

# 2009 Plan of Action

This Plan of Action defines the main activities that the Justice Studies Center of the Americas (JSCA) will develop during 2009 in order to fulfill its institutional mission in compliance with the approaches established in its Strategy Plan for 2005-2009.

Main Areas of Action:

## I.- Support for Civil Justice Reforms

JSCA will continue the work that it has been developing in the area of civil justice through research that will allow it to increase available knowledge on the type of problems that reform of this sector must address. The goal is to promote a more in-depth discussion of this topic and involve non-traditional actors in the design and implementation of the necessary changes.

Main Objective:

To contribute to the design of models of specific solutions for resolving problems in the civil arena.

### 1.1 Research

<b>ACTIVITY N°1</b>
<b>Execution of Judicial Resolutions in the Civil Arena</b>
<b>Objectives:</b> To identify and analyze available data on problems and best practices in order to address systems for the execution of judicial resolutions in the civil arena and design a model of specific solutions for this area. This study will be presented as the main paper at the Inter-American Seminar on Civil Justice, which will be held in October 2009 (See ACTIVITY N°2).
<b>Location(s):</b> It will address regional experiences.
<b>Funding source:</b> CIDA
<b>Date:</b> August 2009

### 1.2 Dissemination

<b>ACTIVITY N°2</b>
<b>Inter-American Seminar on the Execution of Judicial Resolutions in Civil Justice</b>
<b>Objectives:</b> To identify and analyze experiences and new practices regarding the execution of civil procedures in the region based on JSCA's research.
<b>Location(s):</b> The seminar will be held in Chile and open to participants from around the region.
<b>Funding source:</b> JSCA will cover the general organizational costs and grants for some participants. The general public will cover other costs.
<b>Local counterpart:</b> Universidad Diego Portales
<b>Date:</b> October 2009

<b>ACTIVITY N°3</b>
<b>Publication of Basic Research for Civil Justice Reform</b>
<b>Objectives:</b> To disseminate a publication designed by a group of experts in 2008 in order to guide countries that wish to undertake a civil justice reform project. The document contains specific recommendations regarding the contents of these reforms in each of the areas that they should address, including: small claims justice, monetary debt recovery, bankruptcy, oral trial, procedural resources, sentence execution, etc. It also contains proposals regarding a strategy for managing the reform process and financing the same.

<b>Location(s):</b> Activity with regional reach
<b>Funding source:</b> USAID (2008 funds)
<b>Date:</b> March 2009

## II.- Support for Criminal Justice Reforms

JSCA will continue the work that it has been doing in the area of criminal justice since its inception. First, the reports on the operation of the region's criminal justice systems that were drafted during 2008 will be published and disseminated. They address such topics as the reform implemented in Peru, the results of the modernization processes implemented in the Province of Buenos Aires and Costa Rica and other developments in the field.

Along these same lines, JSCA will continue to support reform processes in locations such as the Santa Fé Province of Panama and Mexico. We also will continue to develop actions in Haiti through visits, training activities, publications and other efforts in order to continue the Program to Support Haitian Justice that JSCA developed in 2007. During 2008 the Center further developed the project by holding a training seminar for the legal community in Port-au-Prince.

We also will promote a study designed to complement our proposals for solutions to problems that justice systems are now facing, addressing the treatment of complex crimes such as homicide and corruption. This effort will include a comparative study of Colombia, Chile and Peru.

During this period we will strengthen our support of national initiatives that promote new forms of work organization and methodology in the region's criminal justice systems. JSCA will support research and activities that present innovative experiences with the operation of the public prosecutor's office.

In order to continue to develop the work that we have done on pretrial custody, we will produce a study that will allow for the design of new instruments for analyzing the current situation of pretrial custody, including new topics and approaches that contribute to visions of the same.

Based on the contents of the VI Inter-American Program for Training Trainers for Criminal Procedure Reform and related instruments produced in 2009, we will offer training programs, technical assistance, monitoring and evaluation of criminal justice reforms in strategic alliance with graduates of the program. This approach has been developed in response to specific requests and depends on the sustainability of the proposed project and a contribution by a national counterpart that is at least equivalent to that of JSCA.

