



CENTRO DE ESTUDIOS DE JUSTICIA DE LAS AMÉRICAS
JUSTICE STUDIES CENTER OF THE AMERICAS
CEJA - JSCA

Informe Anual de Actividades 2003

Annual Report 2003



CENTRO DE ESTUDIOS DE JUSTICIA DE LAS AMÉRICAS
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Contents

- I. INTRODUCTION
- II. JSCA'S INSTITUTIONAL DEVELOPMENT
 - 1. Internal Organization
 - 2. Dissemination and Contacts
- III. ACTIVITIES AND RESULTS
 - 1. To generate and disseminate instruments that improve the information available on justice in the Americas.
 - 2. To strengthen cooperation and the exchange of experiences of key parties in the justice sector at regional level.
 - 3. To conduct in-depth studies of justice systems and encourage innovative contributions to the discussion of judicial reform.
- IV. FINANCIAL SITUATION

I. INTRODUCTION

The Justice Studies Center of the Americas (JSCA) is an autonomous, intergovernmental organization with technical and operational autonomy that was established by a resolution of the General Assembly of the Organization of American States (OAS) in compliance with the mandates contained in the Plan of Action of the Second Americas Summit and the recommendations adopted at the General Meeting of the Justice Ministers and Ministers or Attorney Generals of the Americas (REMJA).

JSCA is governed by its Regulations and by a Statute that was approved through resolution AG/RES. 1 (XXVI-E/99) of the OAS General Assembly. Its activities are developed in accordance with the directives contained in the REMJA conclusions and recommendations, the pertinent mandates established at the Americas Summits, and the resolutions of the OAS General Assembly. The Center's organic structure is mainly composed of the Board of Directors, Executive Directors, and advisory groups established in accordance with the Statute. The objectives of the JSCA are as follows:

1. To facilitate the training of human resources.
2. To facilitate the exchange of information and other forms of technical cooperation.
3. To facilitate support for reform processes and the modernization of justice systems throughout the region.

2003 was the third year of operation of the Justice Studies Center of the Americas, and has also been the year of JSCA's definitive installation in the region. During these first three years JSCA has undertaken important and ambitious projects in its three main lines of action, and has made the necessary steps to conclude the process of institutionally establishing itself in Chile. JSCA currently has an international and interdisciplinary staff, which is divided into three main areas and one support area, all of which are able to respond to internal and external working demands for

improving justice administration systems in the region.

Our proposed work plan for 2003 set out JSCA's general goals, which include "supporting the creation of a regional community committed to the values of the state of law, technically well-prepared to design and implement public policies in the area, and with close ties among its members, that allows for continuous networking to strengthen their actions and mutually benefit from the experiences gained."¹ The opportunity to present this report has allowed us to realize the full scope of the work that still awaits us, as well as the achievements that have been highly significant in this regard, as can be observed in the results presented below.

The present report provides a concise summary of the main activities carried out by JSCA, its board of directors, and its staff over the past year. To that end we have structured the report as we have in previous years. The first part describes the institutional organization and development, and the second part details activities carried out and results achieved in relation to our three main goals. The third and final section details the financial aspects of JSCA's administration throughout 2003.

¹ See "Work Plan 2003", p. 25.

II. JSCA's INSTITUTIONAL DEVELOPMENT

Since the February 17 of this year JSCA has been located in a new institutional headquarters on Avenida Holanda 2023, in the Providencia district of Santiago, so leaving behind the offices of the *Corporación de Promoción Universitaria –CPU*, which had been home to JSCA since its foundation. JSCA has maintained an excellent working relationship with the *Centro de Desarrollo Jurídico Judicial (CDJ)* and the *CPU*. The main reasons for the move were JSCA's newly acquired legal independence via its headquarters agreement with the Chilean government and the institution's physical need for more ample office space.

1. Internal Organization

a) Board of Directors and the OAS General Assembly

i. Board of Directors

The VIII meeting of JSCA's Board of Directors took place in Santiago, Chile on the 7 June 2003. In attendance were Douglass Cassel (President); Federico Callizo and George Thomson (Directors); Mrs. Loreto Ruz representing Soledad Alvear (Director); Juan Enrique Vargas (Executive Director); Francisco Cruz (Directive Board Secretary); Luciana Sánchez (Director of Programs); and Cristián Riego (Academic Director). Also attending the meeting in the role of observer was Ramón Brenna, Director of ARGENJUS, Argentina, an associate member organization of JSCA. Numerous issues were discussed during the meeting, among which were the Board's positive evaluation of activities implemented and in progress, with particular mention for those projects related to the Network of Civil Society Justice Organizations, the Statistics project in the English-speaking Caribbean, and Training for Criminal Justice Reforms in Latin America. In relation to this last, the Board welcomed the

formal start of this initiative via subscription of the respective instrument with the Canadian International Development Agency (CIDA); in the preamble to the General Assembly the renovation of the Executive Director's mandate, and a proposal to modify the statutes in relation to directorial vacancies, among others, also took place.

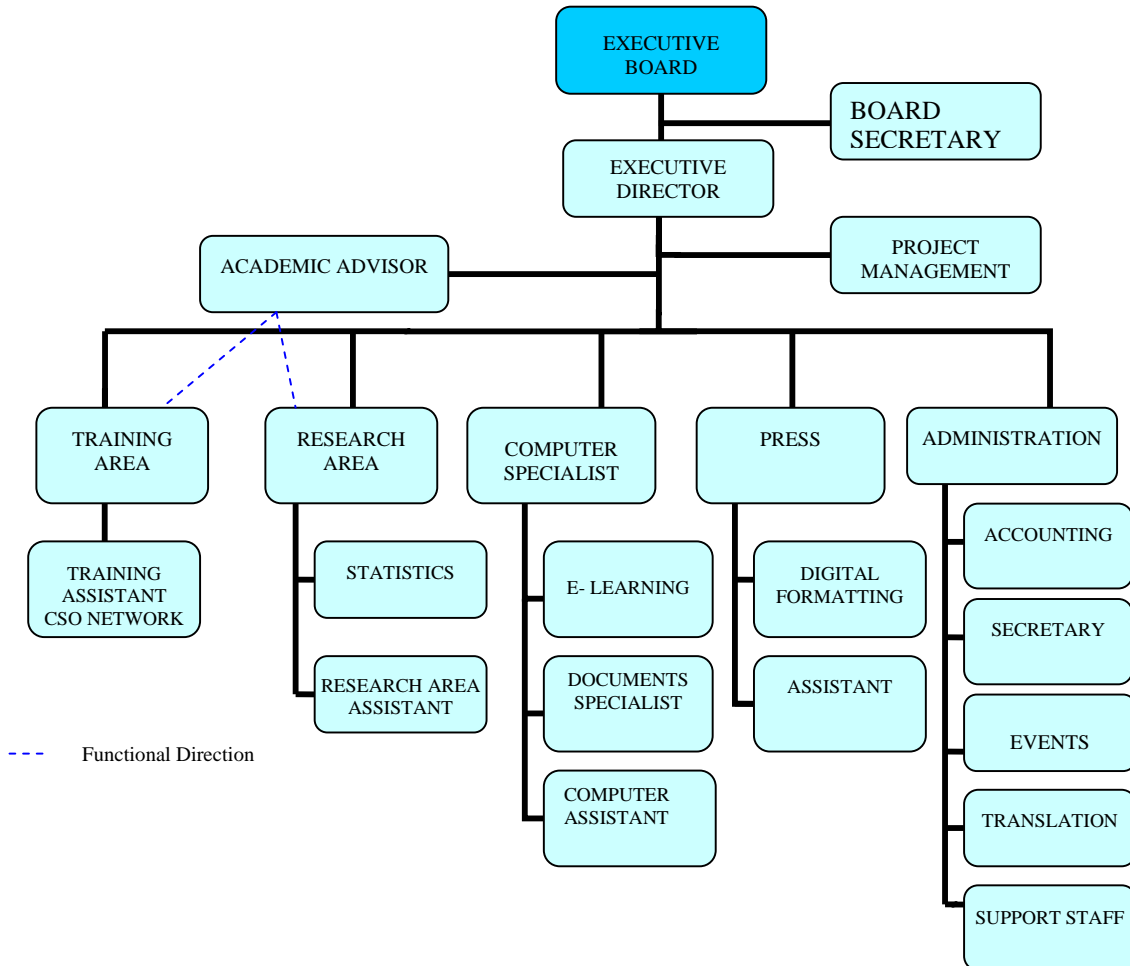
ii. General Assembly of the OAS:

The Inter-American Seminar on Justice and Democratic Governance was held June 4-6 in the Chilean capital Santiago. The event was held in the context of the XXXIII Ordinary Session of the General Assembly of the Organization of American States, and was organized jointly by the Ministry of Justice of Chile and JSCA. Ninety-six individuals from 18 countries in the America's region and two European countries took place in the seminar. Participants included OAS officials, representatives from OAS member states, Ministers of Justice or their envoys, representatives of international agencies, governments, civil society organizations linked to the justice sector, and international cooperation agencies. The seminar provided participants with the opportunity to analyze some of the key experiences with judicial reform in the region.

During the XXXIII Ordinary Session of the General Assembly of the Organization of American States, three members of the JSCA Board of Directors were elected, and took their posts on 1 January 2004. These were: Mr Douglass Cassel, from the United States, who was reelected; the Jamaican judge Mr. Lloyd Beresford Ellis; and Mr. Jaime Arellano, Chilean Under-Secretary of Justice. On this occasion the OAS General Assembly also made a special request per Resolution AG/RES. 1930 (XXXIII-0/03) that JSCA carry out a study on racism and racial discrimination in justice administration systems, a project that will be discussed in more detail in Section 3f of this report.

a) Professional Team

JSCA Organizational structure:



In 2003 changes and additions were made to their positions follows:
 JSCA personnel. A list of staff members and

Name	POST
Juan Enrique Vargas	Executive Director
Francisco Cruz	Directive Board Secretary
Luciana Sánchez	Director of programs and head of studies
Cristián Riego	Academic director
Mauricio Duce	Training coordinator
María Cecilia Torche	Administration
Ariel Aceval	Coordinator E-Learning
Alejandro Fica	Coordinator computing
Daniel Muñoz	Coordinator statistics project
Ximena Catalán	Head of press department
Katherine Goldman	Head of translation department
Marco Castillo	Library-Documentation
Ingrid Alvarez	Accounting
Gabriel Correa	Accountant
Seija Olave	Project assistant
Fernando Santelices	Executive Board and training assistant
Manuel González	Computing assistant
Pilar Avila	Executive secretary – Head of Events
Pamela Varela	Executive secretary
Maria José de Landea	Executive secretary – Receptionist
Soledad Soto	Secretary
Luis Huichaquelen	Secretary

2. Dissemination and Contacts

a) Agreements Signed in 2003.

In 2003, JSCA continued its policy of signing bilateral agreements with institutions in each member state's justice sector.

