



## PLAN OF ACTION 2011

This Plan of Action outlines the main activities that the Justice Studies Center of the Americas (JSCA) has planned to develop during 2011 in order to fulfill its institutional mission in accordance with the approaches established in its mandate.

The activities described herein are designed to satisfy three strategic objectives, two of them substantive and one related to institutional support: i) to promote sustainable civil justice reforms in the region that capitalize on the best practices identified at the regional and global levels; ii) to strengthen JSCA's role as a facilitator of information on the region's justice systems; and iii) to achieve long-term financial sustainability for JSCA.

Main areas of action:

### I.- Support for Civil Justice Reforms

#### 1.1 Research

<b>Entry No. 1</b>
<b>Manual for Developing a Virtual Course on Civil Justice Reform and the Introduction of Oral Procedures in This Area</b>
<b>Objectives:</b> To disseminate knowledge and experiences related to the introduction of oral procedures based on the lessons learned in current civil justice reforms. This data will serve as the basis for the virtual course with the same objectives.
<b>Coverage:</b> Regional
<b>Funding source:</b> CIDA
<b>Date:</b> Second semester of 2011
<b>Expected result:</b> Teaching material in the form of a digital course.

<b>ENTRY No. 2</b>
<b>Study of the Trajectory of Civil Cases in Santiago's Civil Courts</b>
<b>Objectives:</b> To explore and describe the trajectory of cases handled by Santiago's civil courts. The specific objectives of this study are to provide descriptive analyses and quantitative information regarding cases handled by Santiago's civil courts filed in 2009. To analyze the trajectory of these cases by type of procedure, matter and amount of damages involved, extracting key information regarding their processing and the behavior of system actors, including a description of the agencies that handle each case and the type of information required for the case file. To determine the flows observed within civil procedures in view of the various stages and benchmarks.
<b>Coverage:</b> Santiago, Chile
<b>Funding source:</b>

Government of Chile
<b>Date:</b> To be submitted in January 2011
<b>Expected result:</b> Quantitative and analytical report on the trajectory of civil cases in Chile. There is a possibility that this methodology will be applied elsewhere in the region.

<b>ENTRY No. 3</b>
<b>Technical Support for the Discussion of Civil Procedure Reform in Chile</b>
<b>Objectives:</b> 1.- To participate in the Advisory Council created by Chile's Ministry of Justice regarding the proposed Civil Procedure Code. The Council was created on 8 October 2010 in order to integrate various visions and include civil society and the academic community in the process. 2.-To provide support for the Chilean Supreme Court's working group in order to support the systematization of experience in non-criminal cases.
<b>Local counterparts:</b> Chile's Ministry of Justice and Supreme Court
<b>Date:</b> Throughout 2011
<b>Expected result:</b> Participation in the discussion and generation of contents for Chile's civil procedure reform.

## 1.2 Dissemination

<b>ENTRY No. 4</b>
<b>Publication "Studies for the Transformation of Civil Justice" (Spanish-language publication)</b>
<b>Objectives:</b> To publish a collection of the presentations offered in the seminar series "Transforming Civil Justice in Ibero-America: Contents and Challenges," which was held in 2010. The documents describe the operation of oral procedures and lessons learned from current civil justice reforms in order to extract conclusions regarding the challenges that countries that are undertaking procedural reforms should consider.
<b>Local counterparts:</b> Universidad Autónoma de Madrid (UAM); Universidad de Montevideo; Instituto Iberoamericano de Derecho Procesal
<b>Funding source:</b> Interuniversitaria UAM- Banco Santander con América Latina Cooperation Projects
<b>Date:</b> January 2011
<b>Expected impact:</b> Dissemination of experiences in the region through online publications.

