enforcement.

The lack of adequate tools for enforcing judicial decisions, the high cost of enforcement, and the lack of information about debtors’ assets are some of the problems seen so far in its implementation.

In this context a group of legal and labor law academics, together with JSCA professionals, will conduct a diagnosis of the current situation, focusing particularly on collection and enforcement (in both labor and debt collection, areas which in Chile are grouped together under the Labor and Social Security Collection Court) in order to clarify the actual situation of collection of claims in the employment tribunal at the national level, identify their main causes, and finally to propose possible solutions.

Representing JSCA are investigators Carolina Villadiego, Inés Merle des Isles, and Natalie Reyes.

It is expected that the cycle of discussions will conclude with the delivery of a report in late December 2012.

**ITEM N° 04/12**

**U.S.-Latin American Judicial Exchange Program**

**Objective:**

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 on access to justice. To achieve this, special attention must be given to understanding how both regions have established specialized courts to resolve certain problems- such as drug treatment courts and community courts-, small claims courts, pretrial services, and the use of new technologies in the judicial system.

**Countries or regions where it was developed:** New York, U.S.

**Funding source:** Cyrus R. Vance Center for International Justice and New York City Bar Association

**Impacts or results achieved:**

During 2012 JSCA worked to organize an Exchange Program entitled “U.S.-Latin American Judicial Exchange Program: A Dialogue on Innovative Adjudication,” together with the New York City Bar Association’s Vance Center for International Justice and the New York City Bar Association. The event will take place on January 23rd-25th, 2013, in New York City, United States.



During the second semester JSCA opened up the call with space for 60 participants from Latin America. At the time of this report, the call to register is still open through the website: <http://www.cejamericas.org/portal/index.php/es/component/content/article/929>

**Program Description:**

The exchange program will feature a mixed methodology of learning that will include exhibitions, discussion sessions, and guided site visits to important judicial and community centers working in the U.S. city. The opportunity will give participants a chance to understand *in situ* the innovative judicial proceedings that exist in New York, as well as to interact with officials of these programs to discuss and exchange ideas or dispel their concerns.

Panel discussions will involve important judges and high-level professionals from throughout Latin America and the U.S., who will share their experience and knowledge stemming from different areas devoted to bringing innovation to judicial systems.

Scheduled site visits for the U.S.- Latin American Judicial Exchange Program: “A Dialogue on Innovative Adjudication” include a visit to the Red Hook Community Justice Center, Brooklyn, where participants will learn about the program in diversified intervention and social reinsertion. Also to be visited is the Small Claims Court, where participants will be able to observe the progress of a small claims case, as well as the Court’s organizational aspects and management structure. Participants will also observe how the Pretrial Justice Services program works at a U.S. federal court, including plans to visit a court in Manhattan and learn about the most innovative technologies that currently exist in judicial proceedings.

1.2. Reports

<b>ITEM N° 5/12</b>
<b>Study on Oral Proceedings and hearings in non-criminal judicial proceedings</b>
<b>Objectives:</b> Verify the changes into non-criminal judicial proceedings due to the incorporation of taking into account oral hearings.
<b>Involved countries:</b> Regional study
<b>Funding source:</b> German Agency for International Cooperation (GIZ)
<p><b>Results achieved:</b></p> <p>a) Research report that accounts for the main results by focusing on four specific objectives:</p> <ol style="list-style-type: none"> <li>1. Identify non-criminal justice systems in the region that have incorporated oral hearings in judicial decision making.</li> <li>2. Establish the differences in the implementation of oral hearings when making judicial decisions, for at a minimum three different systems.</li> <li>3. Identify problematic situations presented in the systems resulting from the implementation of hearings methodology in decision making.</li> <li>4. Analyze the results obtained by non-criminal judicial systems due to the implementation of hearings methodology in judicial decision-making.</li> </ol> <p>b) Regional webinar on the topic</p> <p>During the month of September JSCA organized a Webinar with the participation of two international analysts, Leticia Lorenzo on the experience in Argentina and Norbert Lösing on the German model. During the webinar they discussed in detail the foundations and objectives of oral proceedings, some</p>



of the evaluations and difficulties in the implementation of oral hearings, and new challenges being faced in the field.

The video of the Webinar can be viewed at <http://www.youtube.com/watch?v=A0jDmYPD2e0&feature=youtu.be>

During the activity over 160 people participated virtually through the chat feature. As of November 1 an additional 462 visitors have watched the Webinar between Livestream and YouTube.

**Impact or expected outcomes:**

Preliminary results from this investigation will be presented at the International Seminar “Dialogue on challenges of Reforms in non-criminal matters in Latin America,” which will be held on November 26 and 27, 2012, in Quito, Ecuador.

The seminar will be transmitted online through the Internet, which will allow for an audiovisual product.

At the end of the year we expect to publish both a print and online report.

**ITEM N° 6/12**

**Data collection on Justice in non-criminal matters in Latin America.**

**Objectives:** Collect and systematize statistical information related to non-criminal matters on the understanding and resolution of formal mechanisms within the judicial systems in Latin American countries.

**Countries involved:** Regional report

**Funding source:** German Agency for International Cooperation GIZ

**Results achieved:**

- a) Research report that looks at the results by focusing on four specific objectives:
- 1.- Collect and systematize statistical information related to non-criminal matters on the understanding and resolution of formal mechanisms within the judicial systems in Latin American countries.
  - 2.- Collect and organize information on the supply of justice that Latin American countries provide directly through their formal judicial systems.
  - 3.- Collect and organize information on legal aid services provided both by state and private entities.
  - 4.- Collect and organize information on the supply of alternative dispute resolution methods that exist within the countries of Latin America.

**Impact or expected results:**

Preliminary results of this investigation will be presented at the International Seminar, “Dialogue on challenges of Reforms in non-criminal matters in Latin America,” which will be held on November 26 and 27, 2012, in Quito, Ecuador.

The seminar will be transmitted online through the Internet, which will result in an audiovisual product.

At the end of the year we expect to publish both a print and online report.

**ITEM N° 7/12**

**Study on Alternative Dispute Resolution Mechanisms in Latin America in non-criminal matters**

**Objectives:** Generate a general diagnostic concerning alternative dispute resolution programs in various Latin American countries that have been put in place or modified during the last 10 years.

**Countries involved:** Regional Report

**Funding source:** German Agency for International Cooperation GIZ



**Results achieved:**

- a) Research report that looks at the results by focusing on three specific objectives:
1. Gather information to describe both the accumulated experiences and the current situation of alternative dispute resolution programs and key aspects of their operation in the region.
  2. Identify core problems on issues that are key to the functioning of alternative dispute resolution.
  3. Produce approximations for each one of these issues from a regional perspective and propose improvement initiatives to contribute to the debate.

Finally, the paper will contain proposals for improving the provision of ADR in the regional context, in order to contribute to the debate and articulate on systems that are efficient and sustainable.

- b) It is expected that during the month of December or the first semester of 2013 a Webinar will be conducted on the topic, with invited experts.

**Impact or expected results:**

Preliminary results of this investigation will be presented at the International Seminar “Dialogue on challenges of Reforms in non-criminal matters in Latin America,” which will be held on November 26 and 27, 2012, in Quito, Ecuador.

The seminar will be transmitted online through the Internet, which will result in an audiovisual product.

At the end of the year we expect to publish both a print and online report.

**ITEM N° 8/12**

**Study on Civil enforcement systems in Latin America and Europe**

**Objectives:** Analyze the current situation of civil enforcement system in certain countries in the region and in Europe, in order to determine the key issues that should be considered in the judicial reform process.

**Countries involved:** Regional Report

**Funding source:** German Agency for International Cooperation GIZ

**Results achieved:**

- a) Research report that looks at the results by focusing on three specific objectives:
1. Gather information on the status of legislation concerning civil enforcement in three countries in the region and in four European countries.
  2. Identify core problems, both at the practical and normative levels, within the systems, causes, and consequences.
  3. Suggest improvement initiatives facing the judicial reform processes.

- b) It is expected that during the month of December or the first semester of 2013 a Webinar will be conducted on the topic, with invited experts.

**Impacts or results achieved:**

Preliminary results of this investigation will be presented at the International Seminar “Dialogue on challenges of Reforms in non-criminal matters in Latin America,” which will be held on November 26 and 27, 2012, in Quito, Ecuador.

The seminar will be transmitted online through the Internet, which will result in an audiovisual product.

At the end of the year we expect to publish both a print and online report.





**ITEM N° 09/12**

**Study on current situation of labor justice reform in Chile and Peru**

**Objective:** The project, which monitors labor reforms, is designed to conduct investigations of a relatively narrow scope designed to produce local reports that depict the processes of implementing these reforms and their ability to succeed in transforming practical actions in particular aspects that, according to JSCA's experience, are key to evaluating results.

**Countries or regions where it was developed:** Chile and Peru

**Funding source:** CIDA.

**Results achieved:**

- a) Report of the Chilean and Peruvian cases based around specific objectives:
- Obtain general information regarding the status of labor justice in these countries.
  - Promote awareness of the strengths and weaknesses of the implementation processes of the labor reforms in these countries.
  - Understand the different procedural models that have been adopted in the region in the field of labor justice.
  - Contribute to the debate and local and regional development with regard to the strengthening of labor justice.
- b) In the next year we expect to conduct a video chat on the topic.

**Impact or expected results:** During the first half of the year we worked on a standard for observation and research interviews to be applied in Chile and Peru, with the goal of having a common methodology.

During the second half the preliminary results were presented at the International Congress on Civil Justice Reforms in Latin America, in Iquique, Chile, on December 6 and 7. This activity was carried out in conjunction with the University of Atacama.

**ITEM N° 10/12**

**Study on the judicial debt collection process in Costa Rica**

**Objective:**

Support local projects that incorporate oral proceedings as a work methodology for reaching judicial decisions in other matters. To this end, the experience of reforming the judicial debt collection process in Costa Rica was studied and disseminated (management model, use of ICTs and procedural scheme)

**Countries or regions where it was developed:** Costa Rica

**Funding source:** CIDA.

**Results achieved:**

- a) Report regarding the expected research objectives:
1. Analysis of the legal framework while verifying its practical implementation, with priority on studying specific changes made through empirical criteria.
  2. Description of components in the quantitative and qualitative analysis of the process of judicial recovery reform (Part Quantitative statistics / Part Qualitative observations to courts, hearings, and interviews on overall system performance).
  3. Specific analysis of specific practices legal collection system, beyond mere regulatory design.

**Impact or expected results:** During the first half of 2012 investigator Carolina Villadiego completed an information survey and first draft version of the report for discussion and internal review, with the



support of the Supreme Court of Costa Rica. It is expected that the report will be finalized at the end of December 2012.

**ITEM N° 11/12**

**Empirical Performance Study in Bolivia on pretrial detention**

**Objectives:**

Continue to identify key aspects for working to rationalize the use of pretrial detention in the region in order to define a work agenda based on empirical evidence, in this case looking at the situation in Bolivia.

**Countries involved:** Bolivia

**Funding source:** CIDA

**Results achieved:**

The study, “Criminal Procedure Reform and Pretrial Detention in Bolivia,” was held in conjunction with a group of researchers from Fundación Construir, with support from the Bolivian Catholic University “San Pablo,” The University Saleciana of Bolivia, a joint program with the United Nations entitled “Promoting Cambio en Paz,” and the United Nations Office of the High Commissioner for Human Rights in Bolivia (OHCHR).

From January 9-11 this year, a workshop was conducted as part of the research entitled “Criminal Procedure Reform and Pretrial Detention” in La Paz, Bolivia, with the goal of designing and transmitting information survey methodology to the team responsible for the event. Participating in the workshop was consultant Leticia Lorenzo representing JSCA.

Since January 16, 2012, a pilot period was encouraged to observe interim hearings in order to apply instruments of observation and evaluate possible changes and/or additions to strengthen its effectiveness in terms of the information required for the study.

