



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

Plan de Trabajo 2004

Work Plan 2004



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I. BACKGROUND INFORMATION

The Justice Studies Center of the Americas (JSCA) is an autonomous inter-governmental entity created by the Organization of American States in compliance with the mandates of the II Presidential Summit of the Americas. Its members are the 34 American nations that are active members of the OAS. It is directed by a Board of Directors comprised of the following persons: Federico Callizo of Paraguay, President; George Thomson of Canada; Mónica Nagel of Costa Rica; Jaime Arellano of Chile; Douglass Cassel of the United States; Lloyd Beresford Ellis of Jamaica; and Karl Hudson-Philips of Trinidad and Tobago.

JSCA is headquartered in Santiago, Chile. The recognition of its legal status as an international organism in Chile was set forth in its Headquarters Agreement signed on January 22, 2001, approved by the Chilean Congress on July 18, 2002, and made effective as a law of the Republic on August 16, 2002. JSCA has been functioning in its own exclusive headquarters since 2003.

JSCA's mission is to promote the modernization of the region's justice systems with the aim of reaching the highest standards of respect and promotion of human rights and achieving greater efficiency in their endeavors.

In order to comply with that mission, the JSCA has proposed 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. To this end, JSCA works in the following fundamental strategic activities: generating and distributing tools for improving the information available on justice in the Americas; strengthening regional cooperation and exchange of experiences among key parties in the judicial sector; conducting in-depth studies of the region's justice systems, and fostering innovative ideas for the discussion of judicial reform.

JSCA receives financial resources through voluntary contributions from member states in

order to carry out the numerous activities that imply the development of these lines of action, but its funding primarily comes from international aid agencies, which fund specific projects..

The institution's organizational structure can be appreciated in a diagram found at the end of this document.

II. JSCA OBJECTIVES AND STRATEGIES

The 2002 report on JSCA objectives and strategies made reference to the wide-spread sensation that the enormous efforts invested in justice system reform processes in the region have not been as successful as expected, and that the great effort behind them has tended to decline. We identified the creation of JSCA as a tool that could be used to overturn that effect by taking advantage of the synergies and economies of scale that mark the work of regional character, creating more sophisticated approaches toward judicial issues with a true public policy perspective, and establishing a well-integrated community that stands behind the changes, taking advantage of the modern technological tools available.

Our most outstanding achievement in relation to the Plan for 2003 has been to systematize and disseminate information related to the configuration, activities, and changes taking place in the justice systems of JSCA's member countries. Without a doubt there have been successes, which can be discerned by experts in the field and the operators involved in making changes, though they are still not fully apparent to this specialized community. At the same time, the systematization of such information has not reached a sufficient level so as to faithfully compare the situation of different countries, or to give answers or information to wider sectors of our societies regards the work and results of the changes applied by justice administration systems.

It is for these reasons that our main three lines of work are mainly unchanged. The activities described in this report will demonstrate our achievements this year and a fundamental strategic trend which consists of moving from a position of only providing information for the debate surrounding judicial public policy, to that of establishing ourselves as players of the

transformation process itself. This shift has been carried out through specific project implemented in each country, JSCA's participation in calls for proposals, direct technical assistance, the generation of practical and specific solutions, and the training of other players so as to pass on optimum practices to local leaders

More detailed descriptions of these proposals and the intensification of our work, which will increasingly be carried out in conjunction with judicial institutions and the regional community concerned with making permanent improvements to the system of justice, are provided below

III. EXPECTED RESULTS AND ACTIVITIES

Result No. 1: Generate and distribute tools for improving the information available on justice in the Americas

JSCA has defined the following as indicators of the impact of the results obtained:

- A sustained increase in the number of people who visit and institutions linked to our Website.
- A sustained increase in the number of subscribers to the Nexus Newsletter.
- That there is a sustained increase in the number of people subscribed to the *Sistemas Judiciales* Journal, and in the number of articles of said journal that are quoted or included in academic information systems.
- That there is a sustained increase in the number of people who consider JSCA publications and virtual products to be either useful or very useful.