## II.- Support for Criminal Justice Reforms

<b>ENTRY No. 5</b>
<b>Support for Criminal Procedure Reform Processes</b>
<p><b>Objectives:</b> To monitor and support the results and impacts achieved through criminal justice reform processes in the region based on the methodology applied in previous cases.</p>
<p><b>Coverage:</b> Córdoba, Argentina: Monitoring of the implementation of procedures for those caught committing crimes Panama: Training program for implementation Santa Fe, Argentina: Monitoring of the implementation of the Criminal Procedure Reform</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Date:</b> Throughout 2011</p>
<p><b>Expected impact:</b> Strengthening of reform processes and identification of new contributions to the field.</p>

<b>ENTRY No. 6</b>
<b>Research on Pretrial Detention</b>
<p><b>Objectives:</b> To create a work module focused on the rationalization of the use of pretrial detention and optimization of the use of alternatives to it. Implementation of the module in four countries and identification of specific opportunities for intervention. To identify the feasibility of developing country reports for nations for which no reports have been written and to develop said reports during 2011.</p>
<p><b>Coverage:</b> Regional</p>
<p><b>Funding source:</b> Open Society Justice Institute</p>
<p><b>Date:</b> Throughout 2011</p>
<p><b>Expected impacts:</b></p> <ol style="list-style-type: none"> <li>1. Development of a map of pertinent interventions that have been introduced or are being introduced complete with information on the impact and sustainability of the reforms;</li> <li>2. Development of a network of institutions and individuals interested in –and who support- working on reforms in the area of pretrial detention in Latin America;</li> <li>3. Contribution to the development and application of a regional strategy for promoting new approaches to the use of pretrial detention.</li> </ol>

<b>ENTRY No. 7</b>
<b>Development of Documents for the Creation of a System to Evaluate the Risks of and Provide Supervision for Alternatives to Pretrial Detention</b>
<p><b>Objectives:</b> To develop proposals for a protective measures oversight system that includes the evaluation of risks and supervision of measures that can be used to replace pretrial detention in order to optimize their use in Chile.</p>
<p><b>Coverage:</b> Chile</p>
<p><b>Funding source:</b> Open Society Justice Institute</p>
<p><b>Local counterpart:</b> Division of Public Safety, Ministry of the Interior of Chile</p>

<b>Date:</b> First semester of 2011
<b>Expected impacts:</b> 1.- Development of four reviews of comparative experiences in the implementation of risk evaluation offices; a local report on national experiences; a report on costs; and the systematization of existing information on alternative measures. 2.- Support and intervention through a working group coordinated by the Division of Public Safety with various judicial system and government agents. The purpose of the group will be to propose a methodology and final organizational approach for this effort.

<b>ENTRY No. 8</b>
<b>Study on the Empirical Functioning of Alternatives to Pretrial Detention in Chile</b>
<b>Objectives:</b> To continue to identify areas in which further work can be done on the rationalization of the use of pretrial detention in the region in order to define an agenda for work based on empirical data on the situation of Chile.
<b>Coverage:</b> Chile
<b>Local counterpart:</b> Fundación Paz Ciudadana
<b>Funding source:</b> Open Society Justice Institute
<b>Date:</b> February 2011
<b>Expected impacts:</b> To identify the impact of alternatives to pretrial detention on the Chilean justice system. This will be done with a view to establish: The duration, magnitude, evolution and frequency of the measures applied and the costs and workload that they represent to the system. The number of hearings that are not held because the accused fails to appear and the cost that this represents to the system. The number of people who are subject to such alternative measures and who fail to appear at hearings. The course followed by cases in which such measures fail and the percentage of cases that are successfully completed.

## 2.1 Dissemination

<b>ENTRY No. 9</b>
<b>Publication of Studies on Pretrial Detention</b>
<b>Objectives:</b> To publish and disseminate local reports and products generated by JSCA consultants on the current situation of pretrial detention in Mexico, Brazil, Argentina and Peru.
<b>Coverage:</b> Regional
<b>Funding source:</b> CIDA
<b>Date:</b> April 2011
<b>Expected impact:</b> To generate discussion on this issue and raise awareness regarding the rationalization of the use of pretrial detention and optimization of the use of alternative measures.