After completion of the trial period, on February 1 the Citizens’ Observatory of Pretrial Hearings was officially launched, consisting of a team of 26 voluntary students who apply monitoring methodologies to 15 trial courts located in the cities of La Paz and El Alto.

**Description of Report:**

The research sought to identify the elements that go beyond the use of precautionary measures, and included several lines of analysis. The combined research resulted in a book containing six chapters on topics including: procedural reform in Bolivia; the system of criminal justice administration; criminal procedure, pretrial detention in light of international standards; citizen observation of pretrial hearings; and conclusions and recommendations.

The book was presented on October 10, 2012, in La Paz.

View the report at [http://www.cejamericas.org/portal/index.php/es/biblioteca/biblioteca-virtual/doc\\_details/7292-reforma-procesal-penal-y-detencion-preventiva-en-bolivia](http://www.cejamericas.org/portal/index.php/es/biblioteca/biblioteca-virtual/doc_details/7292-reforma-procesal-penal-y-detencion-preventiva-en-bolivia)

**Impacts or results achieved:**

The research is part of a collaboration agreement between Fundación Construir and JSCA signed in order to, among other goals, conduct a study on the functioning of non-custodial precautionary measures.



<b>ITEM N° 12/12</b>
<b>Monitoring of Criminal Procedure Reforms: studies, publication and diffusion</b>
<p><b>Objectives:</b> Understand the results and the impacts achieved by criminal justice reform processes in the region. These studies form part of the reports conducted by JSCA in 14 countries of the region and seek to generate empirical information on the achievements and obstacles encountered.</p>
<p><b>Countries or regions where it was developed:</b> The Mexico states of México (Edomex), Chihuahua, Oaxaca, Zacatecas, and Morelos (Mexico)</p>
<p><b>Funding source:</b> USAID-MSIMEX: México</p>
<p><b>Results achieved:</b></p> <ol style="list-style-type: none"> <li>A general report from the states that were analyzed, which is hosted on the website.</li> <li>A summary of the general report</li> <li>Five state reports, each one corresponding to the analyzed states (México, Chihuahua, Oaxaca, Zacatecas, and Morelos).</li> </ol> <p>The general report presents in a comprehensive and streamlined fashion the main findings of the study, including positive results, best practices documented in areas of opportunity and in detected improvements. The findings are divided into separate items: Budget and expenses of criminal systems; Transparency practices; Advertising, and the System of distribution. They include work experience from the Public Prosecutor's Office, of work in the countries, of respect for the rights of the accused, and in practices respecting the rights of victims.</p> <p>The document can be accessed directly at <a href="http://www.cejamericas.org/portal/index.php/es/biblioteca/biblioteca-virtual/doc_details/7294-informe-general-seguimiento-del-proceso-de-implementacion-de-la-rpp-en-mexico">http://www.cejamericas.org/portal/index.php/es/biblioteca/biblioteca-virtual/doc_details/7294-informe-general-seguimiento-del-proceso-de-implementacion-de-la-rpp-en-mexico</a></p>
<p><b>Impact or expected results:</b> Currently the elaboration of the reports has been finalized, and the reports will be published during the first half of 2013.</p>

<b>ITEM N° 13/12</b>
<b>Research Publication on oral hearings and sexual crimes against women in the states of Morelos, Mexico State (Edomex), Oaxaca and Nuevo León</b>
<p><b>Objectives:</b> To measure the progress of meeting objectives of the Mexican state regarding the right of access to justice for women survivors of violence.</p>
<p><b>Countries or regions where it was developed:</b> Mexico</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Results achieved:</b> Publication: "A critical path: from violence to a state of limbo, women survivors of violence in Morelos, Nuevo Leon and Oaxaca" conducted by Lidia Casas, an expert on the subject.</p> <p>The book identifies the shortfall in meeting Mexico's international obligations regarding the right to access to justice for women survivors of violence. The book is based on an evaluation of the effectiveness of the justice system by looking at the perception of women who have gone through</p>



various stages of the process, as well as an assessment of the institutional design of law enforcement bodies and the response of officials to cases of violence against women.

**Impacts or results achieved:**

The report was presented October 17 in Mexico City and included participation of expert Lidia Casa representing JSCA.

**ITEM N° 14/12**

**Challenges for Criminal Investigation and Prosecution of complex crimes**

**Objective:** Analyze the research strategies developed by the Public Prosecutor's Office and the Police to prosecute crimes of a particular complexity, through the gathering and analysis of information related to the primary obstacles facing criminal investigations.

**Countries or regions where it was developed:** Chile and Colombia (DeJusticia)

**Funding source:** CIDA.

**Impacts or results achieved:**

1. Document of proposed methodology
2. Document analyzing the comparative experiences concerning complex crimes that is available on the website
3. Meeting with investigators from various countries to discuss the texts in January in Bogota, together with DeJusticia
4. Documents presented by the researchers for the aforementioned meeting in Bogota.

During the first half of the year JSCA met with DeJusticia to establish a common methodology for the investigation that would be carried out in Chile as well as Colombia; in the former country concerning violent robberies, and in the latter looking at homicides. The study's methodology relied on semi-structured interviews with people working in the justice and police sectors, practical observations, visits to prosecutors' offices, and other methods. The workshop took place in Bogota, January 26 and 27, 2012.

On April 23 a second workshop took place to define the methodology's objectives in order to begin the research. In this activity researchers from both JSCA and DeJusticia participated.

During the month of October, JSCA presented a preliminary report that documents problems stemming from the investigative procedures used by the Public Prosecutor and the police in the case of violent robberies, which the general public in Chile views as having an air of impunity.

The preliminary results of this report were also presented and discussed at an academic symposium, held at the Faculty of Law at Diego Portales University (Chile), an activity aimed at academics and people involved in the judicial system. The presentation of the study, led by Eduardo Alcaíno, aims to analyze the capacity of the criminal justice system in the prosecution of violent robberies, in the context of the current discussion on the functioning of the system.

A publication containing both reports will be finalized in December 2012 to permit distribution.



1.3. Training

<b>ITEM N° 15 /12</b>
<b>Series of Local Programs on the Training of Trainers for Criminal Procedure Reform</b>
<p><b>Objectives:</b>          Prepare a large group of local leaders so they can adequately address the technical and political complexities of the reform processes in criminal justice that are being promoted. The program will take place in Argentina and Peru through local partners and, as with the Inter-American Program, will include a Base Classroom Course, an Intermediate Course via e-learning, and an Advanced Course where appropriate.</p> <p>In the case of Argentina, the Program has the support of the National Ministry of Justice and Human Rights and has been implemented in coordination with the NGO Institute for Comparative Studies in Criminal and Social Sciences, INECIP. It is important to note that alumni from JSCA's Inter-American Program participate in both institutions, and that these individuals have taken the responsibility to implement and coordinate these local versions.</p> <p>In the case of the Peruvian version of the Inter-American Program, it was supported by the Judicial Branch of Peru and the local NGO Institute of Criminal Procedure Science (INCIP). As in the case of Argentina, this activity has been developed in close collaboration with Inter-American Program alumni.</p>
<p><b>Countries or regions where it was developed:</b>          Argentina and Peru</p>
<p><b>Funding source:</b>          Argentina: Ministry of Justice and Human Rights / CIDA.          Peru: Supreme Court of Peru/ CIDA</p>
<p><b>Results achieved:</b></p> <ul style="list-style-type: none"> <li>a) Training materials for the program.</li> <li>b) For Argentina: Two in-person courses (Phases I and III) and implementation of Phase II virtually through the Cejacampus online platform.</li> <li>c) For Peru: One in-person (Phase I) and implementation of Phase II virtually through the Cejacampus online platform.</li> </ul>
<p><b>Impacts or results achieved:</b>  <u>Stages of Programming and Convening the Series:</u>          The Program was very well received in the countries where it took place.          In the case of Argentina a total of 227 people applied, of whom 54 students participated in the first stage of the program.          In Peru a total of 99 people applied, of whom 37 students were enrolled in the initial phase.</p> <p>The national call for registration in both countries included space for foreigners, meaning that the Argentina program included 3 foreign students (2 from Mexico and 1 from Dominican Republic). In Peru, a total of 7 foreigners participated (1 from Uruguay, 1 from Paraguay, 2 from Mexico and 3 from Ecuador).</p> <p>These local versions have been a good indicator of the success of the Inter American Program, as they have demonstrated the capacity of people trained by JSCA to participate as trainers themselves, both in terms of responsibility as instructors and in management. JSCA alumni have participated in each one of the modules, which reflects their experience in the topics being taught and yet have managed to adequately reshape the contents of the Inter-American Program to fit into the local context.</p>



<b>ITEM N° 16/12</b>
<b>Judicial Training Project</b>
<p><b>Objectives:</b> Support the implementation and enforcement of a methodology for designing courses in the Peruvian context with the objective of establishing judicial training and management programs in labor, commercial, civil and criminal.</p>
<p><b>Countries or regions where it was developed:</b> Peru</p>
<p><b>Funding source:</b> NJI Canada</p>
<p><b>Results achieved:</b></p> <p>Three courses were designed with three separate themes: one criminal course, one civil-commercial, and one labor-related.</p> <p>The <b>Criminal Group</b> was the first to open the training series with a new training methodology. The judges in charge of the event were Segismundo León and Enrique Pardo. Providing support on behalf of JSCA were Lorena Gamero and Claudia Vértiz.</p> <p>The proposed curriculum included the following topics: rules for examination and cross-examination, and training for judges to utilize oral hearings in judicial decision-making. The event was held on December 6 2011 in the halls of the Supreme Court of Justice and was co-hosted along with the Judicial Branch’s Center for Judicial Studies.</p> <p>In terms of participation by the judges, 15 people attended, of which women represented approximately 30% of the group. Furthermore, the selected participants belonged to the judicial districts of Lima South, Lima North, Lima, and Callao.</p> <p>In the <b>Civil- Commercial Group</b>, the following judges participated: Roxana Jiménez Vargas–Machuca, Lucía La Rosa Guillén, Carlos Arias Lazarte, Martín Hurtado Reyes, Henry Huerta Sáenz, Rose Mary Parra Rivera, and José Escudero López.</p> <p>The proposed curriculum consisted of the following themes: judicial communication procedures, the elements of a good judgment, the importance of identifying and introducing relevant facts in a judgment, setting issues in dispute, and determining the relevance of the evidence. The event was held on March 19 and 20, 2012, in the halls of the Supreme Court, and was co-hosted along with the Judiciary’s Center for Judicial Studies.</p> <p>The <b>Labor Group</b>. For the last group, the following judges organized the event: Omar Toledo Toribio, Abraham Torres Gamarra, Víctor Malca Guaylupo, and Marcial Chávez Cornejo.</p> <p>The proposed curriculum included the following topics: the labor settlement process, techniques for conducting a successful settlement, the questioning by the judge in labor proceedings, and the management of relevant and irrelevant questioning during interrogations. The event was held on March 21 and 22, 2012, in the halls of the Supreme Court of Justice and was co-hosted along with the Judicial Branch’s Center for Judicial Studies.</p> <p>In total 21 people participated, of which approximately 43% were women judges. Furthermore, the selected participants belonged to the judicial districts of Lima South, Lima North, Lima, and Callao.</p>
<p><b>Impacts or results achieved:</b></p> <p>As part of the collaboration agreement between the Supreme Court of Peru and the National Institute of the Canadian Judiciary, the Canadian Office of the Commissioner for Federal Judicial Affairs together with JSCA developed various activities: the first took place between April 1 2011 and March 21 2012 and involved two in-site workshops in Peru, a visit to Canada by a small group of trainers, and a final training in Peru.</p> <p>In terms of achievements, the materials provided to the participants were observed to be of high quality. It was also a good opportunity for the participating judges to exchange experiences in the carrying out of their duties.</p>