To this end, JSCA will continue to develop and improve publications and virtual products placed at the disposition of the regional legal community. Local USAID missions which were consulted showed special interest in such products, highlighting their own use of such tools. These are:

1. The Website, which requires constant updating and upgrading. Special attention will be paid to strengthening its virtual library and the quality and speed of its data base in general. Included among the tasks of consolidation and improvement of the actual web page are the following:

- Review content and Website of the Annual Report on Judicial Systems in the Americas module.
- Change system for dispatching digital publications (Nexus newsletter, Infored), facilitate subscriptions, improve statistics, etc.
- Create an image bank system.
- Broaden the CSO network Website, mainly by incorporating members' projects.
- Develop the JSCA virtual campus for carrying out training activities through the e-learning program.
- Activate a credit card payment system for subscriptions to journals and seminar attendance.
- Develop the JSCA news department, which will release specific information on our activities, events, and publications to the media. The contents of this module will, to a great extent, be supplied by data bases and other products.

2. Thematic modules; where to the updating of those already developed (criminal justice and alternative dispute resolution methods) are added modules on infant and juvenile justice in the region, and gender and justice.

3. Work will continue in the permanent development and updating of consultants data bases and the alert system for consultants orders, offers of work, and calls for proposals.

4. The Nexus Newsletter will be published each month in Spanish and English. Special edition newsletters in French and Portuguese will be published each semester.

5. Virtual library. An intra-text search system will be set up for PDF files stored on the JSCA server, along with a search engine for institutional data base materials. JSCA will continue to make available to users documents related to its different areas of activities, such as training, events and research.

6. Two new issues of the *Sistemas Judiciales* journal will be published, and the annual meeting of its editorial committee will be held.

7. The Report on Judicial Systems in the Americas, the first edition of which was published in 2003, will be updated. The aim of this task is not only to update information for the current year (challenges facing judicial branch, coverage, volume and development of cases, length of proceedings, and that information obtained from the implementation of JSCA's other projects), but also to incorporate additional information on public defense and legal aid, public prosecutor's offices, and women within justice administrations.

8. As far as media coverage is concerned, we will work with media that specialize in legal issues and justice in the Americas region; regular dissemination of different JSCA activities and events will also be carried out.

Result No. 2: To strengthen regional cooperation and exchange of experiences among key parties in the judicial sector.

JSCA has defined the following as impact indicators of obtained results:

- A sustained increase in the number of institutions and/or persons interested in taking part in the network or regional activities that we promote.
- A sustained increase in the number of contacts and joint projects among network members.
- A sustained increase in the number of institutions that rate participation in such networks, or other regional activities promoted by JSCA as useful or very useful.
- A sustained increase in the number of people who apply for a JSCA internship.
- A sustained increase in the number of institutions and persons interested in applying solutions developed by JSCA, and who request the institution's training for such purposes.
- A sustained increase in the number of persons who rate training activities carried out by JSCA as useful or very useful.

a) Regional Cooperation and Networks

In order to achieve this result we will continue to work actively with the regional justice networks

that we promote and/or take part in. The following is a brief description of those networks:

1. The Network of Civil Society Justice Organizations of the Americas (*Red de Organizaciones de la Sociedad Civil de Justicia en las Américas*). We will continue to support the work carried out by its members by administering communication tools (Website, Infored, etc.) and promoting the implementation of joint projects. We will organize the network's regular meetings.

2. Public Defender's Offices of the Americas (*Defensorías Públicas de las Américas*). We will continue to support the organization's annual meetings by promoting the participation of public defenders in countries of the English-speaking Caribbean, which involves supporting visits, translating materials, and circulating information throughout the English-speaking Caribbean. JSCA will also organize a sub-regional meeting on this issue.

3. Public Prosecutor's Offices. In addition to continuing its work in the Latin American Association of Public Prosecutor's Offices (*Asociación Iberoamericana de Ministerios Públicos*), JSCA will organize Inter-American seminars so as to debate the Organization and Functioning of Criminal Prosecution Systems in the Region.

4. Judicial Branches. JSCA will organize the Third Inter-American Seminar on Judicial Management, thus giving continuity to an initiative which in its two previous versions has brought together an important number of major authority figures from the region's judicial branches, experts in these issues and representatives of cooperation agencies. This work has been characterized by an innovative methodological approach which has led to very good assessment by participants and significant impact in the sector. It is our intention to raise levels of participation by carrying out workshops. In the first seminar a general review was undertaken of some of the more important issues related to judicial management; the second seminar focused using information to govern the judicial branch; and the third was centered on management

mechanisms for the implementation of oral procedures.