<b>ENTRY No. 10</b>
<b>International Seminar on the System for Risk Assessment and Supervision of Alternatives to Pretrial Detention</b>

<b>Objectives:</b> To develop a series of activities designed to raise local and national awareness in Peru in order to promote the feasibility of the introduction of pretrial services in the context of the implementation of criminal procedure reform in that nation.
<b>Coverage:</b> Lima, Peru
<b>Funding source:</b> CIDA
<b>Date:</b> March-April 2011

<b>ENTRY No. 11</b>
<b>Seminars to Present the Results of Research on Criminal Prosecution</b>
<b>Objectives:</b> To present the results of JSCA reports on the current capacities of the region's criminal justice systems to investigate, fully prosecute and punish crimes, particularly those that have the greatest impact on the community and public opinion.
<b>Coverage:</b> The initial stage of this project will cover Colombia and Argentina.
<b>Funding source:</b> CIDA
<b>Date:</b> Colombia: February 2011 Argentina: March 2011

## 2.2 Training

<b>ENTRY No. 12</b>
<b>Training Program for Judges on the Use of Oral Procedures and Evidence</b>
<b>Objectives:</b> To prepare a group of judicial trainers to manage the technical and policy complexities of the criminal justice reform processes that are being promoted throughout the region. The program will include a module on the evaluation of witnesses' credibility and eye witness testimony based on the experience of Canada.
<b>Coverage:</b> The program is open to individuals from every country in the region. The initial plan is to hold a training activity in January in Costa Rica. JSCA also has received requests for training programs from Peru and Brazil.
<b>Funding source:</b> CIDA
<b>Date:</b> Throughout 2011

<b>ENTRY No- 13</b>
<b>VIII Cycle of the Inter-American Program for Training Trainers for Criminal Procedure Reform</b>
<b>Objectives:</b> To prepare a broad group of Latin American leaders to manage the technical and policy complexities of the criminal justice reform processes that are being promoted throughout the region. The program includes a basic course (on site), an e-learning intermediate course and an advanced course (on site). The in situ parts of the course will be held in Santiago de Chile.
<b>Coverage:</b> Participants from throughout Latin America will be included, and grants will be offered to students from Bolivia, Honduras and Nicaragua.
<b>Funding source:</b> CIDA
<b>Dates:</b>

- Basic course: May 2011
- Intermediate course: June-October 2011
- Advanced course: November 2011

**ENTRY No. 14**

**Virtual Course on Pretrial Detention in Latin America**

**Objectives:**

To develop a training program that addresses the current use of pretrial detention in the region and challenges to be considered in a regional discussion of the same. The course will include an empirical and normative assessment of the situation of pretrial detention in Latin America; international standards for the application and use of pretrial detention; elements for discussion and pretrial detention hearings; and the experience of pretrial services in the United States as a way of promoting the use of alternatives to pretrial detention.

**Coverage:**

This activity will be implemented using e-learning technology.

**Funding source:**

CIDA

**Dates:**

First semester of 2011

**ENTRY No. 15**

**Virtual Course on the Management of Criminal Justice System Agencies**

**Objectives:**

To provide participants with a comprehensive perspective on the issue of management within the adversarial criminal justice system and tools for assessing and executing plans that consider a full set of institutions.

**Coverage:**

This activity will be implemented using e-learning technology.

**Funding source:**

CIDA

**Date:**

First semester of 2011

**ENTRY No. 16**

**Virtual Course on Drug Treatment Courts**

**Objectives:**

To review the reaches and components of drug treatment courts as an innovative approach to the effects of drug addiction. The goal is to describe the advances made, research performed on and theories based on these programs so that judges, prosecutors, defense attorneys and psycho-social team members will be aware of these aspects and apply them in their daily work.