<b>ITEM N° 17/12</b>
<b>Training in Litigation and Criminal Procedure Reform in Brazil</b>
<b>Objectives:</b> To train lawyers in Brazil in matters of litigation and criminal procedures reform
<b>Countries or regions where it was developed:</b> Porto Alegre, Brazil
<b>Funding source:</b> Brazilian Institute of Criminal Procedure Law and the High Judicial Academy
<p><b>Results achieved:</b>  The course, entitled “Training Program in Litigation and Criminal Procedure Reform,” took place from October 1-3 and consisted of theoretical and practical classes. The classes were taught by Chilean supervising judge Eduardo Gallardo, Fabio Gusmán from the Public Prosecutor’s Office of Sao Paulo, Brazil, JSCA attorney Ariel García Bordón, and other teachers from Argentina, Chile and Brazil.  As a finished product, the training materials created for the course consist of specific exercises and video recordings that allow for practical application of the contents, which will lead to additional renditions of the same course.</p>
<p><b>Impacts or results achieved:</b>  22 participants attended the course from central and southern Brazil.</p>
<b>ITEM N° 18/12</b>
<b>International Certificate: “Judicial Reform in the Americas: Experiences, Tools, and Best Practices”</b>
<b>Objectives:</b> To give students an overview of the reform processes taking place in the judicial systems of Latin American countries, with special emphasis given to the changes promoted in criminal justice.
<b>Countries or regions where it was developed:</b> Washington, United States
<b>Funding source:</b> American University Washington College of Law, and the Faculty of Law at Universidad Diego Portales (Chile)
<p><b>Results achieved:</b>  JSCA, American University Washington College of Law, and the Faculty of Law at Universidad Diego Portales (Chile) organized the International Certificate “Judicial Reform in the Americas: Experiences, Tools, and Best Practices,” in Washington, D.C., U.S., from July 8-21, 2012.  The program is designed for bilingual (English- and Spanish-speaking) students, to understand the challenges and skills involved in professional practice in the various functions of the new judicial systems.   The program also intends to provide students with an overview of certain aspects of the U.S. judicial system that can be helpful in their work within Latin American judicial systems, and in turn identify diverse cultural aspects that expand the field of knowledge of all of the applicants.   The website for the program is <a href="http://www.wcl.american.edu/judicialreform/index.cfm">http://www.wcl.american.edu/judicialreform/index.cfm</a></p>
<p><b>Impacts or results achieved:</b>  Focused on actors in the judicial system (prosecutors, judges and defense attorneys) as well as practicing attorneys and particularly those who are identified as working on judicial public policy, the Program brought together for the first time stakeholders from both civil and common law systems in a novel certificate among academic offerings, dynamic in their performance and with a staff of professors that brings together the top experts in the region.  25 students participated in the event, all from Latin America.</p>



<b>ITEM N° 19/12</b>
<b>Virtual Course: “Introduction to Gender Issues in Latin American Criminal Justice”</b>
<p><b>Objectives:</b>          Incorporate the gender distinction in the process of discussion, design or implementation of judicial reforms through a course taught under the <i>e-learning</i> format.</p>
<p><b>Countries or regions where it was developed:</b>          This activity is conducted through the <i>e-learning</i> method.</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Results achieved:</b>          This course was run twice this year. (4th and 5th version of the General Course). The dates were:          1st series took place between April 2, 2012 and June 10, 2012.          2nd series took place from September 3 to October 28.          Conducted through our virtual platform: <a href="http://www.cejacampus.org">www.cejacampus.org</a></p>
<p><b>Impacts or results achieved:</b>  <u>Registration Announcement:</u>          For the first series 11 students registered from 6 countries in the region. (Argentina, Bolivia, Chile, Ecuador, Jamaica and Peru).          For the second series, 13 students registered from 6 countries in the region. (Argentina, Chile, Ecuador, Guatemala, Mexico and Peru).</p>
<b>ITEM N° 20/12</b>
<b>Virtual Course “Challenges of the Public Prosecutor’s Office in Latin America”</b>
<p><b>Objectives:</b>          The program aims to present an introduction to a diagnosis on the current status of Public Prosecutors’ Offices in the region and the main challenges facing the institutions, in the context of the functioning of the accusatorial criminal procedure systems installed as a result of the criminal procedure reform.</p>
<p><b>Countries or regions where it was developed:</b>          This activity is conducted through the <i>e-learning</i> method.</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Results achieved:</b>          This course was run twice this year (6th and 7th version of the General Course). The dates were:          1st series took place between April 2, 2012 and June 24, 2012.          2nd series took place between September 2 and November 11          Conducted through our virtual platform: <a href="http://www.cejacampus.org">www.cejacampus.org</a></p>
<p><b>Impacts or results achieved:</b>  <u>Registration Announcement:</u>          For the first series 14 students registered from 3 countries in the region (Argentina, Ecuador and Peru)          For the second series 15 students registered from 5 countries in the region (Argentina, Ecuador, Mexico, Nicaragua and Uruguay).</p>





In addition to the courses executed above, during this period we also conducted for the first time three new courses, which are described below:

<b>ITEM N° 21/12</b>
<b>Virtual Course “Pretrial Detention in Latin America”</b>
<p><b>Objectives:</b>          This course is intended to review the situation of pretrial detention in Latin America and offer some solutions to resolve issues concerning the topic. Regarding the former, the course presents an empirical and normative diagnosis of pretrial detention in Latin America. The latter portion is designed to review international standards for the application and use of pretrial detention. A third objective is to review the elements of pretrial detention hearings and arguments. Finally, a fourth module looks, in general terms, at the experience of Pretrial Services as a form of encouraging the use of alternatives to pretrial detention.</p>
<p><b>Countries or regions where it was developed:</b>          This activity is conducted through the <i>e-learning</i> method.</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Results achieved:</b>          This course was run twice this year. The dates were:          1st series took place between April 2, 2012 and June 24, 2012.          2nd series took place between September 2 and November 11          Conducted through our virtual platform: <a href="http://www.cejacampus.org">www.cejacampus.org</a></p>
<p><b>Impacts or results achieved:</b>  <u>Registration Announcement:</u>          For the first series 29 students registered from 8 countries in the region. (Argentina, Brazil, Canada, Chile, Ecuador, the U.S., Mexico and Peru)          For the second series 39 students registered from 6 countries in the region. (Argentina, Chile, Ecuador, Guatemala, Mexico and Peru).</p>

<b>ITEM N° 22/12</b>
<b>Virtual Course “Drug Treatment Courts”</b>
<p><b>Objectives:</b>          Review the scope and components of Drug Treatment Courts as an innovative approach to dealing with problems stemming from the effects of drug addiction. The course seeks to explain developments, research and theories on the basis of these programs, with the goal of having judges, prosecutors, defense attorneys and psychiatric and sociological teams understand these aspects and apply them in their daily work.</p>
<p><b>Countries or regions where it was developed:</b>          This activity is conducted through the <i>e-learning</i> method.</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Results achieved:</b>          The course was centered on “Drug Treatment Courts in Chile,” which was produced by the Paz Ciudadana Foundation in 2010 with collaboration from various academics and people involved in the criminal justice system. The materials systematize the experience of nearly five years of discussing or implementing DTCs in the country, as well as international experience on the subject. In this course we have made an effort to adapt the materials to the reality of Latin American countries.          The course took place twice this year. The dates were:          1st series ran from April 2, 2012 to June 24, 2012.</p>



2nd series ran from September 2 to November 11.  
 Conducted through our virtual platform: [www.cejacampus.org](http://www.cejacampus.org)  
 Additionally, JSCA worked on a new virtual mediation method, incorporating new teaching strategies.

**Impacts or results achieved:**  
**Registration Announcement:**  
 The first cycle saw 21 registered students from 10 countries in the region (Argentina, Colombia, Chile, Ecuador, the U.S., Honduras, Mexico, Panama and Paraguay)  
 The 2nd cycle saw 10 registered students from 5 countries in the region (Argentina, Canada, Chile, Mexico and Paraguay).

**ITEM N° 23/12**

**Virtual Course on Pretrial Services**

**Objectives:** As part of the manual being designed by the institution, review in detail what are Pretrial Services, in what manner can they alleviate problems that exist behind pretrial detention and the rest of the precautionary measures, and what are the main themes that must be addressed in its implementation.

**Countries or regions where it was developed:**  
 This activity is conducted through the *e-learning* method.

**Funding source:** CIDA

**Results achieved:**  
 A finalized Pretrial Services manual.  
 The course took place between September 2 and November 11.

**Impacts or results achieved:**  
 The 1st series included 20 registered students from 6 countries in the region (Argentina, Bolivia, Chile, Mexico, Panama and Peru)

**ITEM N° 24/12**

**Internships in Canada**

**Objectives:**  
 Allow members of the Network of Professionals of the Inter American Program to gain direct, practical work experience and learn about the operation of the Canadian criminal justice system, internalizing the logic and work methods of diverse institutions and participating in specific training activities.

**Countries or regions where it was developed:** Montreal y Ottawa (Canada)

**Local associated group:**  
 Public Prosecution Service of Canada  
 National Judicial Institute  
 Ottawa University

**Funding source:** CIDA

**Results achieved:**  
 During this year three members of JSCA's Alumni Network engaged in internships in Canada. From June 18 to July 6, Juan José Hernández (Guatemala) and Eduardo Barrionuevo (Argentina) visited the Public Prosecution Services of Ottawa and Montreal.

Moreover, during the month of September, JSCA opened an invitation to participate in a three-week internship at the University of Ottawa. The selected participant was Carolina Bernal (Colombia), who completed her internship at the University's Human Rights Research and Education Centre during the month of November 2012. .



**Impacts or results achieved:**

The professionals who completed the internships prepared reports regarding what they had learned and gave positive evaluations to the experience. The reports will be published through our website.

**ITEM N° 25/12**

**Site Visits / Workshops on Criminal Justice in Chile**

**Objectives:** Give foreign delegations the opportunity to learn about the development of Chilean criminal procedure reform, understand its logic and dynamics in not only judicial but also administrative, implementation, and management aspects. The program was developed through guided tours, observation of hearings and procedures of an administrative nature, and interviews with people involved in the reform and experts from JSCA.

**Countries or regions where it was developed:** Chile, Metropolitan Region.

**Funding source:** Costs of the delegations were self-financed by participants.

**Results achieved:** During 2012 the following visits were made to understand the criminal justice system in Chile:

- Delegation from Argentina composed of Prosecutors from the Buenos Aires Public Prosecutor's Office. From April 16 -18.
- Delegation from Colombia composed of members of Colombia's judicial branch involved in handling criminal matters. From May 24 – 29.
- Delegation from Ecuador composed of members of the Judicial Counsel. On July 12.
- Delegation from Colombia composed of members of the General Prosecutor's Office of Colombia. From July 31 to August 2.

1.4 Dissemination

**ITEM N° 26/12**

**Webinar: Oral proceedings and hearings in non-criminal judicial proceedings**

**Objective:** To disseminate information and discussion to the Latin American community concerning the new non-criminal judicial reform processes that are being promoted in different parts of the region.

**Countries or regions where it was developed:** Regional activity.

**Funding source:** German Agency for International Cooperation GIZ

**Results achieved:**

During the month of September a Webinar was conducted with participation from two international analysts, Leticia Lorenzo with the Latin American experience and Norbert Lösing, discussing the German model. They discussed the foundations and objectives of oral proceedings in non-criminal cases, some of the evaluations and difficulties in implementing oral proceedings, and new challenges in the field.

The video of the Webinar can be watched at <http://www.youtube.com/watch?v=A0jDmYPD2e0&feature=youtu.be>

During the live broadcast more than 160 people participated virtually through the chat feature. As of November 1 an additional 462 visitors were noted between Livestream and YouTube.