Table 1:
 JSCA Agreements Signed in 2003

COUNTRY	ORGANIZATION	DATE
MÉXICO	Tabasco State High Court of Justice	09/01/2003
DOMINICAN REPUBLIC	Commissioner for Reform and Judicial Modernization	24/02/2003
MÉXICO	University of Monterrey	13/03/2003
EASTERN CARIBBEAN	Supreme Court of the Eastern Caribbean	17/04/2003
BOLIVIA	Judiciary Institute of Bolivia	09/05/2003
BRAZIL	Federal Justice Council	05/05/2003
PARAGUAY	Catholic University	12/05/2003
ECUADOR	Guayaquil Chamber of Commerce Arbitration and Conciliation Centre	12/05/2003
ARGENTINA	National Public Defender's Office	01/10/2003

JSCA has signed a total of 38 agreements with justice sector institutions throughout the 34 countries belonging to the OAS since its inception.

b) Requests for Association

During 2003, JSCA received a formal request for Association on behalf of HIS, Haiti Solidarité International, a non-governmental organization in Haiti. The request was processed in accordance with the approved statutory regulations, and will be considered during the IX Meeting of the Board of Directors, held in Santiago, Chile in the JSCA Headquarters on 5 January 2004.

III. ACTIVITIES AND RESULTS

This section presents descriptions of the projects carried out by the institution over the

course of 2003, along with achieved results, goals and impact. It has been organized for clearer understanding of institutional strategy and achievements in three basic objectives: 1.) To generate and disseminate instruments that improve the information available on justice in the Americas; 2.) To strengthen cooperation and the exchange of experiences between the key elements of the justice sector at regional level, and 3.) to conduct in-depth studies of justice systems and encourage innovative contributions to the debate on judicial public policy.

Over the past year JSCA has worked in a variety of countries in the region, implementing research projects, congresses and seminars, among others. The following table lists the research projects carried out by JSCA by country, and the main results are described below.

Table 2:
Countries in Which JSCA Carried Out Research Projects or Training Activities During 2003

COUNTRY	ACTIVITY
Argentina	Follow-up Study of the Criminal Procedure Reform; Judicial Statistics; Access to Information; CSO Network; Jurisprudence of Children's Rights; Litigation in Oral Trials; Justice and Civil Society
Barbados	Research on Criminal Procedure
Belize	Judicial Statistics
Bolivia	Follow-up Study of the Criminal Procedure Reform; CSO network
Brazil	Racial Discrimination and Justice Administration; CSO network; Jurisprudence of Children's Rights; Seminar on Judicial Management
Eastern Caribbean	Judicial Statistics; Research on Criminal Procedure; Strengthening Public Defense
Colombia	Racial Discrimination and Justice Administration; Judicial Statistics; CSO network; Justice and Civil Society
Costa Rica	Judicial Statistics; Seminar on Judicial Management
Chile	Follow-up Study of the Criminal Procedure Reform; Gender and Criminal Procedure Reform; Judicial Statistics; Jurisprudence of Children's Rights; Access to Information; CSO network; Justice and Civil Society
Ecuador	Gender and Criminal Procedure Reform; Follow-up Study of the Criminal Procedure Reform; Training Judicial Operators; CSO network
El Salvador	Follow-up Study of the Criminal Procedure Reform; Judicial Statistics; CSO network
United States of North America	CSO network; Jurisprudence of Children's Rights; Access to Information
Guatemala	Gender and Criminal Procedure Reform; Follow-up Study of the Criminal Procedure Reform; Judicial

	Statistics; CSO network
Haiti	CSO network
Honduras	Gender and Criminal Procedure Reform; Follow-up Study of the Criminal Procedure Reform; Judicial Statistics
Jamaica	Research on Criminal Procedure Reform
Mexico	Training Judicial Operators; CSO network; Support for Criminal Procedure Reform
Nicaragua	Follow-up Study of the Criminal Procedure Reform
Panama	CSO network
Paraguay	CSO network
Peru	Training Judicial Operators; Access to Information; CSO network; Support for Criminal Procedure Reform; Justice and civil society
Dominican Republic	Racial discrimination and justice administration; CSO network; support for criminal procedural reform
Trinidad & Tobago	Research of criminal procedures
Uruguay	Jurisprudence of Children's Rights
Venezuela	CSO Network; Follow-up Study of the Criminal Procedure Reform

1. To generate and disseminate instruments that improve the information available on justice in the Americas

A central part of JSCA's strategy to improve the quality of judicial public policy is based on efficient judicial information systems, which are meant to produce opportune and high-quality data. To this end, JSCA's Virtual Information Center (VIC, see: www.cejamericas.org) has developed a variety of products and projects whose progress, results and impact are presented further on.

Another important objective for 2003 was to review the design of the institution's web site

(www.cejamericas.org), the activities undertaken by JSCA, and its products. In this sense, JSCA has made a major effort to offer the region's users a Website with quality information regarding the organization's operation, planning and activities, as well as the most important regional and local activities of justice sectors in the 34 active OAS member countries. We are also working to surpass the objectives that we have met thus far, as we believe that the best results can be obtained with a well-informed regional community which is maintained in a permanent state of contact.

a) Report on Judicial Systems in the Americas

Indicators of the Product's Impact	Result
That justice sector institutions in countries throughout the region adopt instruments that we have developed so as to improve their information systems.	One impact of this project has been the recent discussions in Chile in relation to increasing the judicial branch budget. The Costa Rican Supreme Court has also shown an interest in placing the full report on its own web site.
That the information that we have provided on the functioning of justice sectors is used to carry out in-depth research or for taking sectorial decisions.	The <i>Report</i> has attracted the interest of numerous institutions due to the fact that it has created and brought together improved information on justice sectors in countries such as Argentina, Mexico, Panama, and Peru.

Production on the *Report on Judicial Systems in the Americas* began in 2002, and the first edition was published in Spanish in CD-Rom and printed formats, and on the institution's Website in both English and Spanish in September 2003.

- During 2003 the report has also been taken up by various media throughout the region, including the *El Universal* newspaper in Mexico, on the 24 of September; the *Valor Económico* newspaper in Brazil, on 25 of November; and the *El País* newspaper in Uruguay, on the 12 of October.

Dissemination and impact:

- The report has been widely disseminated on our Website, www.cejamericas.org, and through its digital and printed versions. It has also been presented at numerous events in Argentina, Bolivia, Brazil, Costa Rica, Chile, Ecuador, Honduras, Mexico, and the Dominican Republic.
- To date, the report has generated a broad debate at the events at which it has been presented. Specific discussions of aspects of the Report were held at the meeting of the JSCA Board of Directors and in the annual meeting of the editorial committee of the *Sistemas Judiciales* journal, which are described in more detail later in this report.

In total the report was distributed to approximately 200 persons (mostly justice institution authorities) during numerous events.

b) To disseminate available information on justice systems and their activities in the region, making full use of new technologies.

One of JSCA's goals is to serve as a permanent and active channel for generating, copying, and disseminating basic information, legislation, and statistics on the functioning of judicial systems in each one of the region's countries in a simple, low-cost format. To this end full use will be made of the many advantages provided by digital communication technology. With this aim, JSCA has implemented the following services:

(i) Virtual Information Center (VIC)

New Website

Indicator of Impact	Result
A sustained increase in the number of persons who visit our Website and of institutions who set up links with it.	During 2003 there was a sustained increase in the number of visitors to the Website and the number of pages viewed. 104,701 visits were registered with an average of 287 sessions per day, an 11% increase over the previous year. Institutions that have quoted or linked up to our events, news and publications, include: World Bank Development Gateway; INECIP, Redinter, Projusticia, and the Argentinean and Alertanet Integrated Judicial Reform Program.
A sustained increase in the number of persons who rate the virtual products and publications provided by JSCA as useful or very useful.	In the on-line survey carried out on September 3, one of the questions was: "how do you evaluate the content of the JSCA Website?" 34% of respondents stated that the site was very good, and 47% answered saying it was good.

JSCA launched its new Website, which included more information, better search engines, and a new design and navigation system, at the beginning of 2003. The site is operated using a series of related data bases, which allowed the organization to improve its performance. JSCA's new Website is a key tool for fulfilling the institution's goals of providing an instrument for exchange and communication among justice sector players.

The following are some of the achievements made by our Website during the year:

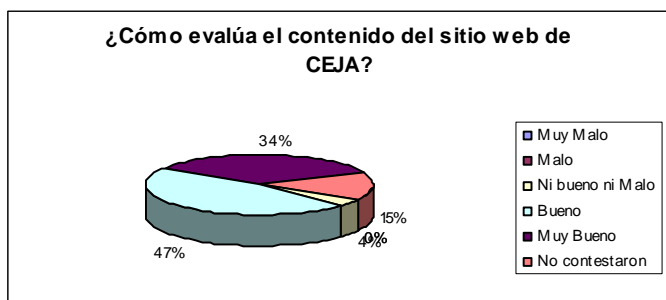
- **Research page:** From November 2003 onwards a new site has been available related to research carried out by JSCA, including information on tools, documents, legislation, and other materials related to such research.
- **Training page:** Created in order to disseminate information about programs and services of JSCA's training area, this site includes information on courses, workshops, internships, virtual forums, etc. The forum module combines an e-list system for enabling e-mail debates with open subscription; there is also a monitored chat mechanism for regional experts dealing with issues under debate.
- **Red OSC Page:** This site offers information on meetings taking place, as well as documents, legislation, information bulletins, and links to related working issues of the different civil society organizations that form part of this network.
- Previous and current editions of the **NEXUS Newsletter**, whose monthly publication offers summary of news related to justice system reform and modernization processes throughout the Americas, highlighting events and providing information of services to

individuals and institutions involved or interested in such issues.

- **The *Sistemas Judiciales* journal page:** A special page for the *Sistemas Judiciales* journal, offering access to published journals and on-line downloading of articles and other important materials.
- **Events page:** with information on organized events, supported and sponsored by JSCA and/or its associated members, and others of interest to the regional community working in justice issues. On-line registrations can be made and results of specific events are reviewed.
- **Judicial data base on Children's and Adolescent's Rights:** JSCA, the Diego Portales University, and UNICEF have joined forces in order to provide updated jurisprudence in the area of children's rights, which is at present seriously lacking throughout the region. The goal is to highlight jurisprudence referring to this area in Chile, Argentina, Uruguay, and Brazil. Products of this page include a web page containing sentences, laws, and legal norms. Towards the end of 2003 the necessary information was processed and the web page was designed, to be launched in January 2004. This page will be housed on the Diego Portales University Website, with links to JSCA and UNICEF.