5. Governments – Ministries of Justice. JSCA will organize a presentation of the Report on Judicial System in the Americas, as well as the presentation of its annual accounts, during the V REMJA.

b) Training activities

1. Inter-Aerican Program for the Formation of Trainers for Criminal Procedural Reform. During 2004 the first version of this program will be carried out, organized by JSCA and supported by the Canadian International Development Agency (CIDA). The objective is to supply certain professionals –linked to the reform processes of criminal justice systems in the region- with the necessary skills and tools so as to transform in key players, able to contribute solutions to the problems faced by criminal procedural reform in the region. Additionally, and in virtue of special agreements with local universities, this program will go on to form part of formal programs in postgraduate master's degrees. Talks are currently taking place with the Chilean Diego Portales University. The aforementioned program includes four stages, each one with its own methodology, agenda, subjects and specific goals:

a) Basic course: “Instruments for Implementing of Oral and Accusatory Procedures” to be held between the March 29 –April 3 2004 in Temuco, Chile.

b) Intermediate course: “Problems in the Implementation of Criminal Procedure Reform,” to be held between the April 19-August 6 2004, by means of the e-learning system (distance learning).

c) Advanced course: “Litigation Skills in the Oral System,” to be held during the month of September 2004 in the Chilean capital of Santiago.

d) Local replicas: from October 2004 onwards (participants will attend repetitions of these courses in their home countries).

Applications can be submitted through the JSCA Website. The application process will end in March, at which point participants will be selected and a decision will be made regarding the total and partial grants to be awarded. Completion of e-learning and advanced program module design is still pending, and will be concluded between January and April 2004.

As part of the strengthening project, during the month of January 2004 a visit of National Justice Institute (NJI) experts will take place so as to support the development of a computational platform for the development of an intermediate e-learning course. Reciprocally, during the year two experts from JSCA will take part in some of the judges training programs organized by the NJI.

From November 2004 onwards, activities for the dissemination and inscription of the second training program to be held in 2005 should take place.

2. Courses, seminar, workshops and virtual forums:

a) Course on Judicial Reform for the Improvement of Governance in Latin America: from the 15 of April to the 3 of June 2004. In the framework of an agreement celebrated between the World Bank Institute (WBI), simultaneous distance course will be held in six Latin American countries: Guatemala, Honduras, Mexico, Paraguay, Peru, and Venezuela. The purpose of this activity is to contribute to the regional reform process by placing special emphasis on the problem of corruption. Courses will take place in two stages: the first from mid-April until June; the second during the month of June in Spain. Methodology for the courses is as follows: in each country there will be a facilitator, who will endeavor to secure the

inscription and participation of a minimum of twenty persons and a maximum of 35. This professional will also be in charge of guaranteeing the development of the six modules, coordinating the video-conferences and submitting to JSCA a report of each session. It will also be the facilitator's task to distribute materials needed by participants. Classes will be taught via video-conference, on a weekly basis, with a corresponding one session per module.

b) Course for Ecuadorian Prosecutors: In view of the results obtained in the "Training Program for Judges and Criminal Court Personnel in Specific Skills for the New Criminal Procedural Code in Ecuador," the county's Public Prosecutor's Office requested that JSCA design an adaptation of said program in order to train the prosecutors who did not take part in the original program.

c) Litigation Course in Oral Systems in Argentina: María Tolomei, member of the Consultancy Council of the Chubut School of Judicial Training in Argentina (as a representative of the Attorney General's Office) contacted JSCA so as to request the design and implementation of a Training Program for the Public Prosecutor's Office on the implementation of the adversarial system. Together with Ms Tolomei, the Buenos Aires based *Instituto de Estudios Comparados en Ciencias Penales y Sociales* (INECIP) has also requested a training program for its members. JSCA will offer a joint course to both institutions, lasting thirty hours and based on procedural litigation material.

d) Virtual forums: four such forums have been planned during 2004; one taking place every trimester. Tentatively, said forums should take place during the months of March, June, September, and December. Each forum will consist in the elaboration of a mailing list, to then conclude in a chat between the forum's designated teacher and the participants of the mailing list. An attempt will be made to coordinate the

forums in accordance with the issues raised in the *Judicial Systems Journal* in issues corresponding to 2004.

e) Course in Justice and Economics: Together with the Diego Portales University Law School, JSCA is planning to carry out a five-day international course related to the issue of "Justice and Economics," to be held in Santiago, Chile in October 2004. Said course will include a number of international experts as teachers.