**Coverage:**

This activity will be implemented using e-learning technology.

**Funding source:**

CIDA

**Dates:**

Second semester of 2011

**ENTRY No. 17**

**Virtual Course on Oral Procedures in Civil Justice**

**Objectives:**

To review the reach and components that should guide civil justice reform processes in regard to both procedural and litigation matters.

**Coverage:**

This activity will be implemented using e-learning technology.

**Funding source:**

CIDA

<b>Dates:</b> Second semester of 2011
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<b>ENTRY No. 18</b>
<b>Virtual Training Program for Latin American Prosecutors</b>
<b>Objectives:</b> To provide the region's prosecutors with knowledge and tools that will allow them to develop new work methods, approaches and dynamics in order to solve practical problems in the implementation and operation of the criminal procedure system and efficient exercise of their roles. This program has been held three times.
<b>Coverage:</b> Regional
<b>Funding source:</b> CIDA
<b>Local counterpart:</b> This program is being offered with the support of and through agreements signed by JSCA and the Ibero-American Association of Prosecutor's Offices and the Ibero-American Institute of Prosecutor's Offices.
<b>Date:</b> May-June 2011

<b>ENTRY No. 19</b>
<b>Local Replicas of the Inter-American Training Program</b>
<b>Objectives:</b> To allow students of previous cycles of the Inter-American Training Program (see above) to pass on their knowledge and skills. JSCA provides technical support and in some cases funding for these activities. At least 12 replicas have been scheduled for 2011 that will benefit one thousand individuals.
<b>Coverage:</b> Latin American countries that have alumni networks.
<b>Funding source:</b> CIDA
<b>Date:</b> Throughout 2011

<b>ENTRY No. 20</b>
<b>Internships in Canada</b>
<b>Objectives:</b> To allow a group of Training Program graduates to gain direct work experience and learn about the Canadian justice system. There will be a total of four internships; two three-week programs at the Public Prosecution Service and two one-week internships at NJI, where the interns will complete a training course.
<b>Coverage:</b> Canada
<b>Funding source:</b> CIDA
<b>Local counterparts:</b> Public Prosecution Service of Canada and the National Justice Institute
<b>Date:</b> The first two internships will be completed in May and the other two will be held in October.

<b>ENTRY No. 21</b>
<b>V Meeting of the Alumni Network</b>
<b>Objectives:</b> To maintain contact and interaction among Inter-American Training Program alumni and expand their knowledge of criminal justice reform processes.
<b>Coverage:</b> To be determined
<b>Funding source:</b> CIDA
<b>Date:</b>

Second half of 2011 (exact dates to be determined)
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<b>ENTRY No. 22</b>
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<b>Pro Bono Internships</b>
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<b>Objectives:</b>
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To enrich JSCA's work through the new approaches contributed by interns and to create lasting links with them in order to establish contact with local experts or institutions.
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<b>Coverage:</b>
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Chile
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<b>Associated institutions:</b>
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North American universities such as Georgetown and the Universities of Florida and Toronto.
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<b>Date:</b>
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Throughout 2011.
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<b>ENTRY No. 23</b>
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<b>Workshops and Visits for Learning about the Adversarial Criminal Justice System</b>
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<b>Objectives:</b>
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To provide groups of visitors from throughout the region with practical images of the operation of reformed adversarial criminal justice systems and to transmit experiences in the design and management of reforms.
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<b>Coverage:</b>
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Chile
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<b>Funding source:</b>
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Each group will cover the costs of their visit.
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<b>Date:</b>
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Throughout 2011
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### III. Support for Reforms in the Areas of Judicial Management and Information

JSCA will continue to focus on the generation of instruments and tools for improving the management of judicial modernization processes. This will be achieved mainly through four areas of action: the production and appropriate use of uniform judicial statistics, the incorporation of information technology, developments in results-based management models, and strategic planning.