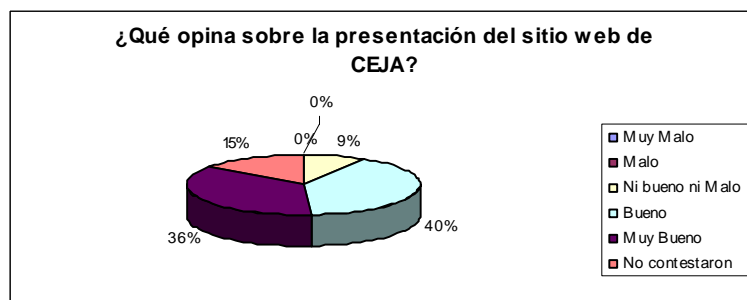
Survey

The results of an informal survey of Website users, which are presented below, were published in September 2003:



**How do you assess the JSCA Website?
presentation?**
Very Bad / Bad / Not bad or good/
Good / Very Good / No answer

- The online survey revealed that 38% of users had visited the CSO network web page, of which 34% believed the contents to be of “good” quality.
- In the same survey, 74% of users stated that they had visited the events page



**What do you think of the Website's
Very bad / bad / Not bad or good/
Good / Very Good / No answer**

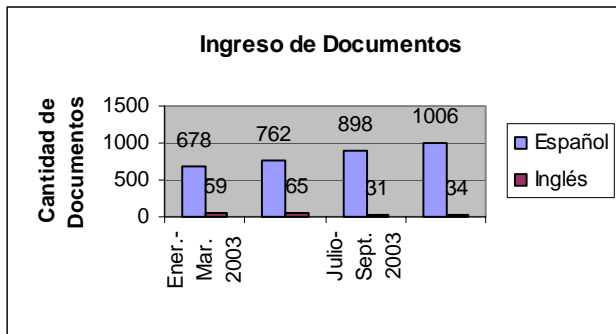
and of these, 42% classified it as being “good,” with 28% saying it was “very good” in terms of usefulness. Also, 40% considered the page to be “good” and 28% “very good” in terms of content.

Virtual Library

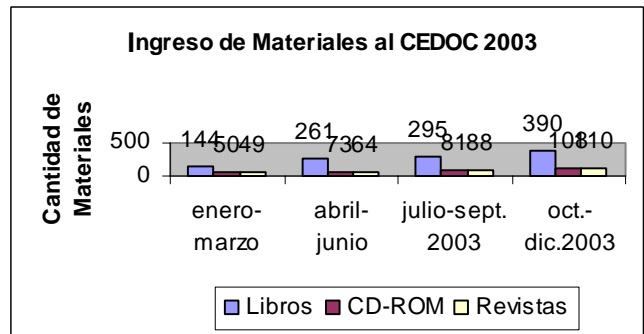
Indicator of Impact	Result
A sustained increase in the number of people who perceive JSCA virtual products and publications as useful or very useful	In the on-line survey, 53% of users had consulted the virtual library, making it one of JSCA's most visited sites.

JSCA has set up a virtual library with on-line documents, legislation, summaries, and bibliographic references, as well as a search engine for on-line inquiries about texts held in the data base. At the end of December 2003, the library registered a total of 680 research documents, reports, and papers; 360 legislative documents; and 220 book summaries. A

bibliographic search mechanism will soon be incorporated for materials placed within JSCA's Documentation Center (CEDOC). At the end of December 2003, CEDOC included 608 volumes (390 books, 180 CD-ROMs and 110 journals).



Registration of Documents by Quantity
(The blue bars refer to Spanish-language documents, the purple to English-language documents.)



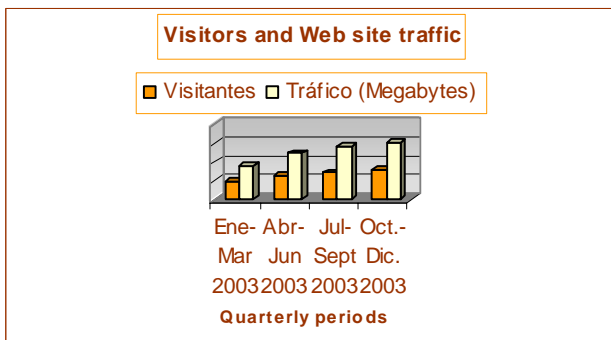
CEDOC Documents in 2003
(The blue bars are for books, the purple for CD-ROMS, and the white for journals.)

Visitor Flow

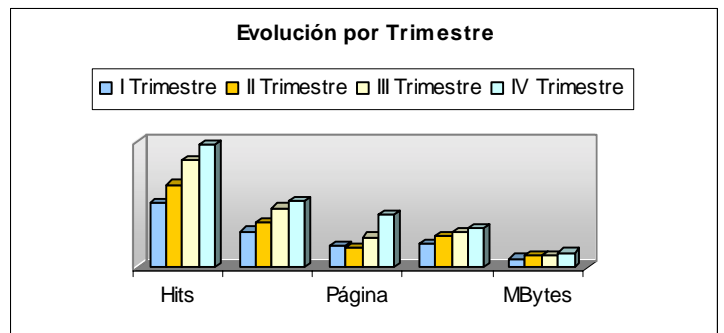
During 2003 the JSCA Website registered a total of **104,701** external visitors, with an average of 287 user sessions per day. This data allows us to highlight:

- That during the year, 994,054 pages were visited, with an average of 2,124 pages visited daily by external users.

- The most visited areas on the site for the year in question were: events; training and legislation, and the Nexus newsletter. The sections of the site that received most visits were the Virtual Library (especially for document inquiries and legislative texts), and JSCA research reports.



Hits, page, megabytes



Development per quarter

(ii) Press coverage

The JSCA press department communicates with the local (Chilean) and international press around the region by issuing of press releases

during and after each JSCA or JSCA-sponsored event. It also carries out follow-up work, contacting journalists regarding the activity that inspired the original statement. In relation to external contacts, JSCA has a database of

around 4400 persons who receive press releases on the latest happenings and events. In the case of local events (carried out in Chile), we are well supported by the local press; each of the activities carried out the country has been well received by the media. For the year in question we would like to highlight the following:

- *InterAmerican Seminar on Justice and Democratic Governance*, held June 4-6 2003 during the XXXIII Ordinary Session of the General Assembly of the OAS, was very well covered by representatives of the Chilean and international media. Prior to the seminar, the event was publicized on various Websites belonging to different organizations and media agencies in the region.
- The Colombian Prosecutor General sent a letter to JSCA dated 4 August 2003, expressing gratitude for the institution's collaboration in the

drafting commission of the new adversarial criminal procedural code, stating that it was hoped that the country could continue counting on JSCA's support in this "important challenge to endow the country with a justice system that is modern, responsive, efficient and respectful of unions and victims."

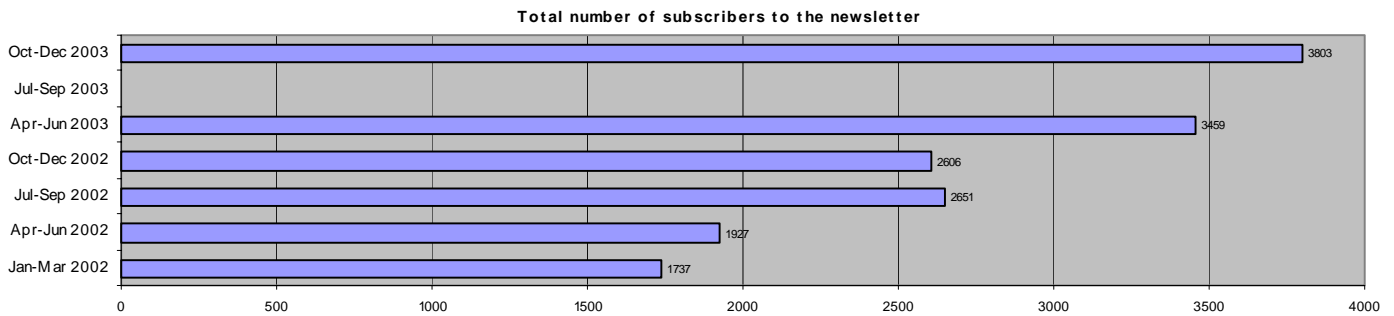
- The Costa Rican Supreme Court has shown a keen interest in uploading the whole of the *Report on Judicial Systems in the Americas* onto its own Website. At present, the country's Judicial Branch site has a link to the report on the JSCA Website. This came about as a result of the presentation of said report at the Second Inter-American Seminar on Judicial Management, a JSCA event held September 25-6 2003.

(iii) Nexus Newsletter

Impact indicator	Result
A sustained increase in the number of subscribers to the Nexus newsletter.	During the year there has been a sustained increase in the number of persons subscribed to the Newsletter, except during the last quarterly period, where a 6% drop was registered in relation to the previous quarter. (Note: only 0.26% corresponded to voluntary cancellations from the external mailing list –equivalent to 10 subscriptions-. The number of people subscribed to the newsletter increased by 69% overall in comparison with figures for 2002.
A sustained increase in the number of people who rate JSCA virtual and print publications as useful or very useful.	The on-line survey also showed that when asked to assess the Nexus Newsletter, 39% believed it to be "good" and 39% "very good", which is to say, 68% had a positive evaluation of the quality of information.

Published since June 2001, the Nexus Newsletter is JSCA's monthly window on current events, offering an updated summary of judicial reform and modernization processes of

justice systems around the region. During 2003, 12 editions were published on-line in both Spanish and English. The Newsletter presently has 3,803 subscribers.



In December 2003, a print version (500 copies) of a compilation of the last six issues was published in Portuguese. A copy of this special edition can also be found on the JSCA Website in Portuguese and French.

The following special reports were published during 2003 as special autonomous sections of the newsletter: The function of the Prosecutor in Canada; Press, Justice and Reform; the Role of the Journalist; New Public Defense Systems

in the Americas; Justice, Governance and International Cooperation; the Efficiency of Adolescent Courts in the U.S.; Relations between Prosecutors and Police in Canada; Gender and Justice in Latin America; Brazil: Citizens Defense of Their Rights; Justice as Viewed by the Private Sector; Judicial Efficiency; the Role of the University in Judicial Reform.

(iv) Sistemas Judiciales Journal

Impact indicator	Result
A sustained increase in the number of people who subscribe to the Journal, and of the number of articles that are quoted or included in academic information systems.	The number of subscriptions to the journal increased by 78% in relation to the previous year (2002).
A sustained increase in those who perceive the virtual products and publications offered by JSCA as useful or very useful.	In the survey, of all those who read the journal, 92% held a positive evaluation of the publication's quality; 49% believing it to be "very good" and 43% believing it to be "good."

JSCA has published the Judicial Systems Journal, a semesterly publication that presents articles and dossiers of information on study projects and updates of justice reforms in the Americas, since 2001. The journal operates as a means to disseminate more extensive products created by JSCA. Issues 5 and 6 were published in 2003. The central topic of Issue 5, which was published in August, was Judicial Management and Court Administration. The issue included some of the contributions to the "First Inter-American Seminar on Judicial Management: Projects and Results," held by JSCA in August 2002, together with a collection of previously unpublished articles, prepared by different experts from institutions with significant experience in such issues. The publication date for the sixth issue of the journal is December

2003 – January 2004; the central topic is information systems and justice.