<b>ITEM N° 27/12</b>
<b>International Seminar: “Dialogue on challenges in non-criminal reforms in Latin America”</b>
<p><b>Objective:</b> Disseminate and advance the discussion of the current challenges facing the operation of the judicial system through efficient mechanisms to resolve non-criminal conflicts, such as civil-commercial, family, labor, consumer, environmental, administrative, etc., with a focus on improving access to justice for the general public.</p>
<b>Countries or regions where it was developed:</b> Quito, Ecuador
<b>Funding source:</b> CIDA
<p><b>Description of the Seminar:</b> The Justice Studies Center of the Americas, JSCA, together with the German Cooperation GIZ, the Judicial Council of Ecuador and the Public Defender’s Office of Ecuador, with the support of the Ibero-American Institute of Procedural Law, has organized an International Seminar entitled "Dialogue on challenges of Reforms in non-criminal matters in Latin America," to be held on 26 and 27 November, 2012, in Quito, Ecuador.</p> <p>Some of the sub-themes to be addressed include: removal of cases from the judicial system, alternative dispute resolution (ADR), the relationship between formal and informal judicial proceedings, procedural simplification mechanisms, group procedures, and enforcement, among others.</p> <p>The occasion will include several panel discussions such as "The role of civil courts in Germany," "An overview of non-criminal reforms in Latin America," "The Current status and challenges of reform efforts in Ecuador," "The criminal justice systems in Latin America: facts and figures," and "Oral hearings in non-criminal procedural reforms."</p> <p>The meeting is aimed at representatives of the judiciary, legislators, officials from state agencies and non-governmental organizations, academics and officials from international agencies, and individuals involved in issues of justice.</p> <p>The Seminar will be transmitted online, which will result in a new offering that can continue to be shared following the event.</p> <p>The website for the seminar is <a href="http://www.cejamericas.org/portal/index.php/component/content/article/1079">http://www.cejamericas.org/portal/index.php/component/content/article/1079</a></p>
<p><b>Expected impacts or results:</b> At the time of writing this report the Seminar has not yet been developed, but it is expected that 300 people will attend, including different representatives and officials from the judiciaries of Argentina, Bolivia, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Honduras, Mexico, Panama, Peru and Venezuela.</p>



<b>ITEM N° 28/12</b>
<b>International Seminar: Experiences with pretrial services</b>
<p><b>Objective:</b> To publicize the methodology used in the U.S. and Mexican experiences in order to generate information and bring people up to date on alternative precautionary measures to pretrial detention through Pretrial Services. Additionally, the purpose is to generate discussion about the possible application of these types of programs in the Chilean criminal justice system.</p>
<p><b>Countries or regions where it was developed:</b> Santiago, Chile</p>
<p><b>Funding source:</b> Universidad Mayor</p>
<p><b>Results achieved:</b> The Seminar took place on April 17 in the auditorium of the Faculty of Law at Universidad Mayor. The event was organized by the Center for Procedural Studies at Universidad Mayor with sponsorship from the Secretariat for Crime Prevention at Chile’s Ministry of the Interior and JSCA. The website for the event is <a href="http://www.cejamericas.org/portal/index.php/es/component/content/article/986">http://www.cejamericas.org/portal/index.php/es/component/content/article/986</a></p>

<b>ITEM N° 29/12</b>
<b>Series of Talks on Judicial Independence, Freedom of Expression and Deprivation of Liberty in Central America</b>
<p><b>Objective:</b> Assess and discuss the relationship between judicial independence and the right to free expression derived from the right to inform the media, as well as to reflect on the issue of deprivation of liberty in Central America, with an emphasis on Costa Rica.</p>
<p><b>Countries or regions where it was developed:</b> San José, Costa Rica</p>
<p><b>Funding source:</b> Faculty of Law at the University of Costa Rica and the French Institute for Central America</p>
<p><b>Results achieved:</b> JSCA participated as host and organizer of the event. During October a series of talks on current issues took place at the University of Costa Rica, focusing on “Challenges in the relationship between judicial independence and freedom of expression” and “Deprivation of liberty in Central America, with an emphasis on Costa Rica.” The first talk took place on Thursday, October 4th, and addressed “Judicial independence and freedom of expression in Central America.” On Thursday, October 25th, the discussion focused on “Deprivation of liberty in Central America” and “Reflections on the reasons given for justifying the validity of provisional arrest in Central America.” Regarding the issue of deprivation of liberty, the talk will explore issues such as deprivation of liberty in Central America, the key aspects that lead to unreasonable use of pretrial detention in the region, and the issue of convicted prisoners from the perspective of the Inter-American System of Human Rights. More details at <a href="http://www.cejamericas.org/portal/index.php/es/component/content/article/1054">http://www.cejamericas.org/portal/index.php/es/component/content/article/1054</a></p>



<b>ITEM N° 30/12</b>
<b>International Congress on Civil Justice Reforms in Latin America</b>
<p><b>Objective:</b>  Review the progress and challenges of Civil Justice reforms in the region, particularly looking at Labor Justice Reform in Peru, Labor and Family Law Justice Reforms in Chile, and Hearings in Civil Proceedings in Uruguay.  Understand and discuss the structure and general contents of the Chilean Draft Civil Procedure Code.  Discuss the most problematic concepts facing the future implementation in Chile of a New Civil Procedure Code.</p>
<b>Countries or regions where it was developed:</b> Iquique, Chile
<b>Funding source:</b> Universidad Mayor
<p><b>Results achieved:</b>  The Congress will take place on December 6 and 7  The event is organized by the University of Tarapacá and JSCA.  During the event, experiences in non-criminal judicial reforms in Chile, Peru and Uruguay will be discussed, as a way of exploring the main achievements and challenges being experienced in the field.  The website for the event is  <a href="http://www.cejamericas.org/portal/index.php/es/component/content/article/1114">http://www.cejamericas.org/portal/index.php/es/component/content/article/1114</a></p>

## 2. STRENGTHENING OF INFORMATION AND MANAGEMENT SYSTEMS IN THE ADMINISTRATION OF JUSTICE

### 3.1. Judicial information

<b>ITEM N° 31/12</b>
<b>Preparation of the Index on Accessibility to Judicial Information on the Internet. 8th version, 2012</b>
<p><b>Objectives:</b>  Measure the quality and quantity of information that the Judicial Branches and Public Prosecutors of member countries of the OAS publish through their electronic portals and Rank them according to pre-established evaluation criteria. The 2012 version of the Index will compare the results of this year with those of 2004, 2006, 2007, 2008, 2009, 2010 and 2011, contained in similar studies conducted by JSCA. The Index also examines the type of information that the justice systems in the hemisphere provide via Internet.</p>
<b>Countries studied in the report:</b> Member countries of the Organization of American States (OAS).
<b>Funding source:</b> JSCA
<p><b>Results achieved:</b>  Since the month of October the new version of the Index has been underway, and is expected to be presented at the beginning of 2013.</p>
<p><b>Impacts or results achieved:</b>  The results of the Index and the methodology developed for the evaluation of the websites of the Judicial Branches and Public Prosecutors, has encouraged improvements to the corresponding web platforms. To date, these platforms continue making more information available that is increasingly focused on the needs of citizens.</p>



<b>ITEM N° 32/12</b>
<b>The impact of Information Technology in access to judicial information and citizens' rights to justice</b>
<p><b>Objectives:</b> The general objective was to improve the development and dissemination of knowledge concerning the role of Information and Communication Technologies (ICTs) in the judicial sector, and in this way support judicial reforms in the Americas from the perspective of the user.</p>
<p><b>Countries studied in the report:</b> The 34 member countries of the Organization of American States (OAS).</p>
<p><b>Funding source:</b> International Development and Research Center (IDRC)</p>
<p><b>Results achieved:</b></p> <ul style="list-style-type: none"> <li>- Report: Best Practices in the Use of New Technologies in the Judicial Sector: This project systematizes, according to different needs, some examples of best practices that have been implemented at the international level, looking at both the Latin American region and the rest of the world. (Brazil, Costa Rica, the Netherlands, England, Israel, Italy, Portugal, and Singapore).</li> <li>- Preparation of country reports on the implementation of ICTs in the judicial branch (Brazil, Chile, Colombia, Costa Rica and Guatemala).</li> <li>- Development of a model of e-Justice: comprising the dimensions that are necessary for an adequate management of the aspects of ICTs within a judicial institution.</li> <li>- Development and application of the Index of Online Judicial Services, which aims to assess the response offered by judicial systems to prevalent justiciable problems among the population through the Internet. This indicator is applied to the member countries of the Organization of American States (OAS).</li> <li>- Publication in the 16th Edition of the Judicial Systems Journal, devoted to the subject of <i>e-Justice</i>.</li> <li>- Presentation of the report on the results of the 10th Seminar on Judicial Management that took place in the City of Buenos Aires from June 28 to 30, 2012, and of the "Webinar" held on July 5 of the same year. Additionally, the results were presented at the Fifth Justice in Numbers Seminar, run by the National Justice Council of Brazil, held on October 29 and 30, 2012, and in the First Judicial Congress of the Republic of Paraguay, held on November 9 and 10, 2012.</li> <li>- Additionally, as part of the Project JSCA participated in preparatory rounds for the 16th Ibero American Judicial Summit, through a work group on the Digital Divide. In this context a matrix of information gathering was developed and sent to the institutions so that they can participate in an initial pilot study, which was presented during the Summit held in Buenos Aires from April 25 to 27, 2012.</li> </ul>
<p><b>Impacts or results achieved:</b></p> <p>The survey, identification, and dissemination of best practices in the use of ICTs among judicial institutions in the region found that the current trend in the use of ICTs is for compliance with institutional needs, and to a lesser extent to expand public access to the system.</p> <p>Concerning the Index of Accessibility to Judicial Information on the Internet (IAcc), implemented as part of the project, one of the findings highlighted in the 7th version is that historical trends show that overall the 34 member countries have seen almost a steady increase in their averages year after year.</p> <p>The IAcc is well-regarded and is repeatedly cited and used by the judiciaries and public prosecutors' offices of the region, having been successfully established as a guide or reference for how these institutions decide what information to make available to users through the Web.</p> <p>Regarding the Index of online Judicial Services, the main product of this project, the entire process of developing, elaborating and applying it has helped to strengthen the discourse on the topic of judicial</p>



reforms, not only at the theoretical level but also as a way to generate empirical information. This in itself implies a current and visible impact of the project.

The best chance for contributing to the reforms will be the utilization of the ISJL as a tool for grounding conversations on judicial reform with a focus on citizens, to assess how institutions working in the justice systems in the evaluated countries utilize the Internet. We therefore believe it is essential to bring the ISJL to the practical level, to the technical bodies of these institutions so as to generate changes in their behavior.

Taking advantage of the IAcc platform's legitimacy, it is feasible to see the ISJL serving as an essential tool following a gradual application process. This tool can serve those who must decide on how they are going to implement ICTs, and particularly the Internet, in the institutions of judicial systems.

The Index has so far been downloaded 326 times since being made available on the website.

### 3.3 Dissemination

<b>ITEM N° 33/12</b>
<b>Index of Judicial Services Webinar</b>
<b>Objective:</b> Disseminate information and discussion to the Latin American community on innovative aspects in the judicial sector that are being promoted in various parts of the region.
<b>Countries or regions where it was developed:</b> Regional activity.
<b>Funding source:</b> CIDA
<b>Local affiliated group:</b> Administrative Corporation of the Chilean Judiciary
<b>Results achieved:</b> This video-chat took place on July 5. Users could enter directly from a link located on JSCA's website. The event consisted of two parts. The first half consisted of an introduction to the topic and to the Index of Online Judicial Services, an indicator developed by JSCA with the goal of encouraging the use of ICTs to improve interaction with the general public, to eliminate obstacles that limit access to justice, to promote transparency and accountability, to achieve greater inter-institutional relationships, and generally provide a more efficient judicial service. In charge of the presentation was Ricardo Lillo, coordinator of JSCA's Management and Information Area. In the second half, invited expert Hector Chayer commented on the presented methods and findings, and in this context gave his opinion regarding the use of information and communication technologies (ICTs) in the judicial system.
<b>Impacts or results achieved:</b> The video of the Webinar can be viewed at <a href="http://www.cejamericas.org/portal/index.php/es/component/content/article/1027">http://www.cejamericas.org/portal/index.php/es/component/content/article/1027</a> During the live webcast more than 50 people participated virtually through the chat feature. An additional 987 views were counted through November 1 between Livestream and YouTube.