3. Internships: We will repeat the internship program for young researchers, which has had excellent results, for the third time. This program has allowed us to involve persons of different nationalities in the work of the JSCA, at considerably low cost, thus internationalizing our staff, and strengthening our local contacts in the region's different countries. We will also develop internships for expert researchers, with the aim that they will be able to collaborate in our activities for short periods of time, get to know our working methods, and so forge permanent links to our institution once they have returned to the countries of origin. A new competition will be announced in June 2004.

Result No. 3: To conduct in-depth studies of the region's justice systems, and to foster innovative ideas for the discussion of judicial reform

JSCA will continue to provide concrete information on results generated in different countries throughout the Americas regarding attempted reform initiatives. The goals of this exercise are to obtain a detailed overview of the practical problems associated with the implementation of such reforms and to highlight those experiences with the most success in overcoming such problems. The intention is to generate internal debates based on the provided information, transcending traditional discussions of such issues within the regional legal community, which are generally of an abstract and theoretical nature, with discussions more closely linked to public policies, offering an empirical and practical content.

a) To Study the Region's Justice Systems

JSCA has defined the following as impact indicators of obtained results:

- The generation of a broad regional and local debate based on the studies carried out by our institution.
- That such studies are quoted by other researchers.
- That initiatives are implemented in countries in the region based on these studies.
- That local financial support is acquired so as to carry out these studies.

1. Follow up and support for criminal procedural reform. As proposed in the Plan for 2003, this innovative project aims to promote the development of working methods and the construction of a discourse that will complement the theoretical and conceptual approach to justice issues with one that is more concrete, based on reality and empirical formation, and motivate those groups pushing for reform to adopt a more critical attitude in relation to implementation processes, and thus be able to revitalize the original objectives of the reform process.

JSCA has carried out country studies and comparative reports on the practical functioning of reformed systems in the Americas. Once the follow up studies have been completed in all the countries that implemented criminal procedural reform in the region, a final report will be drafted which will systematize all the information collected, offering the JSCA overview on the progress and future challenges of regional reforms. The above does not mean that JSCA will abandon the activities it has been developing in this area. It will continue with such tasks through its Technical Assistance but mainly its training programs, as previously mentioned. Additionally, particular aspects linked to these reforms will be investigated (costs of reforms, functioning of public defense and criminal prosecution systems); we will also organize local and international events so as to discuss the results of these investigations, and carry out specific studies on criminal justice in the English-speaking Caribbean.

The project is now in its third development stage, and the following is expected for the year 2004:

- The completion of the studies initiated during 2003 (Bolivia, Honduras, Province of Buenos Aires in Argentina, Nicaragua and Santa Lucia, Barbados, Jamaica, and Trinidad and Tobago in the Eastern Caribbean)..

- The validation of these reports at local seminars that feature the participation of the most important (justice sector) players, along with an international seminar for debate, programmed for the month of April; in this last a comparative report will be presented which will contain critical analysis of the main achievements revealed by the national studies.

- In those countries in which the aforementioned study has proven to have greater impact, and where local groups associated with JSCA show greater interest and ability for this type of approach, we will support the development of programs aimed at offering follow up for this line of work in this third group of countries.

- Once the follow up studies have been concluded in all the countries that implemented criminal procedural reforms in the region, a final report will be drafted which will systematize all the collected information and offer the JSCA overview of the progress and future challenges of these regional reform processes. This does not mean that JSCA will abandon the activities it has been developing in this area. It will continue with these through Technical Assistance, but mainly through training programs, as previously mentioned.