Issue 5 of the journal was presented together with the *Report on Judicial Systems in the Americas* in September, in a special event held at the Autonomous University of Mexico.

Editorial Committee

The second annual meeting of the journal's editorial committee took place on June 11 2003. In attendance were **Christina Biebesheimer**, justice expert from the Inter-American Development Bank (IDB); **Rafael Blanco**, researcher from the Alberto Hurtado University; **Carlos Cordovéz**, specialist from

the IDB's State Division of Governance and Civil Society; **Alfredo Fuentes**, Decon of the Law Faculty of the University of Los Andes; **Linn Hammergren**, senior specialist from the World Bank's Latin American regional department; **Luis Paulino Mora**, President of the Costa Rican Supreme Court of Justice; **Luis Pásara**, researcher from the CIDE Center, Mexico City; **Carlos Peña**, Dean of the Diego Portales University Law School; **Rogelio Pérez Perdomo**, teacher from the Higher Administrative Studies Institute; **Silvina Ramírez**, Executive Director of INECIP; **Mónica Nágel**, member of the JSCA Board of

Directors; and JSCA's Academic Director. Together with the above were the journal's editors, Juan Enrique Vargas, JSCA Executive Director, and Alberto Binder, vice-president of INECIP and editor of the publication, together with other JSCA members.

A report was presented during the meeting regarding the current status of the publication. Other topics addressed included requested approval of an editorial policy and a style guide for contributors to the journal and strategies for increasing the journal's circulation in the region.

(v) Other Publications

In June 2003, the print edition of the *Second Evaluation of Criminal Procedural Reform in Chile* was published and presented in the context of the Follow-up Study on Criminal Procedure Reforms. The publication had a print run of 1500 copies, of which half have already been distributed at different events.

In December 2003, the book "Justice and Democratic Governance" was published. This

publication is a compilation of the papers presented in the seminar of the same name, which took place in Santiago, Chile during the XXXIII Ordinary Session of the General Assembly of the OAS. The document was prepared jointly with the Ministry of Justice of Chile, in a bilingual, English-Spanish edition. There was a print run of 2000 copies, which be distributed beginning in January 2004.

2. To promote cooperation and the exchange of experiences of key parties in the justice sector at regional level

a) Institutional Development of the Training Area

During the first half of the year, the Area was coordinated by Inés Marensi. From September onwards it has been run by Mauricio Duce, during which period it has strengthened the formation of a working team for the area. Apart from the training coordinator, said team consists of an assistant, Luciana Molinari (paid intern) and a colleague from the Virtual Information Center, Ariel Aceval. Finally, during the second semester that Area has also included the assistance of Katy Tucker (pro-bono intern).

At present the training area is in charge of the following activities: (a) coordination of the internship program, (b) implementation of the "Institutional Strengthening for Criminal Procedural Reform" project, financed by the Canadian government through the Canadian International Development Agency (CIDA), (c) implementation of courses, workshops, virtual forums and training requirements requested by different countries throughout the region. In the following is a breakdown of activities and results obtained in each task implemented by the training area:

b) Activities and Results in 2003

1. Coordination of internship program

Training Area activities linked to internships can be grouped together in two aspects: (1)

Institutionalization of the Internship Program, and (2) Completed internships. Both are described below.

(1) Institutionalization of the Internship Program:

Training Area staff studied opportunities for systematizing the application and selection procedures used to select interns and designed evaluation forms to be completed by interns that vary according to the type of internship and when it is to take place. All evaluation instruments have been translated into English. Also, part of this information has been made available to all interested parties on the institution's Website, allowing access to information regarding objectives and applications to the program.

Contact was made with Georgetown University, the University of Chile, and the Catholic University of Chile with the goal of establishing internships for their students at JSCA.

(2) Completed internships:

During the year in question, 14 people took part as interns within JSCA, of which four were paid internships and the rest working under pro bono conditions. Two of the paid interns (from Guatemala and Guyana) finished their tasks in January 2003, while the other two such interns (from Mexico and Argentina) began working in October and will complete their tenure in March 2004.

Table 3:
JSCA Interns by Name, Nationality, and Type of Internship

Name of intern	Type of internship	Country of origin	Period
1.- María Mercedes Barrios	Pro Bono	Guatemala	August-November 2003
2.- Kathryn Tucker	Pro Bono	Canada	September 2003-March 2004
3.- John Michael Hardin	Pro Bono	United States	September-December 2003
4.- Lee Douglas	Pro Bono	United States	August-December 2003
5.- Siria Yuritzi Oliva Ruiz	Paid	Mexico	October 2003-March 2004
6.- Luciana Molinari	Paid	Argentina	October 2003-March 2004
7.- Sebastián Sujatha	Pro Bono	United States	March-June 2003
8.- Daniela De Nader	Pro Bono	United States - Brazil	March-June 2003
9.- Eileen Blessinger	Pro Bono	United States	March-May 2003
10.- Jessica Wilcox	Pro Bono	United States	March-June 2003
11.- Carlos Paz	Paid	Guatemala	August 2002-January 2003
12.- Gino Persaud	Paid	Guyana	August 2002-January 2003
13.- Catherine Beer	Pro Bono	United States	November 2002-January 2003
14.- Kathryn Tabone	Pro Bono	United States	February 2003

It is interesting to point out that 71% of all interns were women, while 57% came from the United States. In relation to paid internships, it is important to highlight that in the competition held for 2003, 151 applied from 20 countries from around the region, increasing the number of applications in relation to the previous year, as well as the number of female applicants.

JSCA also received two senior interns during 2003:

- Alejandro Ponce de León, Executive Director of the RENACE ABP Institution from the State of Nuevo León in Mexico, worked at JSCA for one month. From his arrival on the 17 of August until his departure on the 14 of September 2003, Mr Ponce de León supported the research area in the

design and organization of certain activities that JSCA needed to undertake in the Mexico.

- From the 2 to the 5 of September 2003, Farith Simón was resident at JSCA. Executive Director of the Esquel Foundation in Ecuador, Mr Simón's work consisted in familiarizing himself with all details concerning the Gender and Judicial Reform project, carried out by JSCA with funding from CIDA. Farith coordinates research, thus his mission was to fully immerse himself in the dynamics and organization of the institution's work.

2. Institutional Strengthening Project for Criminal Procedural Reform:

Over the course of the year in question, approval was given by the Canadian International Development Agency (CIDA) for the "Institutional Strengthening for Criminal Procedural Reform" project, with funding of 1.6 million Canadian dollars and a running period of three years. This project is mainly aimed at training people in different countries around the region, with the objective of optimizing and supporting the implementation processes of criminal procedural reform now taking place. It is estimated that the total number of beneficiaries of said project will be close to one thousand.

During the first semester of 2003, various actions were undertaken that were aimed at perfecting and presenting a definitive version of the project. The contribution agreement was finally signed on the 8 June 2003, and the project officially began to be implemented on the following 1 of August. As part of the project's implementation activities, the months of July and August were set aside for drafting the Project's Implementation Plan (PIP) and a request document for increasing designated funding. For these activities a workshop was organized in which a JSCA team took part alongside Canadian advisers from the Baastel Consultancy. Said work was carried out on the

August 1-2 at JSCA's offices, and the PIP was submitted to CIDA at the end of August.

At the same time, progress was made in the design of the "Inter-American Program for the Formation of Trainers for Criminal Procedural Reform." The main objective of this program is to provide participants with the knowledge and tools that allow them to construct innovative points of view and practices aimed at resolving concrete problems in the implementation of criminal justice reforms in Latin American countries. In this way, the program will attempt to contribute to strengthening the transformation process experienced by criminal procedures in the region. The first stage of program implementation will take place in March 2004, in the city of Temuco in Southern Chile. The second stage will take place between April and August 2004 through the e-learning module. The third stage will be implemented during the month of September in the Chilean capital Santiago.

During the month of December information about the program began to be disseminated via 2000 posters in various Latin American countries, and though the setting up of a specific web page that can be visited via the JSCA training area. Also, invitations to participate have been sent via our mailing list, and an advertisement has been posted on the JSCA web site and in the Nexus Newsletter.

In the context of this program, two JSCA training specialists took part in the "Frailties in the Criminal Justice Process" course, run by the National Judicial Institute of Canada (NJI) in the city of Banff in December 2003. The JSCA specialists also took part in a workshop aimed at conveying the judicial training experience of NJI in Canada.

3. Courses, Seminars, Workshops, and Virtual Forums

The Training Areas has organized or participated in various courses, seminars, workshops, and virtual forums over the course

of the year. The following are brief descriptions of the activities held in 2003:

a) The Mexican Delegation's Visit to Chile's Criminal Justice System, which was led by representatives from USAID and the Attorney General's Office of Mexico (*Procuraduría General de la República de México*) and held January 20-25 in Santiago and Antofagasta, Chile. A delegation of 15 people, including representatives of various justice sector institutions, observed the functioning of the criminal procedure reform in the city of Antofagasta and met with individuals who were involved with the implementation of the reform. The main objective of the activity was to analyze the new system and discuss the pros and cons of its implementation in Chile. The participants had the opportunity to meet with the National Prosecutor (*Fiscal Nacional*), National Public Defender (*Defensor Nacional*), and representatives of the Ministry of Justice and were very pleased with the experience.

b) The Mexican Delegation from the State of Nuevo León's Visit to Chile's Criminal Justice System, which was led and co-organized by Fundación RENACE A.B.P. and held February 24-28 in Santiago and La Serena, Chile. A delegation of 15 people observed the functioning of the criminal procedure reform in the city of La Serena. The main objective of the activity was to promote the reform process in the Mexican state of Nuevo León. The delegation included members of all of the government branches and agencies involved in the reform process, including the judicial branch, legislature, and local universities. The visit allowed Chilean participants to create a lasting link with the delegation and will most likely lead to visits to the city of Monterrey aimed at supporting the reform process. Full coverage of this event appeared each day of the visit in the local newspaper "El Día de La Serena." A brief article announcing the activity was also published in the newspaper "El Norte" in the state of Nuevo León in both the print and electronic versions. (See www.elnorte.com.)

c) JSCA organized the International Course on Instruments for Implementing an Oral and Accusatory Criminal Procedure System, which was held March 24-28 in La Serena, Chile.