<b>ITEM N° 34/12</b>
<b>Judicial Systems Journal No. 16, the use of technologies in judicial systems</b>
<b>Objective:</b> Encourage discussion and exchange of information and experiences on the functioning of justice in the countries of the Americas.
<b>Countries or regions where it was developed:</b> Regional activity.
<b>Funding source:</b> CIDA
<b>Local affiliated group:</b> INECIP
<p><b>Results achieved:</b> The 16th edition of the Judicial Systems Journal looks closely at a topic of growing interest in the region, “The incorporation of Information and Communication Technologies (ICTs),” in institutions of the judicial systems. The Journal has a virtual platform: <a href="http://www.sistemasjudiciales.org">www.sistemasjudiciales.org</a></p> <p>The issue presented the results of the Index of Accessibility to Judicial Information on the Internet, currently in its 7th version, and the Index of Online Judicial Services, which was recently developed and applied to the 34 active member countries of the Organization of American States (OAS). The issue next presented a series of papers presented during the First International Seminar on e-Justice, organized by JSCA together with the Administrative Corporation of the Chilean Judiciary, which took place in Santiago, Chile, on September 29, 2011. In addition to these presentations, and as has become commonplace within the design of the magazine in its virtual format, interested readers can also access multimedia material such as audio interviews conducted with experts from different countries of the region that relate general aspects of the implementation of ICTs in the judicial systems.</p>
<p><b>Impacts or results achieved:</b> The journal was finalized in November and is currently in the process of dissemination.</p>

<b>ITEM N° 35/12</b>
<b>Tenth International Seminar on Judicial Management</b>
<p><b>Objective:</b> Disseminate and advance the discussion on current challenges in the functioning of the judicial system from two perspectives: judicial office management and the incorporation of new technologies and links with the general public. For this reason the seminar gave special attention to the experiences and lessons learned in the design, implementation and operation of management models in Latin America.</p> <p>The main theme of the Tenth International Seminar on Judicial Management was “Judicial management in providing access to justice to the general public,” with the objective of disseminating and advancing the discussion on current challenges to the operation of the judicial system to implement mechanisms and tools to achieve higher standards of access to justice and strengthen ties between judicial systems and the general public. For this it is particularly important to understand best practices in judicial management to provide legal services to citizens and utilize information and communications technologies (ICTs) to achieve this purpose.</p>
<p><b>Countries or regions where it was developed:</b> City of Buenos Aires, Argentina, June 27 to 29, 2012.</p>
<p><b>Funding source:</b> Public Prosecutors’ Office of the Autonomous City of Buenos Aires</p>
<b>Local affiliated group:</b>



Public Prosecutors' Office of the Autonomous City of Buenos Aires

**Results achieved:**

The seminar included an announcement of a competition to expose experiences. The announcement led to 101 works being submitted, of which 10 were selected for exhibition.

Website with objectives, justification, and program at: <http://www.cejamericas.org/>

Following the event, the audio, video and other materials of the event were uploaded.

**Impacts or results achieved:**

During the event 200 representatives from various countries attended, including high-ranking judicial officers from different countries in the region. Several methods of communication were used to broadcast the seminar.

The seminar included online transmission of the event..

#### 4. OTHER ACTIVITIES ACCORDING TO JSCA'S KEY GOALS

##### 4.1 Institutional Agreements

**ITEM N° 36/12**

**Inter-Institutional Cooperation Agreements**

**Objectives:**

To strengthen professional ties and collaboration between state institutions and civil society related to the justice systems in the region. In 2012 JSCA signed 16 inter-institutional cooperation agreements, bringing the total to 114 since JSCA's creation.

**Impacts or results achieved:**

Cooperation Agreement between the Center of Judicial Training for Central America and the Caribbean and JSCA, signed November 2012, in Santiago, Chile.

Cooperation Agreement between the Judicial Branch of the Tucuman Province and JSCA, signed in October 2012, in Santiago, Chile.

Cooperation Agreement between the Argentinian Federation of Magistrates and the Judicial Function and JSCA, signed in October 2012, in Santiago, Chile.

Cooperation Agreement between the Workers' Union of the Public Prosecutor's Office in Lima and JSCA, signed in July 2012, in Santiago, Chile.

Cooperation Agreement between the University of Tarapacá in Arica and JSCA, signed in July 2012, in Santiago, Chile.

Cooperation Agreement between the Association of Magistrates, Members, Public Prosecutors and the Judiciary and JSCA, signed in June 2012, in Santiago, Chile.

Cooperation Agreement between the Foundation Center for Studies in Democracy, Justice and Security (CEDJUS) and JSCA, signed in June 2012, in Santiago, Chile.

Cooperation Agreement between the Costa Rican Association of the Judiciary (ACOJUD) and JSCA, signed in June 2012, in Santiago, Chile.

Cooperation Agreement between el the Colombian Institute for Procedural Law (ICDP) and JSCA, signed in June 2012, in Santiago, Chile.

Cooperation Agreement between the Center for Contemporary Legal Studies (CEAD) and JSCA, signed in April 2012, in Santiago, Chile.

Cooperation Agreement with the Research Institute on Judicial Systems, National Council of Research, IRSIG-CNR, in Bologna, signed in March de 2012, in Santiago, Chile.

Cooperation Agreement between The Human Rights Research and Education Center of the University of Ottawa, signed in March 2012, in Ottawa, Canada.

Cooperation Agreement between Fundación Construir and JSCA, signed in March 2012, in Santiago,



Chile.

Cooperation Agreement between the Public Prosecutor's Office of the Autonomous City of Buenos Aires and JSCA, signed in February 2012, in Buenos Aires, Argentina.

Cooperation Agreement between Ecuador's Ministry of the Interior and JSCA, signed in February 2012, in Quito, Ecuador.

Cooperation Agreement between the Supreme Court of Justice of the Republic of Paraguay and JSCA, signed in November 2012, en Asunción, Paraguay.

#### 4.2 Internship Programs at JSCA

##### ITEM N° 37/12

##### Pro Bono Internships

##### Objectives:

Enrich JSCA's work with the help of new approaches brought by interns; simultaneously seek to create ties with former pro bono interns to establish communications with local experts and institutions. The pro bono internship, aimed primarily at students or recently-graduated professionals, looks to provide them with an opportunity to understand and take part in the various areas in which JSCA works related to judicial reform in Latin America.

##### Countries or regions where it was developed:

JSCA headquarters, Santiago, Chile.

##### Funding source:

No funding required

##### Results achieved:

During 2012 JSCA worked with **13** pro bono interns from six countries (Canada, Chile, United States, Finland, France and Mexico).

Name	Country	Period	Responsibilities
<b>Inés Merle Des Isles</b>	France (Paris X University)	01/03/2012 to 06/29/2012	Conducted research related to her Graduate Thesis.
<b>Camila Gual</b>	Chile (University of Santiago, Chile)	03/01/2012 to 05/31/2012	Collaboration in the Training Area and the preparation of an Inventory of Organizations in Latin America that work on issues related to JSCA's line of work.
<b>Eduardo Alcaino</b>	Chile (Universidad Diego Portales)	01/02/2012 to 04/30/2012	Investigation "Judicial Security in the Training of Ibero-American Judges." Collaboration in the structure and design of the Virtual Course on Pretrial Detention in Latin America. Labor Report.
<b>Megan Cutter</b>	United States (American University)		Collaboration in Virtual Library and in the Area of Investigation.
<b>Hanna Bryant</b>	United States (American University)		Collaboration in Virtual Library and in the Area of Investigation.



<b>Grace Paras</b>	United States (New York University)	06/11/2012 to 08/06/2012	Collaboration on projects in the Training Area and the Press and Diffusion Area.
<b>Michelle Pérez Bultin</b>	Canada (Queen`s University)	06/01/2012 to 08/30/2012	Collaboration in the Training and Research Area comparing Canada`s Civil System.
<b>Dave Wilkins</b>	United States (Georgetown)	06/28/2012 to 07/27/2012	Collaboration with the Management and Information Area, research on the Structure and Function of the U.S. Judiciary.
<b>Franklin Lee</b>	United States (Harvard College)	06/28/2012 to 07/19/2012	Collaboration in the Training Area. Conducted a survey of U.S. organizations dedicated to international cooperation and the promotion of democracy and human rights.
<b>Tamara Rogers</b>	Chile (Universidad Andrés Bello)	09/03/2012 to 11/30/2012	Collaboration in the Management and Information Area, Index of Accessibility to Judicial Information.
<b>Saara Cecilia Ingstrom</b>	Finland (University of Turku)	08/14/2012 to 11/30/2012	Participate in work in the non-criminal area, specifically support for research concerning the functioning of enforcement procedures in Europe, with the goal of obtaining relevant inputs in the field that facilitate efforts to compare those experiences with those in Latin American systems.
<b>Manuel Arcos Sandoval</b>	Chile (Universidad Diego Portales)	10/08/2012 to 01/08/2013	Collaboration in the Management and Information Area, Index of Accessibility to Judicial Information.
<b>Gissel Palafox Salgado</b>	Mexico (Universidad Diego Portales – Chile)	10/08/2012 to 01/08/2013	Collaboration in the Management and Information Area, Index of Accessibility to Judicial Information.

**Impacts or results achieved:**

The interns gave valuable contributions to the completion of each of the aforementioned studies. Upon completing their internships, each intern completed an evaluation survey concerning their experience and this year the results show a 100% satisfaction rate concerning the work experience.



#### 4.3. Summary of other courses and workshops offered by JSCA

**Table 1**  
**SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA**

N°	Name of Activity	Date	Country of Activity	No. of Attendees	Brief Description of the Activity
1	Workshop on Criminal Procedure Reform and Pretrial Detention	January 09-11, 2012	La Paz, Bolivia	28	Workshop held with representatives of various organizations linked to the criminal justice and prison systems, including both institutions and civil society representatives, with the goal of discussing pretrial detention.
2	Basic Training on the Accusatorial Criminal System	April 2-6, 2012	Panama City, Panama	50	Course for law students regarding the changes that the application of a new criminal procedure bring for the Panamanian Justice system. This activity was developed within the Catholic University Santa María La Antigua. In addition participants paid a visit to witness the implementation of the system in Veraguas.
3	Introduction to Monitoring Instruments for Criminal Procedure Reform	April 16-17, 2012	Panama City, Panama	32	The activity was held in conjunction with the Faculty of Law and Political Sciences at the Catholic University Santa María La Antigua. It was aimed at participants from the Cocle and Veraguas judicial districts in order to support the process of monitoring implementation of the reforms in Panama.
4	Training Program for Professors at National University of the Northeast	May to September, 2012	Corrientes, Argentina	15	Series of two-day training courses in six parts, each aimed at teachers at the National University of the Northeast for training on Criminal Procedure Reform and Litigation.