2. Special issues related to criminal procedural reform: Specific studies will be developed so as to understand the impact of these reforms on the issues of gender and indigenous peoples. Preliminary studies on these issues are now being carried out, and it is hoped that they will soon be expanded to other countries in the region..

i) Gender and criminal procedural reform.

- National reports on the studies of gender and reforms to the criminal justice system will be

concluded and the corresponding comparative study will be carried out.

- Support will be given to local study teams in order to achieve the greatest possible impact of conclusions produced by the investigation.

- At the same time, the study will serve as a component for the implementation of the institutional training project agreed by JSCA, which will include a specific training module in this area.

- Also, JSCA intends to carry on delving into the gender issue, for which purpose further activities will be carried out in this area.

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ii) Indigenous peoples and reforms to the criminal justice system

- The study on indigenous peoples and reforms to the criminal justice system, begun towards the end of 2003, will be completed; this will consist of a regional document and an empirical research project in a country yet to be selected. The results of this project will be available as from April 2004.

- The study, situated in the framework of the JSCA project on institutional training, includes the realization of an e-learning module for which, based on the study carried out, a training module will be designed to cover this area.

3. Justice administration and racial discrimination of people of African decent: A study begun in September 2003, the aim of which is to collect and process information on the way that cases of racial discrimination cases are dealt with by justice administration systems in three American countries, will be concluded. The aim of this study will be to establish if in such cases international human rights laws are being respected and whether, in the future, an Inter-American Convention on this issue would contribute to improve the situation at hand.

b) To generate instruments that improve the quality of judicial information.

JSCA has defined the following as impact indicators of obtained results:

- That regional justice sector institutions adopt the tools we have developed so as to improve their information systems.
- That the information on justice sector functioning that we provide should be used to carry out major investigations or for taking decisions within said sector.

A major component of JSCA's strategy to improve the quality of public policy in the region's justice sector, is to continue with those activities intended to support the development of adequate systems of judicial information.

With this aim in mind, we propose that the following activities be implemented:

1. To continue with the procedure of elaboration and assimilation of judicial statistics in the region. Along with the eight countries already covered, work in four further countries will be added. For this purpose work will continue on the improvement and development of instruments contained in the manual *Coding and Decoding*.
2. We will offer direct support to those countries who wish to carry out specific actions to improve their information systems, using tools developed by JSCA. Specifically, support will be given to four countries in the region for the construction of a Management Control System. The support will consist in an assessment so as to: identify specific areas for the system's development, set up its technical aspects, supervise its implementation, diffuse and compare results and evaluate the project..
3. The development of regional and national seminars will be organized and supported, in which both the Manual's instruments, as well as those developed

to accompany the above sections, will be discussed..

4. As always, all this information will be placed on our web page, so that it may be widely consulted and used. The information collected within the framework of the Judicial Statistics Project is in the process of being intensely systematized. Once this process has concluded, that data base will be uploaded onto the web page in the Virtual Information Center..
5. Work on the development of an Index on Justice in the Americas will be commenced; this will measure the numerous impacts of the region's justice systems and the service they offer. The first part of this index, which will be developed during 2004, will consist of indexing diverse aspects related to access to judicial information. The current aim is to present a comparative ranking table outlining the situation affecting 34 American countries.
6. **Access to Judicial Information:** During the first trimester of 2004, the national reports, carried out within the framework of the Access to Judicial Information project, begun in October 2003 together with the Office of the Special Rapporteur for Freedom of Expression of the IACHR, will be concluded. At the same time, towards the end of March, we hope to receive the comparative report, which will include critical analysis of the main results presented by national investigators, a report which will be issued by the Office of the Special Rapporteur for Freedom of Expression. The data base built up during the first part of this research will be made available over the internet, and results gathered during the study will be disseminated, through press conferences given by national experts, from the month of May onwards. In July a regional workshop will be organized, to be aimed at civil society organizations in the Southern Cone; these will have been

chosen through a competition held in April.

c) To introduce and foster innovative ideas for the discussion of judicial reform

JSCA has defined the following as impact indicators of obtained results:

- That a broad regional and local debate will be generated as a result of studies carried out.
- That said studies are quoted by other researchers.
- That initiatives motivated by these studies are implemented in countries in the region.