Participants included 65 judicial authorities and members of institutions involved in the judicial reform processes in Colombia, Argentina, Peru, Brazil, Ecuador, Mexico, Costa Rica, the Dominican Republic, Puerto Rico, Honduras, Venezuela, Uruguay, and Canada. The course was rated as highly successful by the participants and met the organizers' expectations.

d) A workshop entitled "Oral Litigation for a new Criminal Procedure" was held July 14-18. The event, which was carried out by the Mexican Center for Teaching and Research in Economics (*Centro de Docencia e Investigación Económica de México*, CIDE), lasted for 35 hours and was attended by 30 Mexican attorneys, including scholars from CIDE, members of the Public Prosecutor's Office (*Procuraduría General de la República*) and Public Defender's Office (*Defensa Penal Pública*), as well as judges, attorneys who work with RENACE in Monterrey and the Mexican Institute for Justice (*Instituto Mexicano para la Justicia*), and others. The program was held at the request of RENACE and organized in association with the Universidad Diego Portales Law School and CIDE. It was designed with two main objectives in mind. First, to generate knowledge and create the skills necessary to meet the litigation demands that the new criminal procedure model requires in an accusatory or adversarial court. The aim was to transmit these professional skills to workshop participants and train them in innovative teaching methodologies in the area of procedures. Second, to endow participants with the leadership skills that they will need to work in the area of criminal procedure reform processes in Mexico.

e) "The Training Program for Judges and Court Personnel for Implementing Ecuador's New Criminal Procedure Code" was designed and executed in Quito. The program was financed using USAID funds that were administered by Ecuador's *Fundación Esquel* and awarded to JSCA in an international competition in which JSCA formed part of an alliance with Globatel and the Universidad Particular de Loja de Ecuador. The program allowed 40 monitors to be trained for the criminal procedure reform, and featured the participation of more than 500

prosecutors, judges, and attorneys from throughout Ecuador. The program, which was held September 19-20, included two courses designed to train monitors that ran for a total of 56 hours, while the other students participated in 10 modules in a general program ran for 140 hours July 25-29. The general program modules were developed during 10 weekends (Fridays and Saturdays) between August 22 and November 8. The program had a high level of impact in Ecuador, and the Ecuadorian Public Prosecutor's Office (*Ministerio Público*) has asked that JSCA adapt and repeat the same program for the prosecutors who didn't attend the first time.

f) JSCA participated in the forum "The Role of the Press in the New Chilean Criminal Justice System," which was held at the Universidad de Talca, Chile at the beginning of August. Presentations were offered on the second evaluation of the Criminal Procedure Reform, and the event featured dynamic exchanges among the participants.

g) The JSCA held an activity aimed at allowing participants to observe the operation of the new criminal procedure system in Chile at the request of the Coordinating Team for the Modernization of Guatemala's Justice Sector (*Instancia Coordinadora de la Modernización del Sector Justicia de Guatemala*). Six people, including members of Guatemala's judicial branch, the Modernization Unit of the judicial branch, and the AID Justice Program, participated in the program, which looked to contribute to the modernization of Guatemala's justice sector and was held September 1-5. Participants were satisfied with the program, which offered them approaches to implementing possible solutions in the country's justice system. The importance of inter-institutional cooperation and training were highlighted as part of achieving the objectives of the reform project.

h) JSCA participated in the "First Latin American Workshop on Criminal Procedure

Law: Criminal Justice Reform in Peru" and the Meetings of the Superior Court of the *Departamento de la Libertad*, which were held November 20 -21 in Trujillo, Peru.

i) The course "Judicial Reform for Improving Governance in Latin America" will be held in 2004. The program design was adjusted during October and December and the distance-learning program was held in six Latin American countries (Guatemala, Honduras, Mexico, Paraguay, Peru, and Venezuela). The goal of the course, which is being developed in concert with the World Bank Institute, is to address the important challenges facing the region's judicial systems, including corruption, judicial independence, access to justice, etc. The agreement on carrying out the course that will be held in April and June 2004 was signed in December.

j) The Virtual Forum "Information at the Service of the Judicial Branch: Information Systems and Judicial Institutions in the Context of Judicial Reform" was held November 25 and 28. Two discussions were held via chat and moderated by Juan Enrique Vargas (November 25 from 10 a.m. to 12 p.m. Chilean time) and Alberto Binder (November 28, from 10 a.m. to 12 p.m. El Salvador time). The content of both discussions has been published on the JSCA Website under the Virtual Forums section on the Training Area page. The forums featured the participation of 15 people from Argentina, Chile, Costa Rica, Guatemala, and Peru in representation of a variety of organizations, including judicial branches, NGO's, Ministries of Justice, Public Defender's Offices, Magistrate's Academies, Public Prosecutor's Offices, and universities.

JSCA also organized 22 events, participated in 47, and sponsored another 12 during 2003. The following tables present key information on those activities, the most important of which are presented in greater detail.

Table 4
Events Organized by JSCA

DATE	LOCATION	TYPE OF EVENT	TITLE
January 21-24	Antofagasta - Chile	Meeting	Visit to courts with the commission from <i>the Procuraduría General de la República de México</i>
January 30-31	Dominican Republic	International Seminar	Follow-up Project on Criminal Procedure Reforms
January 31	Dominican Republic	Seminar	Challenges Associated with Implementing a New Criminal Procedure Reform: Future Work in the Dominican Republic in Light of the Latin American Experience
February 3-5	San Juan - Puerto Rico	Meeting	Visits to the InterAmerican Center, Judicial Center, Public Prosecutor's Office, and Legal Aid Society
March 19	Lima - Peru	Event	Presentation of the book "Justicia y Sociedad Civil - el papel de la sociedad civil en la reforma judicial" (Justice and Civil Society: The Role of Civil Society in Judicial Reform).
March 24-28	La Serena - Chile	Course	Instruments for Implementing an Oral and Accusatory Judicial System
March 28	Guatemala	Seminar	Follow-up Project on Guatemala's Criminal Procedure Reform
April 24-26	Rio de Janeiro - Brazil	Annual Meeting	Second Annual Meeting of the Network of Civil Society Organizations of the Americas (Red de Organizaciones de la Sociedad Civil de las Américas, Red OSC)
April 28-29	Castries - Saint Lucia	Workshop	Judicial Statistics
June 4-6	Santiago - Chile	InterAmerican Seminar	Justice and Democratic Governance
June 7	Santiago - Chile	Meeting	VIII JSCA Executive Board Meeting
July 10-11	Santiago - Chile	Annual Meeting	Editorial Board Meeting for the <i>Sistemas Judiciales</i> journal
July 10	Santiago - Chile	Event	Presentation of the book "Justice and Civil Society: The Role of Civil Society in Judicial Reform."
July 23	Bogotá - Colombia	Seminar	Perspectives on Judicial Reform in Colombia and presentation of the book "Justice and Civil Society: The Role of Civil Society in Judicial Reform."
July 30-31	Santiago - Chile	Workshop	Results-Oriented Management Workshop
August 18	Talca - Chile	Forum	The Role of the Press in the New Chilean Justice System
September 25-26	San José - Costa Rica	Seminar	Second InterAmerican Seminar on Judicial Management: Using Information to Govern the Judicial Branch
November 12 -13	Viña del Mar - Chile	Interamerican Seminar	InterAmerican Seminar on Gender and Justice
November 14	Viña del Mar - Chile	Workshop	Workshop for Civil Society Organizations on the Guide to Women's Rights Tribunals in the Context of the InterAmerican Seminar on Gender and Justice
November 25	Santiago - Chile	Forum	Virtual Forum moderated by Juan Enrique Vargas
November 28	Buenos Aires - Argentina	Forum	Virtual Forum moderated by Alberto Binder
December 11-12	Buenos Aires - Argentina	Workshop	Information at the Service of the Judicial Branch

Table 5
Events in which JSCA Participated

DATE	LOCATION	TYPE OF EVENT	TITLE
January 16-17	Cuenca - Ecuador	Meeting	Follow-up Project on Criminal Procedure Reform/ Cristián Riego
January 29-February 1	Santo Domingo – Dominican Republic	International Seminar	Follow-up Project on Criminal Procedure Reform/ Alberto Binder
March 27-29	Guatemala/Belize/El Salvador	Meeting	Follow-up Project on Criminal Procedure Reform
March 31-April 5	Ottawa - Canada	Meeting	Trip for the CIDA Project/ Cristián Riego and Inés Marensi
April 12-15	Gainesville, USA	Conference	Public and Legal Policies in the Americas/ Juan Enrique Vargas
April 23-25	Madrid- Spain	Conference	IberoAmerican Association of Public Ministries, “International Judicial Cooperation and Terrorism”/ Juan Enrique Vargas
April 24-26	Rio de Janeiro - Brazil	Meeting	Second Annual Red OSC Meeting/ Luciana Sánchez and Juan Enrique Vargas
May 7-9	Montevideo - Uruguay	Meeting	Children’s Rights in the Context of the InterAmerican System/ Juan Enrique Vargas
May 15-18	Mexico City	Workshop	National Workshop for Strategic Planning on Judicial Training and Continuing Education- Instituto de Estudios Judiciales/ Inés Marensi
May 25-27	Lima – Peru	Meeting	Ford Foundation and Civil Society NGO’s/ Cristián Riego
June 1-4	La Paz - Bolivia	Meeting	First Meeting for the Follow-up Project/ Luciana Sánchez - Cristián Riego
June 8-9	Santiago - Chile	Meeting	XXXIII Ordinary Period of the OAS General Assembly
June 12-14	San Luis - Argentina	Conference	Mediation Network/ Luciana Sánchez
June 23-24	Guatemala City	Meeting	Follow-up Project on Criminal Procedure Reform/ Cristián Riego
June 25-27	Tegucigalpa - Honduras	Meeting	Follow-up Project on Criminal Procedure Reform/ Cristián Riego
June 28-July 3	San José - Costa Rica	Course	XXI Interdisciplinary Course on Human Rights/ Cristián Riego
June 29-30	Cartagena de Indias - Colombia	Meeting	Meeting of the Public Prosecutor’s Office of Colombia/ Juan Enrique Vargas
July 13-17	Washington, D.C.	Meeting	Annual Meeting of the U.S. Association for Judicial Management
July 17-18	Washington, D.C.	Meeting	Second Session of the Executive Board of the InterAmerican Commission of Women/ Luciana Sánchez
July 22	Lima - Peru	Forum	Status and Perspectives on Criminal Justice Reform in Peru
July 23	Bogotá - Colombia	Seminar	Perspectives on Criminal Justice Reform in Colombia /Juan Enrique Vargas
July 24-26	Quito - Ecuador	Conference	Third Conference on Justice and Development in Latin America and the Caribbean /Juan Enrique Vargas - Cristián Riego
July 25-29	Quito - Ecuador	Seminar	First Module of the Training Program for Prosecutors and Judges in Ecuador/ Mauricio Duce - Andrés Baytelman
August 29	Córdoba - Argentina	Seminar	Evaluation of the Criminal Procedure Reform in Córdoba/Cristián Riego