### 2.1 Research

<b>ACTIVITY N°4</b>
<b>Project on Best Practices for the Investigation, Prosecution and Punishment of the Crimes of Homicide and Corruption in the Americas</b>
<b>Objectives:</b> To extend successful experiences for the investigation, prosecution and punishment of homicide and corruption, increasing the number of cases solved and the quality of the solutions provided. In order to achieve this objective, the project will provide tools extracted from specific situations so that police agents and prosecutors can work more effectively to design and execute activities in this area both separately and in collaboration with one another.
<b>Location(s):</b> Colombia, Chile and Peru
<b>Funding source:</b> Government of Italy - OAS
<b>Date:</b> Throughout 2009

<b>ACTIVITY N°5</b>
<b>Agenda for Work on Pretrial Custody</b>
<b>Objectives:</b> To produce research that allows for the development of an agenda for work on pretrial custody. This first document about new parameters for more complex discussions of pretrial custody will contain statistics, criteria, methodologies and information on the costs of the same.
<b>Location(s):</b>

Chile
<b>Funding sources:</b> CIDA and JSCA
<b>Date:</b> August 2009

<b>ACTIVITY N°6</b>
<b>Support for Haiti's Justice System</b>
<b>Objectives:</b> To explore sources of funding for the execution of the Program to Support Haitian Justice that JSCA developed in 2007 and to follow up on the actions that were proposed in collaboration with the UNDP, the Ministry of Justice of Haiti and the Ministry of Justice of Canada following the Seminar on the Criminal Justice System and the Rule of Law that was held in October 2008 in Port-au-Prince.
<b>Location(s):</b> Haiti
<b>Funding source:</b> To be determined
<b>Date:</b> Throughout 2009.

## 2.2 Dissemination

<b>ACTIVITY N°7</b>
<b>Inter-American Seminar on Innovation in Public Prosecutor's Offices</b>
<b>Objectives:</b> To generate a regional discussion based on experiences with innovation developed in public prosecutor's offices in the region. The event will feature an international competition for the presentation of papers from several countries in the region in order to ensure that participants will have an opportunity to discuss empirical experiences.
<b>Location(s):</b> We will consider the possibility of holding the seminar in Mexico or Peru. The event will be open to participants from throughout the region.
<b>Funding source:</b> CIDA will cover the general organizational costs and grants for some participants. All other participants will cover their own costs.
<b>Local counterpart:</b> We will consider the possibility of involving the prosecutor's office of the host country as a local counterpart.
<b>Date:</b> July 2009

<b>ACTIVITY N°8</b>
<b>Publication on Experiences with Innovation in the Public Prosecutor's Office</b>
<b>Objectives:</b> To disseminate the papers on innovation in public prosecutor's offices in the region presented at the International Seminar in July 2009 (SEE ACTIVITY N° 7).
<b>Location(s):</b> This activity has a regional reach.
<b>Funding source:</b> CIDA
<b>Date:</b> October 2009

<b>ACTIVITY N°9</b>
<b>Publication of Follow-up Reports and Evaluations of Criminal Procedure Reforms</b>
<b>Objectives:</b> The first study in this group was developed in the Province of Buenos Aires and is designed to complete the effort begun in 2006 on the pilot project in Mar del Plata. The new document will cover four additional

<p>judicial departments.</p> <p>The second was developed in Peru and covered the results of the first year of the implementation of the reform in the judicial district of La Libertad (Trujillo). It will be the first study that JSCA has done on the progress of the reform in Peru in the most important district where it has been implemented.</p> <p>The third study was developed in Costa Rica in 2008 and addresses the country's experience with the use of oral procedures.</p>
<p><b>Location(s):</b></p> <ul style="list-style-type: none"> <li>- Province of Buenos Aires</li> <li>- Trujillo, Peru</li> <li>- Huaura, Peru</li> <li>- Costa Rica</li> </ul>
<p><b>Funding source:</b> CIDA</p>
<p><b>Date:</b> February 2009</p>

<b>ACTIVITY N°10</b>
<b>Publication of Research on Pretrial Custody and the Results of the Inter-American Seminar</b>
<p><b>Objectives:</b></p> <p>To disseminate local reports and products generated by JSCA consultants regarding the current situation of pretrial custody. We will include unpublished papers that were presented at the international seminar "Challenges of Pretrial Custody in Criminal Procedure Reform: Evaluation and Perspectives," which was held in November 2008. The reports were discussed by a panel of experts in the field that was coordinated by JSCA following the seminar.</p>
<p><b>Location(s):</b> Activity with regional reach.</p>
<p><b>Funding source:</b> Open Society or CIDA</p>
<p><b>Date:</b> January 2009</p>