5	Initial Argentinian Training Course Program for Criminal Procedure Reform	May 7-10, 2012	Puerto Madryn, Chubut Province, Argentina	54	Integral classroom course to replicate at the local Argentinian level the Inter-American Program
6	Initial Peruvian Training Course Program for the Implementation of Criminal Procedure Reform	June 11-14, 2012	Lima, Peru	37	Integral classroom course to replicate at the local Peruvian level the Inter-American Program
7	Training the Trainers Course on Oral Litigation	August 22-24, 2012	Buenos Aires, Argentina	46	Training course for trainers aimed at members of JSCA's Alumni Network in Argentina as an opportunity to improve teaching techniques.
8	Course: "Training Program in Litigation and Criminal Procedure Reform"	October 1-3	Porto Alegre, Brazil	22	Training course on litigation and criminal procedure reform held in conjunction with the Brazilian Institute of Criminal Procedure Law and the High Judicial Academy.
9	Symposium: Challenges for the investigation and prosecution of complex crimes	October 9	Santiago, Chile	22	Activity aimed at academics and people with professional ties to the justice system. Organized at Universidad Diego Portales.



10	Workshop: “Litigation in Pretrial Hearings”	October 22-26	Mexico City, Mexico	50	Course aimed at Judges and magistrates of the High Court of Justice in the Federal District, TSJDF.
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#### 4.4 Participation in conferences, seminars and similar events

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

<b>Activity</b>	<b>JSCA’s role in the activity</b>	<b>Country</b>	<b>Date</b>
<b>Lecture on systems for enforcing sentences in France</b>	Organized by the UDP law faculty. Participating: Inés Merle, investigative intern at JSCA.	Santiago, Chile	23 March
<b>Meeting of Article XIX</b>	Presentation of the results of the application of the 7th version of the Index of Accessibility to Judicial Information on the Internet (IAcc). Participating: Ricardo Lillo, JSCA’s Management and Information Area Coordinator.	Lima, Peru	10 and 11 April
<b>“Forum on Secularism, democracy and judicial independence”</b>	Organized by IIDH, Fundación Ferrer Guardia, and the Masters Program in Constitutional Justice at the University of Costa Rica. Participating: Carolina Villadiego, coordinator for JSCA research, serving as moderator.	San José, Costa Rica	18 April
<b>3<sup>rd</sup> International Seminar of Chile’s Council for Transparency entitled “Impact of the Right of Access to Information in Citizen Participation”</b>	Presentation of the results of the application of the 7th version of the Index of Accessibility to Judicial Information on the Internet (IAcc). Participating: Ricardo Lillo, JSCA’s Management and Information Area Coordinator.	Santiago, Chile	13 April
<b>Workshop on issues related to civil matter reforms in Latin America</b>	Activity organized and convened by GIZ in order to discuss a two-year work proposal which JSCA is designing to work together with GIZ. The partnership seeks to establish a regional dialogue to consolidate the community concerning this theme.	Santiago, Chile	26 and 27 April
<b>Twelfth Argentinian Meeting of Criminal Law Professors Second Argentinian Conference on Criminal Law</b>	Participating: Cristián Riego, Executive Director at JSCA, with a presentation as part of the Panel: Legal Education: Oral Doctrine and Litigation.”	Tucuman, Argentina	28 June
<b>Commemorating 18 years of the CPP’s impact in Guatemala</b>	Activity organized by the Public Prosecutor’s Office of Guatemala. Participating: Cristián	Guatemala City,	21 and 22 August



	Riego, Executive Director of JSCA, discussing the results of the evaluation of the report conducted by JSCA.	Guatemala	
<b>Seminar: “Information Production and Management in Public Security”</b>	Activity as part of the IV International Fair on Public Safety and Management, FISEG 2012.” Participating: Natalie Reyes, investigative attorney at JSCA, discussing Pretrial Services.	Santiago, Chile	3 September
<b>Group Discussion and Analysis of Evidentiary issues in the context of Reformed Judicial Systems</b>	Activity convened by the Program in Procedural and Litigation Reforms (PRPL) at the Faculty of Law at Universidad Diego Portales and by the Area of Legal Sciences at Universidad Alberto Hurtado.	Santiago, Chile	25 September
<b>3<sup>rd</sup> Congress of Fundamental Rights and Criminal Law</b>	Organized by the Institute of Comparative Studies in Criminal and Social Sciences (INECIP). Participating: Cristián Riego, Executive Director of JSCA.	Córdoba, Argentina	11 and 12 October
<b>Presentation of Publication: “A critical path: from violence to a state of limbo, women survivors of violence in Morelos, Nuevo Leon and Oaxaca”</b>	Organized by the NGO “Equis: Justice for Women” with support from JSCA. Participating: Lidia Casas, guest expert representing JSCA.	Mexico City, Mexico	17 October
<b>5<sup>th</sup> Seminar of the Justice in Numbers Report</b>	Organized by Brazil’s National Council of Justice. Participating: Ricardo Lillo, JSCA’s Management and Information Area Coordinator.	Brasilia, Brazil	29 and 30 October
<b>National Congress of the Judicial Bench</b>	Organized by the Supreme Court of Paraguay Participating: Ricardo Lillo, JSCA’s Management and Information Area Coordinator.	Asunción, Paraguay	9 and 10 November
<b>International Seminar: “Alternative Dispute Resolution and small claims systems”</b>	Organized by Universidad Mayor. Participating: Cristián Riego, Executive Director of JSCA, in a Panel Discussion: “Alternative Dispute Resolution: Projections and operational capacity in national legislation.”	Santiago, Chile	16 November





#### 4.4 JSCA’s Virtual Information Center and Virtual Library

<b>ITEM N° 38/12</b>
<b>JSCA’s Website</b>
<p><b>Objectives:</b>  The Website is the primary platform of the institution for delivering information and creating opportunities for interaction among the community of people and institutions that are interested in topics of judicial reform at the regional level. The aim is to continue improving and expanding the services provided to users of the website throughout the year. These include: the virtual library; a calendar of events; information on JSCA projects and publications; registration for courses; and access to virtual courses through the CEJACAMPUS.</p>
<p><b>Funding source:</b> JSCA</p>
<p><b>Impacts or results achieved:</b>  The total number of visitors to the site for 2012 is 437,175 (as of October 2012).  Concerning products or virtual platforms, JSCA developed websites for the Index on Accessibility to Judicial Information on the Internet (IAcc), the X Seminar on Judicial Management, and the International Seminar on the New Justice Dialogue.  The first CEJAWEBINAR took place, entitled “Oral proceedings and hearings in non-criminal judicial proceedings.” The Webinar had an impact through transmitting to 145 people. It is now online on Livestream and YouTube, bringing in an additional 462 visitors to date.  This year the Web hosting was changed to the company Sociable, and the website was updated following the Joomla platform.</p>
<b>ITEM N° 39/12</b>
<b>JSCA Virtual Library</b>
<p><b>Objectives:</b>  Provide information on reform processes and the modernization of justice systems at the global and regional levels to the interested community in the Americas, and to provide a vehicle for dissemination and exchange. Specifically, collect, integrate, and disseminate information of interest, such as international and national laws, global, regional and local studies, articles, etc., all of which are available through the institution’s website.</p>
<p><b>Funding source:</b> CEJA</p>
<p><b>Results achieved:</b>  During 2012 we continued to enter more documents into the library and make them available to users.</p>
<p><b>Impacts or results achieved:</b>  Throughout the year JSCA’s Virtual Library received 262,790 searches (as of October), for various documents related to justice in the Americas.  The total number of documents in the Virtual Library currently stands at 7,160.</p>



#### 4.5 Regular and Special Publications

<b>ITEM N° 40/12</b>
<b>Nexus Newsletter</b>
<b>Objectives:</b> The Nexus Newsletter is our quintessential communicational tool with our external audience. Its objective is to provide a summary of news concerning the process of reform and modernization of the justice systems in countries throughout the Americas, to discuss relevant events, and to provide information about JSCA's services to the people and institutions involved or interested in these topics.
<b>Funding source:</b> JSCA
<b>Results achieved:</b> Twelve new editions were elaborated (January-December) in keeping with the format JSCA uses in its website design. Each issue was translated entirely into English. <a href="http://www.cejamericas.org">www.cejamericas.org</a>
<b>Impacts or results achieved:</b> The number of subscribers to the newsletter to date is 12,157 people, of which 9,709 are in Spanish and 2,448 are in English.

<b>ITEM N° 41/12</b>														
<b>Social Networks</b>														
<b>Objectives:</b> Serve as a pathway for the exchange of ideas and experiences developed concerning judicial reform processes in the region and to generate a larger impact among new Internet users.														
<b>Funding source:</b> JSCA														
<b>Results achieved:</b> During the first half of 2010 JSCA's Facebook account was developed that allows spreading the news of the institution and to share industry news. After two years the platform has about 8,400 enrolled members consisting of friends, subscribers and followers. The platform is updated daily in two versions: the profile page for "Cejamericas Ceja" and the page entitled "Centro de Estudios de Justicia de las Americas." During June of this year JSCA also began operating a Twitter account that permits the institution to disseminate brief news updates. There are currently 356 subscribers. In the case of Scribd we currently have 150 followers. Finally, in the second semester a new broadcasting platform was developed entitled "JSCA and the Judicial present" that uses the podcaster to generate interview programs via the Internet. To date we have developed 42 chapters with a total of 3,202 audio downloads. The details of the recordings can be listened to and/or downloaded from the Web site: <a href="http://www.podcaster.cl/category/gobierno-y-ongs/ceja-y-la-actualidad-judicial/">http://www.podcaster.cl/category/gobierno-y-ongs/ceja-y-la-actualidad-judicial/</a>														
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	Judiciary Association
June 6, 2012	Carolina Villadiego with Miguel La Rota and Carolina Bernal, researchers at DEJUSTICIA
May 23, 2012	Natalie Reyes with John Clark, Senior Project Associate at the Pretrial Justice Institute (PJI) in Washington, D.C.
April 25, 2012	Ariel García Bordón with Fátima Gutierrez, of the Office of Oral Hearings Management in the Province of Formosa (Argentina)
March 12, 2012	Carolina Villadiego with Ludmila Ribeiro, professor at the Federal University of Minas Gerais (Brazil)
February 7, 2012	Carolina Villadiego with Gloria María Borrero, Director of the Judicial Excellence Corporation (Colombia)
January 6, 2012	Erick Ríos with Gonzalo Sansó, Director of the Victims and Witnesses Assistance Office of the Public Prosecutor of the Autonomous City of Buenos Aires.



## 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\$1,268,487. This amount is 3.86% lower than 2011. The table below presents a list of the monies that have come in by type of source:

**TABLE NO. 1**  
**2012 Income by Source**

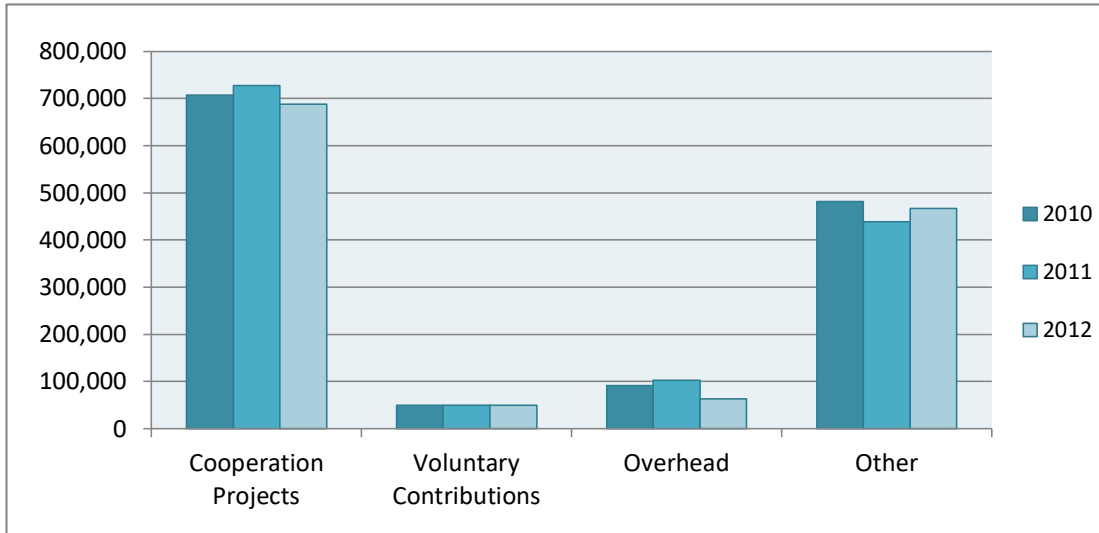
SOURCE	COOPERATION PROJECTS	VOLUNTARY CONTRIBUTIONS	OVERHEAD	OTHER	TOTAL	%
CIDA	473,620		56,834	1,591	532,046	42%
Chilean Government		50,000			50,000	4%
GIZ*	158,670				158,670	13%
IDRC	55,804		6,696		62,500	5%
MSI				47,920	47,920	4%
EUROSOCIAL				10,000	10,000	1%
USAID Colombia				20,600	20,600	2%
Technical Assistance/Ecuador				250,000	250,000	20%
Fees from Courses and Seminars				133,904	133,904	11%
Interest Earned				2,847	2,847	0%
<b>TOTAL</b>	<b>688,094</b>	<b>50,000</b>	<b>63,531</b>	<b>466,862</b>	<b>1,268,487</b>	<b>100%</b>
%	54%	4%	5%	37%	100%	

Income from cooperation projects came mainly from CIDA and GIZ. There was an increase in the amount of income generated through the provision of technical assistance compared to last year due to the consultancy services that were offered in Ecuador.