#### 3.1 Research

<b>ENTRY No. 24</b>
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<b>The Impact of Information Technology on Access to Judicial Information and Justice</b>
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<b>Objectives:</b>
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To improve the transfer, collaboration and dissemination of the role of ICTs in judicial institutions throughout the region, generating instruments for measuring access to information and justice.
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<b>Coverage:</b>
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Regional
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<b>Funding source:</b>
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Institute for Connectivity in the Americas (ICA)
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<b>Date:</b> Throughout 2011
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<b>Expected impacts:</b>
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Identification of best regional and international practices that include the use of ICTs; development of an e-justice model; development of an index of access to justice (to be applied as a pilot program in Chile and then extended to four other countries, which are to be selected); and dissemination of best results and practices.
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<b>ENTRY No. 25</b>
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<b>VII Index of Online Access to Judicial Information</b>
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<b>Objectives:</b>
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To rank the region's judicial branches and prosecution services according to the amount of information that they make available online in order to encourage those agencies to improve the level of transparency of judicial work and the services that they provide to the public.
<b>Coverage:</b> Regional
<b>Funding source:</b> JSCA
<b>Date:</b> Development: June-October 2011 Presentation: October-November 2011
<b>Expected impact:</b> Promotion of the Index's methodology and addition of new categories that are more closely associated with citizens' needs.

### 3.2 Dissemination

<b>ENTRY No. 26</b>
<b>Report on Judicial Systems in the Americas 2010-2011</b>
<b>Objectives:</b> The purpose of the fifth version of the report is to present detailed and updated information on the justice system of each country in the region, describing its institutions, structures, characteristics, productivity, budgets, human resources, reform initiatives and other key aspects.
<b>Coverage:</b> Regional
<b>Funding source:</b> CIDA
<b>Date:</b> Throughout 2011

<b>ENTRY No. 27</b>
<b>IX Inter-American Seminar on Judicial Management</b>
<b>Objectives:</b> To analyze the theoretical advances and innovative experiences linked to judicial management that have allowed for the successful implementation of substantive judicial reforms. This seminar will focus on evaluating the impact of computer tools that can be used to provide judicial services, including strategies for measuring the institutional, economic and social results obtained.
<b>Coverage:</b> Regional. We are exploring options for host countries.
<b>Local counterpart:</b> We are exploring this aspect of the initiative.
<b>Date:</b> Second semester of 2011

### IV. Virtual Information Center (VIC)

<b>ENTRY No. 28</b>
<b>Virtual Platforms</b>
<b>Objectives:</b> The JSCA Website is the main vehicle used by the institution to provide information and generate spaces for interaction in the community of people and institutions that are interested in issues of judicial reform at the regional level. The goal is to continue to improve and expand the services offered to users throughout the year, including the virtual library, calendar, information on JSCA projects and products, course registration materials and access to virtual courses through CEJACAMPUS. An effort will be made to strengthen the development of JSCA's presence on social networks such as Facebook, podcasts, Twitter and YouTube as well as the upstream online transmission channel.

<b>Coverage:</b> Global
<b>Funding source:</b> JSCA
<b>Date:</b> Throughout 2011

<b>ENTRY No. 29</b>
<b>Nexus Newsletter</b>
<b>Objectives:</b> The purpose of this monthly publication is to reach JSCA's regional subscriber base (in Spanish and English), providing information on our main activities and products, general news on the justice sector in the region, book reviews and links to justice-related Websites.
<b>Coverage:</b> Regional
<b>Funding source:</b> JSCA
<b>Date:</b> Throughout 2011

<b>ENTRY No. 30</b>
<b>Judicial Systems Journal</b>
<b>Objectives:</b> To generate a virtual periodical that serves as a means of exchanging ideas and experiences linked to judicial reform processes in the region.
<b>Coverage:</b> Regional
<b>Funding source:</b> JSCA
<b>Date:</b> Publication of Issue 14: January 2011 Development of Website: Throughout 2011