September 2-3	Santiago - Chile	Seminar	Contract Systems and Standards of Public Defense /Juan Enrique and Mauricio Duce
September 8-9	Ulaanbaatar –Mongolia	Forum	V International Civil Society Forum/ Luciana Sánchez
September 8-10	La Paz - Bolivia	Conference	Conference for Creating a Network for Participation in Justice /Fernando Santelices
September 10-12	Ulaanbaatar Mongolia	Conference	V International Conference on New or Restored Democracy /Luciana Sánchez
September 19-20	Quito - Ecuador	Seminar	Second Module of the Training Program for Prosecutors and Judges in Ecuador /Mauricio Duce - Andrés Baytelman
September 23	Mexico City	Event	Presentation of the Report on Judicial Systems in the Americas (Spanish version) and JSCA's <i>Sistemas Judiciales</i> journal
October 2	Buenos Aires – Argentina	Seminar	International Conference on Judicial Ethics /Juan Enrique Vargas - Cristián Riego
October 2-4	Bogotá - Colombia	Meeting	Race Project Meetings
October 3	Córdoba - Argentina	Conference	Latin American Conference on Criminal Law and Criminology /Juan Enrique Vargas
October 15-18	Rio de Janeiro - Brazil	Conference	II InterAmerican Conference of Public Defender's Offices of the Americas /Juan Enrique Vargas
October 22	Santiago - Chile	Seminar	The Impact of the Criminal Procedure Reform on Women /Juan Enrique Vargas
November 6-7	Quito - Ecuador	Course	Final Module of the Training Program for Prosecutors and Judges in Ecuador /Mauricio Duce
November 9-10	Mexico City	Forum	International Forum on Transparency in Justice /Juan Enrique Vargas
November 16-18	Santo Domingo – Dominican Republic	Conference	XIII Summit of Supreme Court Chief Justices from Central America, Panama, the Dominican Republic, and Mexico /Juan Enrique Vargas
November 18-21	Tegucigalpa – Honduras	Workshop	First IberoAmerican Workshop on Statistics /Luciana Sánchez
November 21-22	Sao Paulo - Brazil	Seminar	I National Meeting on Judicial Administration /Juan Enrique Vargas
November 28-29	Trujillo – Peru	Seminar	Second Latin American Conference on Constitutional Law: The Constitutional Implications of an International Criminal Court /Mauricio Duce
November 30-December 5	Castries - St. Lucia	Meeting	Second Biannual Meeting of Judicial Educators / Cristián Riego and A. Baytelman
December 3-5	Lima – Peru	Seminar	Criminal Procedure Code Project 2003/ Fernando Santelices
December 3-5	Calgary – Canada	Course	Weaknesses in the Criminal Justice Process: The Judge's Role / Mauricio Duce and Andrés Baytelman
December 4-5	Quito - Ecuador	Assembly	General Assembly of the IberoAmerican Association of Public Ministries/ Juan Enrique Vargas
December 14-15	La Paz - Bolivia	Meeting	Follow-up Project on Criminal Procedure Reform /Luciana Sánchez
December 16-17	Lima – Peru	Meeting	Project on Access to Judicial Information /Luicana Sánchez

Table 6
Events Sponsored or Supported by JSCA

DATE	LOCATION	TYPE OF EVENT	TITLE
January 28-February 1	Santo Domingo – Dominican Republic	Meeting	Follow-up on Criminal Procedure Reform in Ecuador
March 14-15	Lima – Peru	International Conference	Challenges Associated with Criminal Procedure Reform
May 8	Montevideo - Uruguay	Round-Table Discussion	Judicial Condition and Human Rights of Children and Adolescents in the Context of the InterAmerican System
June 10	Santiago - Chile	Seminar	Current Status and Challenges Associated with the Chilean Criminal Procedure Reform for the Metropolitan Region
June 12	La Plata - Argentina	Conference	Torture in the Province of Buenos Aires: Past and Present. Perspectives
July 10-11	Santiago - Chile	Seminar	Seminar on Ethics
July 14-18	Mexico City	Course	Oral Litigation for the New Criminal Procedure
July 21-22	Cartagena de Indias – Colombia	Seminar	Judicial Reform: A Prerequisite for Democracy, A Social Imperative
July 28-August 1	Cartagena de Indias – Colombia	Forum	I IberoAmerican Forum for the Modernization of Justice and Preventative Judicial Security through New Technologies
September 23	Mexico City	Event	Presentation of the Report on Judicial Systems in the Americas and JSCA's <i>Sistemas Judiciales</i> journal
October 1-4	Córdoba - Argentina	Conference	XV Latino American, VII IberoAmerican, and XI National Conference on Criminal Law and Criminology
October 15-17	San Salvador - El Salvador	Conference	VII National Conference on Judicial Training and First Meeting of Supreme Court Representatives

C) Justice Networks

1. Network of Civil Society Organizations of the Americas (Red de OSCs)

JSCA continued its work coordinating the Network of Civil Society Organizations of the Americas during 2003. The network's members currently represent 35 NGO's from 22 countries in the region.

The Second Annual Network Meeting was held in Rio de Janeiro, Brazil in April 2003, and featured the participation of representatives of various NGO's, as well as international cooperation agencies, foundations, and organizations such as the World Bank, the Tinker Foundation, and the Vera Institute. During the event network members designed a plan of action to be carried out over the next few years that includes the creation of a tool

box that brings together data, experiences, and projects that have already been carried out by network members related to shared topics of interest, as well as the evaluation of the impact of each project, the strategy used, and its best uses. Other projects include the creation of a list of indicators for measuring access to justice, judicial independence, and other topics that reflect the work currently being done in the region.

JSCA continued to publish the network's newsletter, Boletín Infored. Eight issues were distributed in 2003. The publication deals with topics of general interest such as judicial independence, gender and justice, the participation of CSO's in Americas Summits, etc.

2. InterAmerican Association of Public Defender's Offices

JSCA is among the institutions participating in the organization of the annual conference of the InterAmerican Association of Public Defender's Offices. Events carried out in 2003 include the special meeting that was held in March in El Salvador, and the II InterAmerican Conference on Public Defender's Offices, which was held in October. JSCA participated in the event and improved communication with English-speaking countries, and collaborated by providing English, French, and Portuguese translations of several important documents.

3. IberoAmerican Association of Public Prosecutor's Offices

JSCA offered presentations at the meetings of the IberoAmerican Association of Public Prosecutor's Offices and publicized its studies and activities. The organization's 2003 meeting was held in Madrid, Spain in April. The event was an extraordinary session of the AIAMP, which dealt with "International Judicial Cooperation and Terrorism." More than 60 representatives of Public Prosecutor's Offices from throughout IberoAmerica participated in the event. JSCA's Executive Director participated in the Extraordinary General Assembly of the IberoAmerican Association of

Public Prosecutor's Offices, which was held in Quito, Ecuador on December 4 and 5.

4. Judicial Branches

In addition to signing bilateral cooperation agreements with various judicial branch entities as described in other sections of this report, JSCA participated actively in InterAmerican, Central American, and IberoAmerican Meetings of Supreme Courts and Superior Courts. JSCA has followed the resolutions of these meetings (including those regarding work on gender and judicial statistics) and also organizes annual events on topics that are of interest to judicial branches (such as the InterAmerican Seminar on Judicial Management, which was held in San José, Costa Rica in September 2003).

3. To conduct in-depth studies of judicial systems and promote innovative contributions to the debate on judicial public policies

JSCA developed a variety of studies during 2003. The following graphs present their objectives, general characteristics, and main results.

a) Follow-Up Study on Criminal Procedure Reform

Indicator of Impact	Result
The creation of a wide-reaching regional and local debate based on JSCA studies	<ul style="list-style-type: none"> • The results of the Follow-Up Study were presented at several events that were held in 2003. • After the completion of the first stage, the study that was carried out in Córdoba continues to inspire debate in Argentina.
The implementation of initiatives motivated by those studies in each country	<ul style="list-style-type: none"> • Chile: a bill that proposes changes to the current criminal procedure system is being considered and a Commission of Experts was formed at the end of 2003 in order to analyze the implementation of the criminal procedure reform. • Ecuador: JSCA was asked to provide consulting services in order to analyze possible legal reforms, the creation of an inter-institutional coordination commission, and a bid for a plan to implement the reform. • Colombia: JSCA was asked to participate in a parliamentary discussion of the criminal procedure reform project that is currently being implemented. • Costa Rica: at JSCA's request, the Supreme Court is studying the possibility of introducing reforms designed to make the preliminary investigation stage more oral. • Guatemala: The country's Justice Program /USAID asked JSCA to organize a visit so that representatives could observe the operation of Chile's new criminal procedure. • We began implementing a study on gender and criminal procedure reforms on the basis of the follow-up study in an effort to determine the impact that the reforms have had in the area of gender.
That local funding be made available in order to carry out these studies.	<ul style="list-style-type: none"> • The Universidad Diego Portales has covered the costs of publishing the results of studies conducted in Chile. • Local financing has been made available for discussions of the results of the study conducted in Córdoba.

As earlier reports have noted, JSCA has carried out follow-up projects on criminal procedure reforms since 2001. This exercise had already been carried out in Córdoba, Argentina; Chile, Costa Rica, Ecuador, El Salvador, Guatemala, Paraguay, and Venezuela. This year the study was implemented in Buenos Aires, Argentina, Bolivia, Honduras, and Nicaragua, and a preliminary study on the functioning of the criminal justice system was carried out in four CARICOM jurisdictions, namely Barbados, Jamaica, Trinidad and Tobago, and the Eastern Caribbean.

j) First Stage of the Project in Chile, Córdoba – Argentina-, Costa Rica, and Paraguay. Activities and Impact in 2003

This stage ended at the end of 2002, but some activities were continued during 2003 because of the impact that they had.

- Chile: The executive branch is reviewing a bill that proposes changes to the current criminal procedure system on the basis of recommendations contained in the study that JSCA generated. A

commission of experts was created at the end of 2003 in order to analyze the progress that was being made in the implementation of the criminal procedure reform. The Executive Director and Academic Director of JSCA form part of the commission, which meets at JSCA headquarters.

- Córdoba, Argentina: The Publication and Analysis of the Results of the Follow-Up Project were presented in August 2003 and discussed by judicial system operators.

ii) Second Stage of the Project. Ecuador, El Salvador, Guatemala, and Venezuela. Activities, Results, Diffusion, and Impact

The studies that made up the second stage, which began in 2002, ended at the end of 2003. A second evaluation was carried out in Chile by the Universidad Diego Portales.

- The *country reports* and the *comparative study* were presented at the International Seminar “Follow-up on Criminal Procedure Reforms in the Americas,” which was held January 30-31 in the Dominican Republic. The event featured the participation of approximately 50 people from throughout the region, including the local counterparts with whom JSCA carried out the study (*Fundación Esquel* in Ecuador, FESPAD/CEPES in El Salvador, ICCPG in Guatemala, and INVERTEC in Venezuela), as well as judicial authorities. Noteworthy presenters include Ecuador’s General Public Prosecutor, Mariana Yopez; El Salvador’s General Public Prosecutor, Amadeo Artiga; and Eleazar López, Magistrate of the Court of Appeals of Guatemala’s Judicial Organism. In addition, Dr. Subero Isa, Chief Justice of the Supreme Court of the Dominican Republic, participated in the opening ceremony, which was attended by USAID representatives from the Dominican Republic, Mexico,

and the countries in which the study was implemented. The seminar, which was held on January 31 and open to the public, was attended by approximately 150 people and featured a discussion of Dominican criminal justice reform processes. JSCA representatives also met with the Dominican Republic’s Inter-Institutional Commission for the Criminal Procedure Reform.