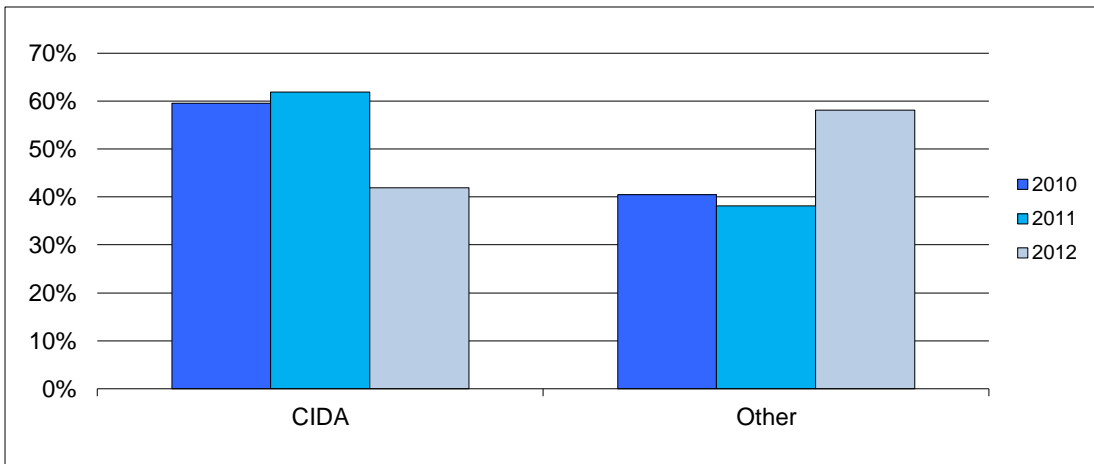
The figures below present the share of income for 2010, 2011 and 2012 that was contributed by each source or type of source.



**FIGURE NO. 1  
COMPARISON BY SOURCE 2010-2011-2012**



**FIGURE NO. 2  
COMPARISON BY SOURCE 2010 – 2011 - 2012**



## 2.2 EXPENDITURES

Total projected spending for 2012 totals US\$1,245,034. This amount is 4.27% lower than last year. Table No. 2 provides more information about spending from this year.

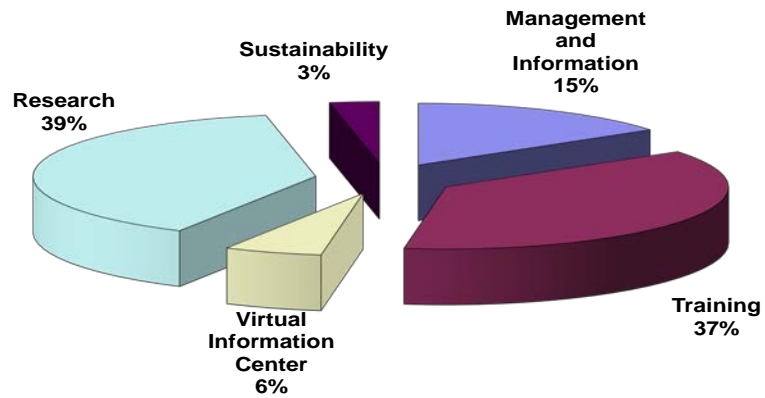
**TABLE NO. 2  
2012 Expenditures**

<b>I. ACTIVITIES</b>	
1. Research	254,489
2. Training and Dissemination	231,469



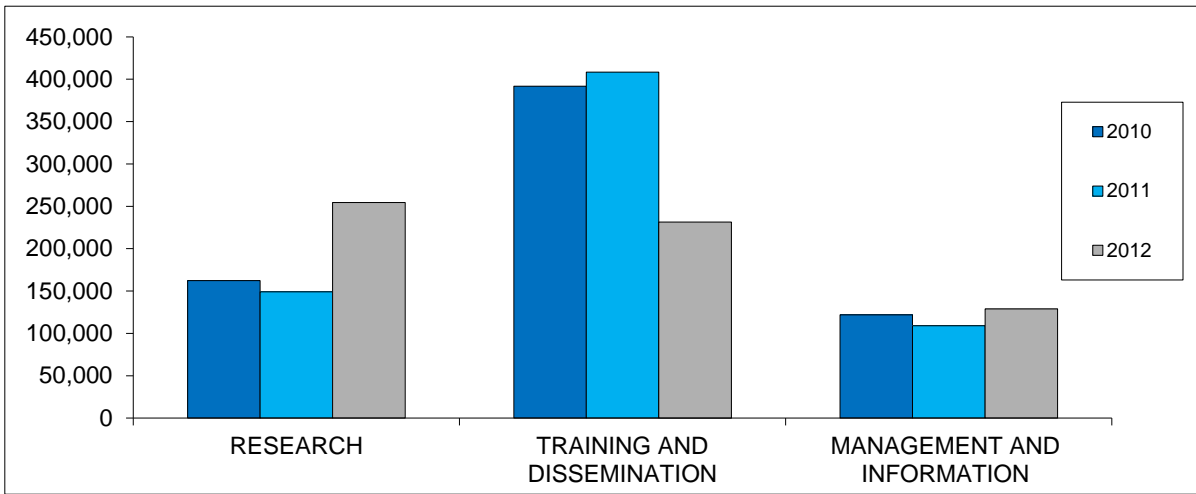
3. Management and Information	128,943
<b>Subtotal</b>	<b>614,901</b>
<b>II. OPERATING COSTS</b>	
1. Salaries	507,607
2. Operating Costs	91,526
3. Travel and Conference Participation	5,000
4. Board Meetings	12,000
5. Audits	14,000
<b>Subtotal</b>	<b>630,133</b>
<b>III. TOTAL</b>	<b>1,245,034</b>

**Figure No. 3  
SPENDING ON ACTIVITIES 2012**



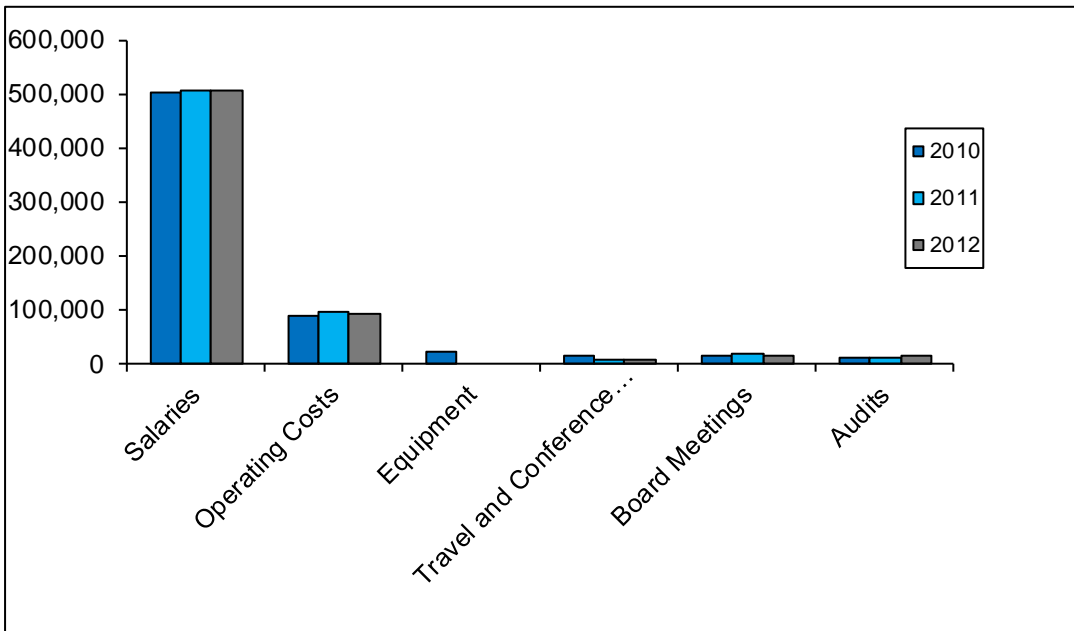


**Figure No. 4**  
**COMPARISON OF SPENDING ON ACTIVITIES 2010-2011-2012**



In 2012, spending on activities was mainly focused on Research and Training. There was a 7.7% decrease in this category compared to the previous year.

**FIGURE NO. 5**  
**COMPARISON OF OPERATING COSTS FOR 2010-2011-2012**



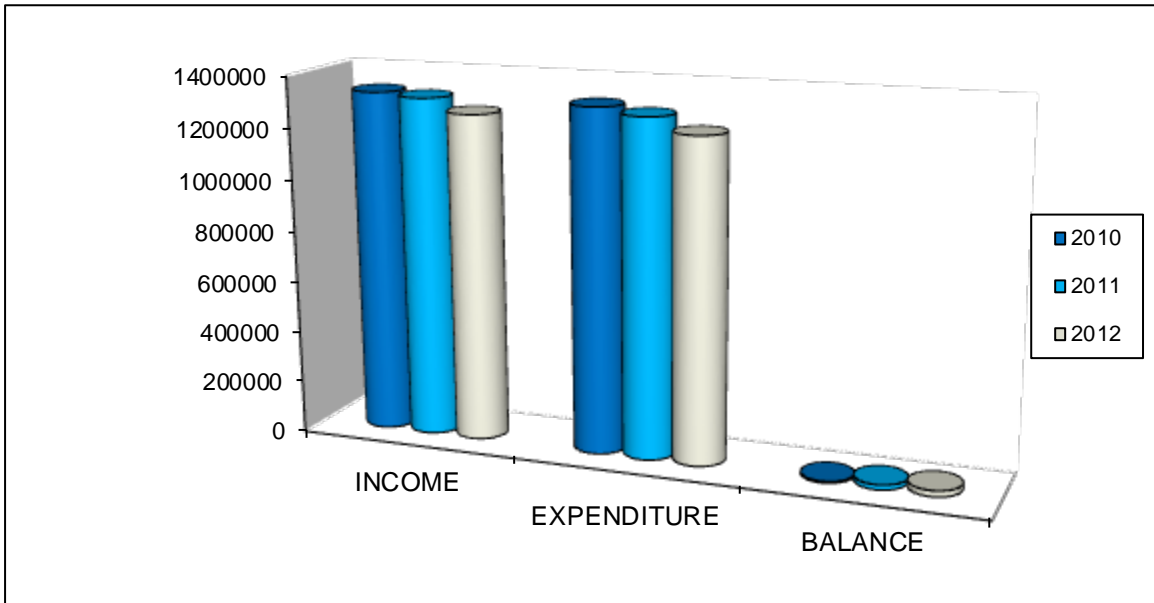
Operating costs remained stable compared to last year.