In strict accord with the previously described results, the strengthening of a professional community dedicated to the issue of judicial reform requires the permanent renovation of the ideas possessed by that community. Such a renovation is particularly necessary given the numerous tasks involved in the process of justice reform, each one of which requires in turn a different methodology and discourse. As such, reforms tend to require processes of critical analysis of the situation facing justice systems, of processes to design changes, of their implementation, of evaluation process and reinforcement of the very changes that it is intended to introduce. Such discourses and working methods tend to operate on different levels: some deal predominantly with legal aspects, but others may require empirical analysis, and economic, management and training tools, and other different instruments which up till now have been predominantly judicial.

Until now the national communities' ability to generate and use these diverse working methods in the times required by reform processes has been limited, although interesting examples of innovation capacity exist in various countries. We think that in this area work at regional level in fact offers very advantageous possibilities, precisely because it allows successful experiences to transcend and deal with the different stages of judicial reform. Work at regional level is also advantageous for it allows the efforts of different local groups to be coordinated so as to face up to the common tasks associated with innovation.

On the other hand, innovation is not only related to methodology and the tools to be used, rather, also with the areas that need to be dealt with. There is a need then for those areas where relevant changes are required to be identified, enhancing the correct development of institutions and their adequate contribution to the economic and social progress of each respective country. However, diagnosis and problem relevance is not enough; original or pre-tested solutions are needed, generally subjected to a comparative analysis, with a deeper reflection of the issues to be treated and of periods of discussion and socialization of ideas, all constructed with a real capacity to innovate..

With this objective, JSCA will initiate a new line of work in the area of economy and justice, with the aim of influencing processes of change taking place in the region, in the same way as it has been doing so in the criminal justice system. We are especially interested that a dialogue takes place between those points of view held within the world of law, and those of a financial nature, centered on certain issue that we believe to be of special interest, such as, financing of the justice sector, bankruptcy, consumer rights and anti-monopolies. For this purpose we will develop research and reunions with the aim of drafting proposals for the reform of civil and commercial justice systems in the region. This has also been outlined in Resolution 11 passed by the Meeting of Supreme Courts of Central America, where the direct support of JSCA was requested so as to develop the previously described activities.

Additionally, JSCA has proposed the setting up of a “Fund for the implementation of projects to improve justice administration in Argentina; fund for judicial innovation in Argentina,” with support of the United States Embassy in Argentina.

JSCA has defined the following as impact indicators of obtained results:

- The number of projects presented to access the fund.
- The number of applicants jointly presented by public institutions and civil society organizations

We will work on three key areas:

- An in-depth study of justice systems and the fostering of innovative proposals for the discussion of judicial public policies;
- Strengthening of cooperation and the exchange of experiences among key justice sector players at regional level; and
- To generate and disseminate tools that improve information on justice in the Americas.

The **Fund for Judicial Innovation in Argentina** will provide support for citizens' proposals and joint proposals presented by citizens with State institutions (be they Federal, Provincial or Local governments), so as to consolidate the process of justice democratization in Argentina, initiated in this country back in the 1980s. The aim of this fund is to contribute to the strengthening of community organizations, both to promote and strengthen the relationship between these and public institutions, among which are found judicial institutions. With this purpose in mind, JSCA and the U.S. Embassy in Argentina have held talks and decided that the issues to be incorporated and promoted by the fund are as follows:

- Access to justice which is fair and non-discriminatory, with special emphasis placed on improvements to the quality of access to justice for children, adolescents, women, members of indigenous communities, and ethnic minorities;
- Respect of human rights and guarantees of the due process of law, with special emphasis on criminal procedures;
- Strengthening of the implementation of the adversarial, oral and public system, with special emphasis placed on the strengthening of skills to improve the quality of oral litigation;
- Greater access to judicial information;
- Greater transparency in the nomination of judges and magistrates, and other justice system operators, of all instances and ranks;
- Strengthening of judicial independence as a guarantee of the impartiality of judges

dealing with particular cases, and improvements to Judicial Governance institutions; and

- Programs to link justice sector institutions to the community, improving the quality and attention of citizens by justice administration public service sectors

It is of special interest that proposals not only take into account the Federal Justice system, or the judicial performance within the autonomous city of Buenos Aires, but rather the justice administration systems of other Argentinean provinces.