- The final version of the *comparative study* for this stage of the project was published in No. 5 of the *Sistemas Judiciales* journal.
- JSCA published *Methodological Support*, a guide to gathering information and creating project reports, on its Website in April 2003.

Local Impact

We continued to publish and circulate country reports in order to generate debate and promote improvements in the criminal justice system.

- Ecuador: Based on the conclusions and results of the country report, JSCA offered consulting services in order to analyze a series of legal reforms, the creation of an inter-institutional coordination commission, and a bid for implementing a reform.

iii) Third Stage of the Project. Bolivia, Buenos Aires – Argentina, Honduras, Nicaragua, and the CARICOM Countries. Activities, Results, Diffusion, and Impact

The third stage of the project began in May 2003. By the end of the year, Nicaragua (with the Universidad Centroamericana, UCA) had joined the project, and the preliminary study of the functioning of the criminal justice system began in Barbados, Jamaica, Trinidad and Tobago, and the Eastern Caribbean.

The results of the third stage of the project will be presented in each country in March 2004, and an InterAmerican Seminar will be held in Buenos Aires, Argentina in April 2004.

iv. General Impact

- Mexico: JSCA was in constant contact with various government institutions in Mexico City, Monterrey, Nueva León, Tabasco, and the Federal Public Prosecutor's Office. Visits and introductory workshops on the new oral system were held in Mexico and abroad, and JSCA won a competition held by the European Union and Mexican Federal Government. The project to implement a variety of activities associated with justice reform in Mexico was presented with GRZ, Garrigués, and Estratel.
- Colombia: JSCA was invited to participate in a parliamentary discussion of the criminal procedure reform project that is currently in progress.
- Costa Rica: The Supreme Court is considering whether or not to introduce reforms proposed by JSCA designed to make the preliminary investigation stage more oral.
- Guatemala: Representatives from this country visited Chile in September at the request of the Justice Program /USAID mission. The main objective was to observe the operation of Chile's new criminal procedure system, including both preparatory stages and oral trials. This activity ratifies the impact of the study in the creation of a debate within the judicial systems involved in the project, which will lead to the adoption of initiatives designed to improve the justice system.
- The results obtained through this project and outlined in the comparative reports were presented at various events in 2003, which contributes to the generation of discussions throughout the region.

Table 7

Presentations of the Follow-up Study on Criminal Procedure Reform in 2003

DATE	LOCATION	EVENT
June 28-July 3	San José - Costa Rica	XXI Interdisciplinary Human Rights Course
July 23	Bogotá - Colombia	Seminar on Perspectives on Judicial Reform in Colombia
July 24-26	Quito - Ecuador	3 rd Conference on Justice and Development in Latin America and the Caribbean
August 29	Córdoba - Argentina	Seminar on the Evaluation of the Criminal Procedure Reform in Córdoba
October 3	Córdoba - Argentina	Latin American Conference on Criminal Law and Criminology
April 24-26	Rio de Janeiro - Brazil	Second Annual Red OSC Meeting
September 2 and 3	Santiago - Chile	Seminar on Contract Systems and Standards of Public Defense
September 8- 10	La Paz - Bolivia	Conference on the Creation of a Justice Participation Network /Fernando Santelices
November 20-21	Trujillo - Peru	"I Latin American Conference-Workshop on Criminal Procedure Law: Criminal Justice Reform in Peru"
December 3-5	Lima - Peru	Seminar on the New Criminal Procedure Code

b) Changes in the Justice System and Civil Society. Argentina, Colombia, Chile, and Peru

JSCA published this study of the role of civil society in judicial reform processes in March 2003 in the four countries mentioned above. The publication (full text in Spanish with an off-printing in Spanish and English, see www.cejamericas.org), and the research project itself were sponsored by the Ford Foundation Southern Cone Office's Human Rights and Citizenship Program. JSCA is the author of the Chile report, while INECIP wrote the Argentina report, IDL wrote the Peru report, and UNIANDES wrote the Colombia report. The research methodology and comparative document were developed by Luis Pásara.

Distribution: In addition to the print and electronic publication, presentations were offered in the following countries:

- Peru: JSCA presented the book along with IDC in March 2003. The event was attended by approximately 50

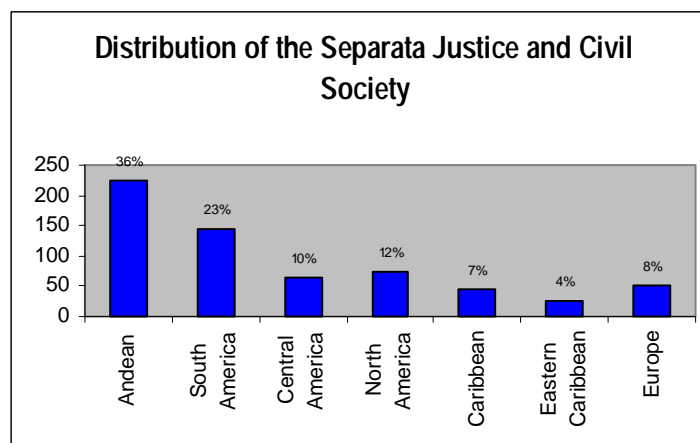
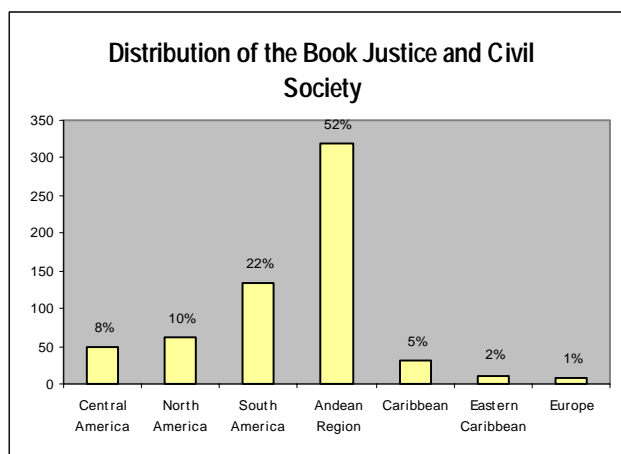
people, and Martín Abregú, of the Ford Foundation and JSCA representative Patricio Valdivieso commented on the publication.

- Chile: The book was presented in Chile in July 2003 on the occasion of the meeting of the editorial committee of the *Sistemas Judiciales* journal. The event was attended by approximately 70 people, including members of the editorial committee.
- Colombia: The book was presented in Colombia in July 2003 by UNIANDES during the Seminar on Perspectives on Judicial Reform in Colombia. The seminar was attended by the Superior Judiciary Council, the Executive Director of JSCA, and 100 other participants.
- Argentina: The book was presented in August 2003 with INECIP. The event was attended by approximately 50 people, and the Dean of the Universidad de Palermo Law School and Luis Pásara commented on the book.

The following graph presents the distribution of the publications during 2003:

Table 8

Distribution of the Book and Off-prints on Justice and Civil Society



JSCA and the Ford Foundation are currently discussing other activities that can be held in order to publicize and distribute this material.

c) Confirmation of Statistics and Judicial Indicators

Indicator of Impact for Statistics Project	Result
That institutions in the justice sectors of countries throughout the region adopt the instruments that we have developed in order to improve their information systems	The Summit of Central American Presidents has expressly resolved to use JSCA's services in the area of judicial information during the organization's last meeting, and will carry out a project that will involve 8 Central American countries and the application of the project instruments.
That the information on the functioning of the justice sector that we provide is used to conduct in-depth research or make decisions in the justice sector	The manual Coding and Decoding and its sub-products are being used in various countries as reference materials. Indicators presented in the manual have been adopted by the First IberoAmerican Meeting on Judicial Statistics.

Also in 2002, JSCA initiated a research project on judicial statistics with the support of USAID. IDB support for this project was confirmed in 2003. The purpose of this exercise is to offer instruments for generating an integral information gathering and processing system in order to produce high-quality judicial statistics

and indicators that are easy to understand, accessible, and can be confirmed.

The main product to date has been the Manual Coding and Decoding, which contains a general information gathering spreadsheet, a variety of indicators, and a glossary for confirming terms. The manual was published in print and

electronic form in English and Spanish, and has been widely circulated in the region. Today it is used as a base document in a variety of discussions on this topic.

The IDB approved the hiring of local and regional experts for this project in November 2003, which allowed the project to begin in December 2003 in Colombia, Costa Rica, Chile, El Salvador, and Guatemala.

On the basis of the First IberoAmerican Workshop on Judicial Statistics and Indicators (Honduras, 2003), a proposal was made to work in Honduras, Mexico, and Panama. Resolution 6 of the XIII Summit of Central American Supreme Courts proposes working in Nicaragua, Puerto Rico, and the Dominican Republic (see www.cejamericas.org). The proposed objectives are as follows:

- (i) To sensitize the population in regard to the importance of opportune and trustworthy information.
- (ii) To identify and develop instruments and practices for gathering, processing and analyzing statistical information.
- (iii) To confirm the information collected among member countries
- (iv) To publish the information gathered.

Diffusion:

- A Regional Workshop on Judicial Statistics for the English-speaking Caribbean was held in April 2003 in Saint Lucia. The event was sponsored by the Eastern Caribbean Supreme

Court, and featured the use of the Manual.

- JSCA organized the Second InterAmerican Seminar on Judicial Management: Using Information to Govern the Judicial Branch in September 2003 in San José, Costa Rica, with the support of USAID, IDB, and the Supreme Court of Costa Rica. The event was attended by 150 people, including authorities from judicial branches from the Americas and other regions in a total of 24 countries.
- The manual was used as the base document of the First IberoAmerican Workshop on Judicial Statistics and Indicators, which was held in Honduras in November 2003.
- The manual was used as a base document at the XIII Meeting of Central American Supreme Court Chief Justices, which was held in the Dominican Republic in December 2003. Resolution 6 features an agreement to carry out the joint project described above.
- The manual was used at a local seminar in Argentina, the Seminar and Workshop on Judicial Information at the Service of the Judicial Branch, in 2003. The event featured the participation of members of Argentina's Supreme Courts and their statistics experts and was co-organized with Argenjus and the Junta de Cortes Federales.

d) Women's Rights Tribunals

Indicators of Impact	Result
The creation of a wide-ranging regional and local debate based on the studies that we have carried out.	<ul style="list-style-type: none"> • More than 150 people from 24 countries in the region attended the Seminar that was held in Viña del Mar and held wide debates on the products that JSCA presented. • Representatives from 40 NGO's that work in 20 countries in the region discussed the Guide to Women's Rights Tribunals that was presented at the workshop held during the seminar and recognized it as a useful tool for recognizing women's rights.
Local funding for carrying out these studies.	<ul style="list-style-type: none"> • GTZ is considering the possibility of repeating this experience in order to discuss the issues that were introduced but not thoroughly explored during the first event.