### III. BALANCE

Overall, the income projected for 2012 (US\$1,268,487) will exceed expenditures (US\$1,245,034), generating a surplus of US\$23,453.

The figure below presents a comparison of these numbers and those from previous years.

**FIGURE NO. 6  
COMPARISON OF BALANCES FOR 2010 -2011-2012**



## II. INSTITUTIONAL SUSTAINABILITY

### 2. Financial Report

#### 2.1. Income

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Technical Assistance/Ecuador				250,000	250,000	20%
Fees from Courses and Seminars				133,904	133,904	11%



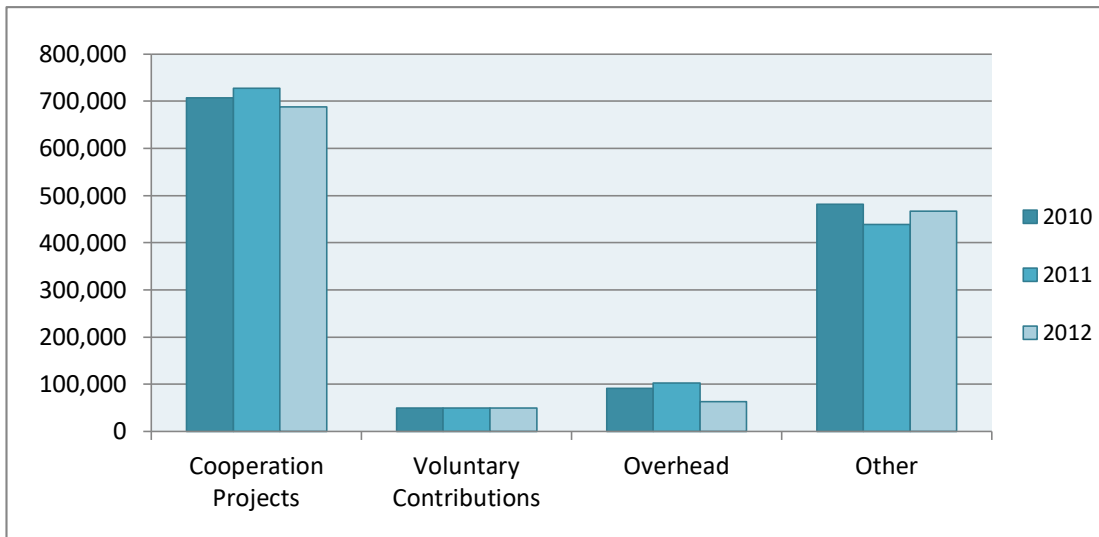


Interest Earned				2,847	2,847	0%
<b>TOTAL</b>	<b>688,094</b>	<b>50,000</b>	<b>63,531</b>	<b>466,862</b>	<b>1,268,487</b>	<b>100%</b>
%	54%	4%	5%	37%	100%	

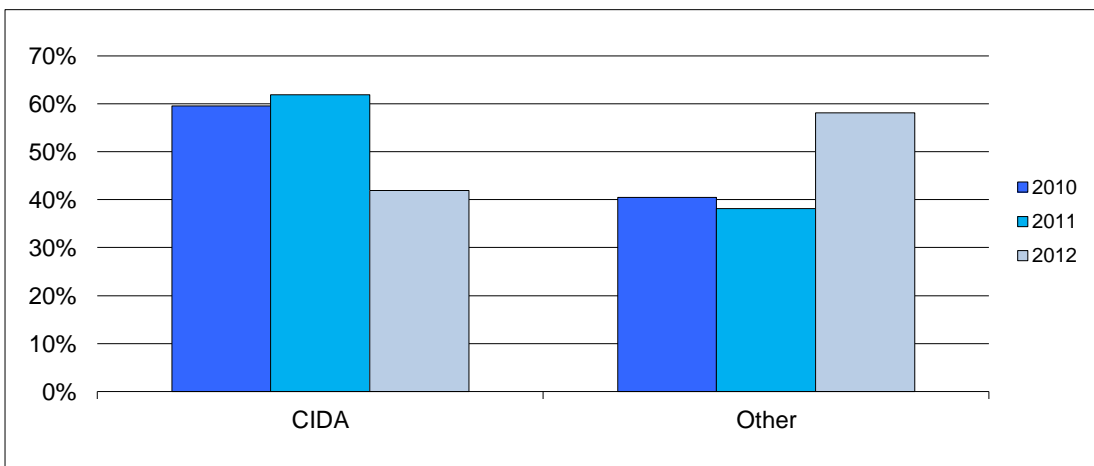
Income from cooperation projects came mainly from CIDA and GIZ. There was an increase in the amount of income generated through the provision of technical assistance compared to last year due to the consultancy services that were offered in Ecuador.

The figures below present the share of income for 2010, 2011 and 2012 that was contributed by each source or type of source.

**FIGURE NO. 1  
COMPARISON BY SOURCE 2010-2011-2012**



**FIGURE NO. 2  
COMPARISON BY SOURCE 2010 – 2011 - 2012**





## 2.2 EXPENDITURES

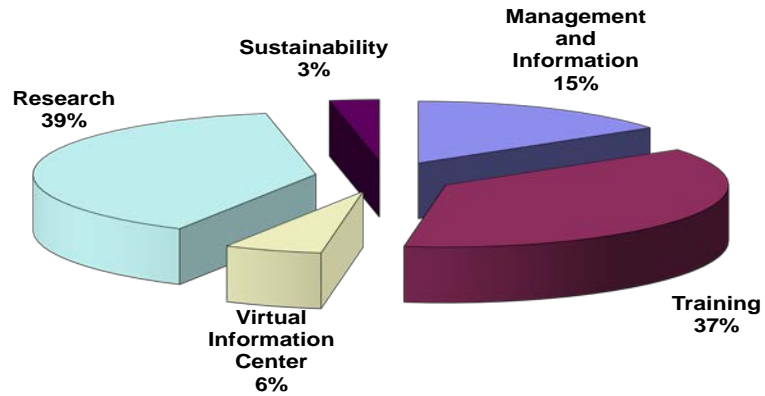
Total projected spending for 2012 totals US\$1,245,034. This amount is 4.27% lower than last year. Table No. 2 provides more information about spending from this year.

**TABLE NO. 2**  
**2012 Expenditures**

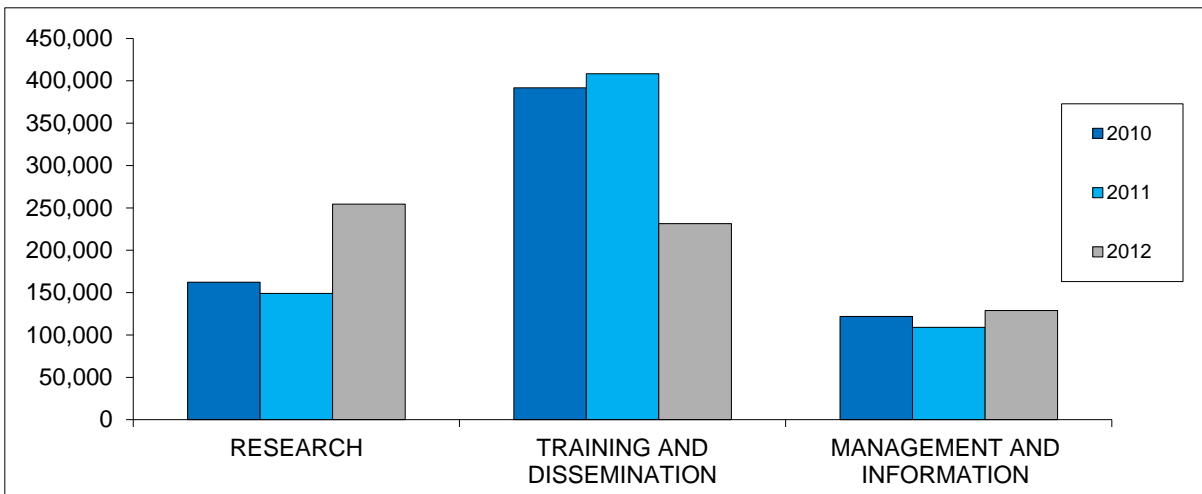
<b>I. ACTIVITIES</b>	
1. Research	254,489
2. Training and Dissemination	231,469
3. Management and Information	128,943
<b>Subtotal</b>	<b>614,901</b>
<b>II. OPERATING COSTS</b>	
1. Salaries	507,607
2. Operating Costs	91,526
3. Travel and Conference Participation	5,000
4. Board Meetings	12,000
5. Audits	14,000
<b>Subtotal</b>	<b>630,133</b>
<b>III. TOTAL</b>	<b>1,245,034</b>



**Figure No. 3**  
**SPENDING ON ACTIVITIES 2012**



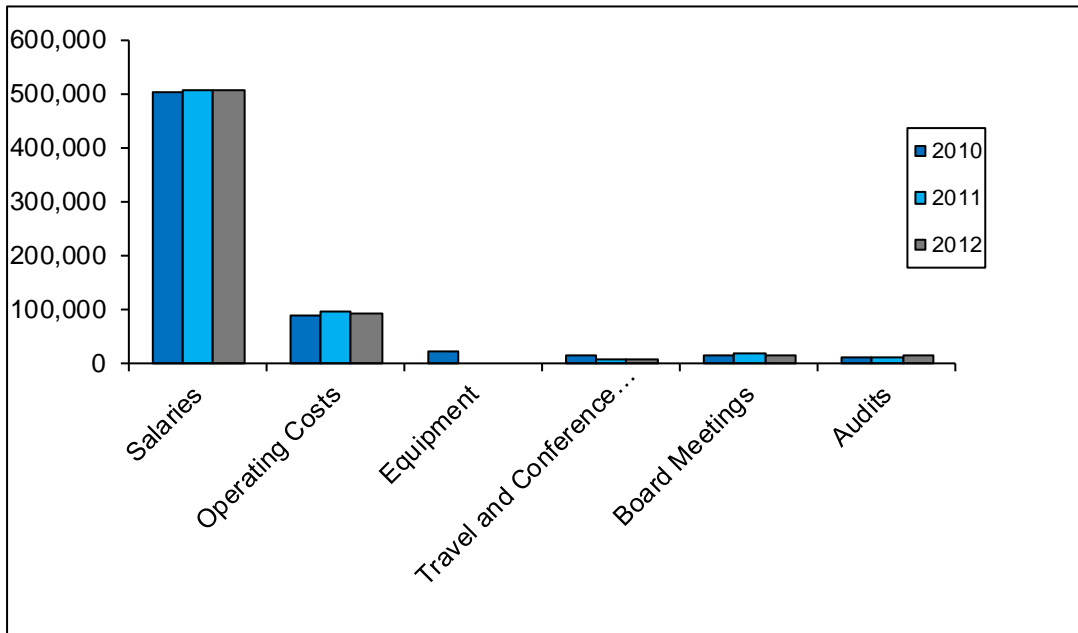
**Figure No. 4**  
**COMPARISON OF SPENDING ON ACTIVITIES 2010-2011-2012**



In 2012, spending on activities was mainly focused on Research and Training. There was a 7.7% decrease in this category compared to the previous year.



**FIGURE NO. 5  
COMPARISON OF OPERATING COSTS FOR 2010-2011-2012**



Operating costs remained stable compared to last year.

### **III. BALANCE**

Overall, the income projected for 2012 (US\$1,268,487) will exceed expenditures (US\$1,245,034), generating a surplus of US\$23,453.

The figure below presents a comparison of these numbers and those from previous years.



**FIGURE NO. 6**  
**COMPARISON OF BALANCES FOR 2010 -2011-2012**