JSCA wishes to increase the existing knowledge in the region on the way in which justice systems really work, and especially, on the results achieved by attempted reforms within respective systems. The idea is to abandon traditionally dogmatic and conceptual discourse, for one which is much more empirical and accessible, revealing problems and the way to overcome them. Work carried out in this area should serve to provide content and guide the remaining activities of the institution, both in its Virtual Information Center, as well as training and technical assistance activities

IV. TIMETABLE

The following timetable outlines the duration of JSCA activities and the months when they are to be implemented.

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Result No. 1												
Website	■											
Thematic modules	■							■				
JSCA virtual campus		■										
Nexus newsletter	■											
Judicial systems, publication and meeting of editorial committee						■	■					■
Consultants data base			■									
Virtual library (intra-text search engine)												
Report updated	■											
Result No. 2												
CSO Network (annual meeting)				■								
Inter-American Association of Public Defenders										■		
Public Prosecutor's Offices				■								
Judicial branches, Judicial management									■			
Inter-American Formation Program	■											
WBI course				■								
Argentinean litigation course				■								
Virtual forums						■			■			■
Justice and economy course										■		
Young professional internships							■				■	
Result No. 3												
Inter-American Seminar Follow up and local validation				■								
Gender and reforms to criminal justice	■											
Indigenous peoples and reforms to criminal procedures	■											
Justice administration and racial discrimination	■											
Elaboration and assimilation of judicial statistics	■											
Access to judicial information	■											
Justice and economy												
Argentina Fund												

V. FINANCING.

In order to carry out the activities described above, we have secured some resources (contracts that have already been signed with the funding sources to which we have applied and funds that have been assigned for specific projects), as described in the table below.

JSCA will also continue its efforts to encourage other OAS member states to make good on the pledges to make voluntary contributions to the institution that they made at JSCA's inception.

To this end we have presented a series of proposals informally to a variety of agencies. The following is a list of the proposals that we hope to present to countries and institutions in order to provide them with a variety of ways to support our work through voluntary contributions:

1. Proposal to Create National Funds for JSCA Technical Assistance in Support of the Improvement of Judicial Public Policies. JSCA is currently offering technical assistance in various aspects of judicial public policy, including improving the management of judicial institutions, support for substantive reforms and procedures, support to judicial information systems, judicial training in a variety of areas. In fact, many countries have requested that JSCA provide this type of assistance in the form of consultants, participation in planning processes, training, support for improving judicial information and management, the organization of on-site visits, the implementation of studies or evaluations, and assistance in related areas. The countries that request this assistance frequently provide the funding necessary to fulfill their requests. However, the process of securing funding is difficult, as national budgets do not make room for funding for this type of activities. Our proposal is that JSCA member countries

incorporate JSCA Technical Assistance Fund into their budgets, to which public institutions would be able to apply in concert with JSCA, presenting projects or requests for technical assistance for specific activities. This would create a flexible mechanism managed by the countries themselves, adjusting resources to the countries' and ensuring that control over those funds remains local.

2. The Creation of Special Bilateral Cooperation Funds for JSCA Technical Assistance in the Area of Justice. Since its creation, JSCA has received valuable donations from OAS observer countries. These donations and funds tend to come from bilateral cooperation plans between the observer country and local country. The problem is that these funds are earmarked for very specific purposes, and are assigned to general bilateral cooperation plans that are not limited to the justice sector. Our proposal is to create Special Funds for Bilateral Cooperation for JSCA Technical Assistance in the Area of Justice in the central OAS observer countries that participate in bilateral cooperation agreements. These funds could be managed on central, local or subregional levels by cooperation agencies or other public organizations in OAS observer countries in order to develop local, regional or subregional projects in concert with JSCA and governmental or non-governmental organizations in the countries that benefit from the agreements. The funds would be subordinate to the topics and priorities defined by the OAS observer countries for the region or the country that receives the funding in the area of justice. In this way JSCA could not only help to establish priorities or areas in which work should be done, but could organically channel the requests presented by different countries in the area of justice, which is often communicated to cooperation agencies in a disorganized or fragmentary manner