Beginning in March 2003 JSCA participated in a project supported and financed by GTZ that had the aim of evaluating the Chilean experience with Women's Rights Tribunals. The tribunals are mechanisms that allow participants to use symbolic trials to reach "sentences" in key cases related to women's rights in which the courts have not made adequate use of international and local instruments.

The products of this project include an evaluation of the Chilean experience, the Guide to Women's Rights Tribunals (both of which were completed by experts Lidia Casa, of UDB/ JSCA, and Natacha Molina), and a regional workshop aimed at disseminating and providing an opportunity to discuss the Guide, which was organized by JSCA and GTZ. The evaluation and the Guide were published in English and Spanish in a print edition and online at www.cejamericas.org in November 2003. The workshop, which was attended by representatives of 40 organizations working in 20 countries in the region, was organized in the context of the InterAmerican Seminar on Gender and Justice, which was held in Viña del Mar, Chile on November 12 and 13. (Please see the following section.)

As a result of the workshop, GTZ is evaluating the possibility of holding a regional Women's Rights Tribunal and carrying out research

projects on gender and justice in the region, which would be realized by JSCA in order to examine some of the topics that were presented during these events more closely.

e) Access to Judicial Information

In June 2003 the Ford Foundation Southern Cone Office's Program on Citizenship and Human Rights approved this project, which will be carried out by JSCA and the Office of the Special Rapporteur for Freedom of Expression of the InterAmerican Human Rights Commission. The work will be done in Argentina (with Fores, a JSCA associate member), Chile (by JSCA) and Peru (by IPYS).

Data on the effective access to judicial information enjoyed by three groups (direct justice system users, the media, and scholars) is currently being collected in order to generate information, tools, and strategies for improving access to judicial information in the above-mentioned countries. The specific objectives point to identifying and describing specific obstacles that complicate or impede access to judicial information and generating tools (quantifiable indicators, data bases, etc.) that allow for the situation to be monitored. The project will begin to produce results next January.

f) Judicial Administration and Racial Discrimination against Persons of African Descent

Indicator of Impact	Result
Local funding for projects and programs.	The project on racial discrimination and judicial administration is being developed using funds from the Brazilian government.

During the last OAS General Assembly, which was held in Santiago in early June 2003, per Resolution AG/RES. 1930 (XXXIII-0/03), the organization charged JSCA with carrying out a study of race-based discrimination against persons of African descent in the administration of justice. JSCA initiated this study in September 2003 in Brazil, Colombia, Peru, and the Dominican Republic using funds donated by the Brazilian government.

The study gathers basic information on the racial composition of the judiciaries and population of the above-mentioned countries, as well as data on general living conditions and access to justice. An analysis of local and international legislation and existing relevant jurisprudence is also being conducted. The objective is to contribute to the analysis and improve the situation in the Americas. To this end, country reports and a comparative study will be generated and presented in March 2004.

g) Study on Indigenous Communities and Criminal Justice Reform

JSCA established an agreement with the Canadian International Development Agency (CIDA) in order to develop a regional training project. Within the context of this project and in order to incorporate new training modules, JSCA is developing the two projects described below. The decision to anticipate the empirical study of the design of the module is coherent with one of the principles upon which the project is based: to give empirical support to the content of the training program in order to break with the abstract, purely theoretical, and verbalist tradition that characterizes legal education in the region.

The purpose of the study is to obtain a preliminary document analyzing the impact that the reforms have had on the criminal procedure in terms of the rights of the region's indigenous communities. To that end, a regional document will be prepared and an empirical investigation will be conducted in one country. The results of the project will be available in April 2004.

h) Gender and Criminal Procedure Reforms

Indicator of Impact	Result
The creation of a wide-ranging regional and local debate based on the studies that we have carried out.	<ul style="list-style-type: none"> The results of the follow-up study led to deeper evaluations of the reform processes, which in turn led to a discussion regarding sensitive topics such as sex crimes and the treatment that these systems offer in the area of gender. The dissemination of the preliminary results of the study that was carried out in Chile has already been presented in three events in which JSCA has participated.
The implementation of initiatives motivated by these studies.	Based on the follow-up study, a study on gender and criminal procedure justice reforms has been initiated in order to determine the impact that the reforms have had in the area of gender.
Local funding for these studies.	The study that began in Chile with financing from the Hewlett Foundation was expanded to three other countries thanks to the agreement established between JSCA and CIDA.

We have begun to execute this project in Ecuador, Chile, Guatemala, and Honduras on the basis of the results obtained in the Follow-up Study on Criminal Procedure Reforms (see A). The objective of this exercise is to measure the impact of the criminal procedure reforms on the treatment of sex crimes and cases involving violent crimes that tend to involve women and children as the victims.

This study began in Chile in April 2003 thanks to financing from the William and Flora Hewlett Foundation. The initial phase included research in Chile and the development of tools and research methodologies to be applied throughout the study. The final results for Chile will be ready in January 2004, and will be published in association with the Universidad Diego Portales. Preliminary results have already been presented before the InterAmerican Commission for Women, local authorities at a seminar organized by the Public Prosecutor's Office and the National Women's Service, and the InterAmerican Seminar on Gender and Justice. These agencies have been receptive to the results that have been published thus far, which has contributed to the debate on this subject and the analysis of the impact of these processes in gender-related issues.

This research project, which is sponsored and financed by CIDA, was initiated in September 2003 in Ecuador, Guatemala, and Honduras.

Dissemination and Impact: InterAmerican Seminar on Gender and Justice. JSCA and the GTZ held this seminar in Viña del Mar, Chile on November 12 and 13. A half-day workshop on Women's Rights Tribunals (see C) was held on November 14. The events were attended by 150 people from 24 countries in the region, including representatives from NGO's, justice institutions, the InterAmerican Commission on Women (CIM), ILANUD, and international cooperation organizations. The event was sponsored by the Program for Human Rights and Citizenship of the Ford Foundation's Southern Cone Office, the United States Embassy in Chile, CIM, the World Bank and World Bank Institute, and the William and Flora Hewlett Foundation. It was also

supported by the Women's Institute of Chile, the National Secretary of Women of Chile, the Ministry of Justice of Chile, and Chile's Supreme Court of Chile. A variety of topics linked to the current relationship between gender and justice were discussed at the event., and the preliminary results of a research project on this topic that was carried out in Chile were presented (more information is available on our Website, www.cejamericas.org).

i) Other Projects

Comparative Study of Public Prosecutor's Offices: Argentina, Chile and the United States. Proposals for an Efficient Model

This project, which is being developed by Dr. Mirna Goransky along with her research team and funded by the Ford Foundation's Southern Cone office, was initiated in March 2003. The objective is to learn from comparing the experiences of Public Prosecutor's Offices in Argentina, Chile and the United States by identifying successful practices and problematic routines in the work that is carried out in each office in order to improve the quality of the organization of the research stage. The goal is to propose and disseminate a basic model with a strategic focus that could be used by operators within the system as well as those who design, accompany, or evaluate reform processes aimed at effecting change in criminal justice administration in the region.

The final report for this study is due in March 2004.

IV. FINANCIAL SITUATION

The first project financed by USAID, which was aimed at supporting JSCA's institutional development, came to an end during 2003, and a new project funded by the same institution began on April 15 2003. This project includes activities that run through late 2004, and a new project proposal that contemplates projects to

be implemented through the beginning of 2005 has been presented to USAID and is awaiting approval.

JSCA also obtained funding from the Canadian International Development Agency (CIDA), the InterAmerican Development Bank (IDB), the Ford Foundation, and support from GTZ for research and training projects that include contributions from the Chilean and Brazilian governments, PNUD, and the Human Security Program.

JSCA has presented applications for financing to various organizations, and has appealed directly to member states and international forums such as REMJA and the OAS General

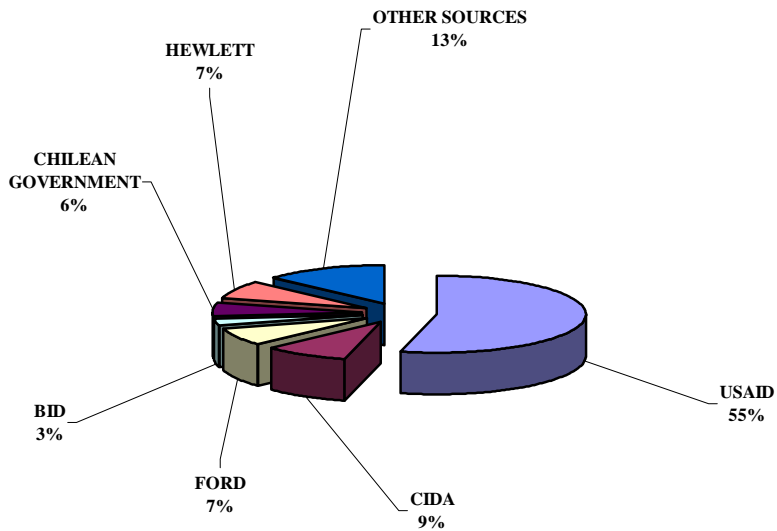
Assembly in order to secure the voluntary contributions necessary for the institution's functioning. At present, only Chile and Brazil have made voluntary contributions, as is mentioned later in this report.

The following chart summarizes the institution's financial situation for 2003. It should be noted that JSCA was audited by Ernst & Young for the period beginning September 1 2002 and ending April 30 2003 and that no problems were detected. We are currently reviewing our accounts and preparing an annual auditing report that runs through December 31 2003, as well as the JSCA's financial balance and status.

INCOME AND EXPENDITURES 2003

SOURCES	INITIAL BALANCE	%	INCOME	%	EXPENDITURE S	%
<i>USAID</i>	-78.396	-43%	729.010	54%	672.388	52%
<i>CIDA</i>			124.094	9%	136.239	11%
<i>FORD</i>	6.000	3%	98.500	7%	85.466	7%
<i>IDB</i>			40.000	3%	18.988	1%
<i>CHILEAN GOVERNMENT</i>			80.000	6%	80.000	6%
<i>HEWLETT</i>	72.927	40%	100.000	7%	86.057	7%
<i>OTHER SOURCES</i>	183.414	100%	179.638	13%	214.650	17%
TOTAL	183.945	100%	1.351.242	100%	1.293.788	100%

PERCENTAGE OF SUPPORT RECEIVED BY SOURCE IN 2003



[Clockwise: Other Sources (20%), USAID (50%), CIDA (10%), Ford Foundation (8%), IDB (3%), Hewlett (8%).]

As the amount of funding contributed by USAID rose, support from other sources dropped from 64% of the total financing to 51%.