## 2.3 Training

<b>ACTIVITY N°11</b>
<b>VI Cycle of the Inter-American Program for Training Trainers for Criminal Procedure Reform</b>
<p><b>Objectives:</b></p> <p>To prepare a broad group of Latin American leaders to be able to handle the technical and policy complexities of the criminal justice reform processes that are being promoted around the region. The program includes a basic course, which is held in Viña del Mar, Chile; an intermediate course offered through e-learning; and an advanced course, which will be held in Santiago de Chile.</p>
<p><b>Location(s):</b> The program will include students from all Latin American nations and grants will be offered to participants from Bolivia, Honduras and Nicaragua.</p>
<p><b>Funding source:</b> CIDA</p>
<p><b>Dates:</b></p> <ul style="list-style-type: none"> <li>- Basic course: May 2009.</li> <li>- Intermediate course: June -October 2009</li> <li>- Advanced course: November 2009</li> </ul>

<b>ACTIVITY N°12</b>
<b>Local Replicas of the Inter-American Program</b>
<p><b>Objectives:</b></p> <p>To allow students from previous cycles of the training program (see above) to pass on their knowledge and skills through training and dissemination activities in their home countries. JSCA will provide technical support and will fund these activities. A minimum of 6 replicas will be held with a total of 400 beneficiaries.</p>
<p><b>Location(s):</b> Latin American countries that are home to graduates of the training program.</p>
<p><b>Funding source:</b> CIDA</p>

<b>Date:</b> Throughout 2009
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<b>ACTIVITY N° 13</b>
<b>Internships in Canada</b>
<b>Objectives:</b> To allow a group of training program graduates (see above) selected through a competition to gain direct experience with the operation of the Canadian justice system.
<b>Location(s):</b> Canada
<b>Funding source:</b> CIDA
<b>Local counterpart:</b> Public Prosecution Service of Canada
<b>Date:</b> May 2009

<b>ACTIVITY N° 14</b>
<b>III Meeting of the Former Students' Network</b>
<b>Objectives:</b> To maintain contact and interaction with former students of the program (see ACTIVITY N° 11) and increase their knowledge of the management of criminal justice reform processes.
<b>Location(s):</b> We will consider the possibility of holding the seminar in Mexico or Peru.
<b>Funding source:</b> CIDA
<b>Date:</b> July 2009

<b>ACTIVITY N° 15</b>
<b>Virtual Program for Latin American Prosecutors</b>
<b>Objectives:</b> To provide prosecutors from around the region with knowledge and tools that will allow them to develop new methodologies, approaches and dynamics necessary for confronting practical problems in the implementation and operation of the criminal procedure system and efficient exercise of their duties. JSCA has offered this course three times in the past.
<b>Location(s):</b> All Latin American countries.
<b>Funding source:</b> JSCA
<b>Local counterpart:</b> This program is offered with the support of and by virtue of agreements signed by JSCA and the Ibero-American Association and Institute of Public Prosecutors.
<b>Date:</b> First trimester of 2009

<b>ACTIVITY N° 16</b>
<b>Workshops and Visits to Learn about the Operation of An Adversarial Criminal Justice System</b>
<b>Objectives:</b> To offer delegations from around the region practical images of the operation of reformed adversarial criminal justice systems and to present experiences with the design and management of reform processes.
<b>Location(s):</b>

Chile
<b>Funding source:</b> To be determined by local groups.
<b>Date:</b> Throughout 2009

<b>ACTIVITY N°17</b>
<b>Virtual Course on Gender and Justice</b>
<b>Objectives:</b> To offer an e-learning course designed to help incorporate the variable of gender in processes of discussing, designing and implementing judicial reforms.
<b>Location(s):</b> Open to every country in the region.
<b>Funding source:</b> CIDA
<b>Date:</b> - Design: Late 2008. - Implementation: May - July 2009

<b>ACTIVITY N°18</b>
<b>Virtual Course on Public Defender's Offices</b>
<b>Objectives:</b> To provide participants with diverse tools so that they can evaluate and improve the operation and management of a public defense unit.
<b>Location(s):</b> Open to every country in the region.
<b>Funding source:</b> CIDA
<b>Date:</b> - Design: First trimester of 2009 - Implementation: Second semester of 2009

<b>ACTIVITY N°19</b>
<b>Virtual Course on Innovation in Criminal Prosecution</b>
<b>Objectives:</b> The e-learning modality will be used to provide information and tools to establish experiences in innovation in the implementation and operation of the criminal prosecution system through examples and practical experiences.
<b>Location(s):</b> Open to every country in the region.
<b>Funding source:</b> CIDA
<b>Date:</b> - Design: First trimester of 2009 - Implementation: Second trimester of 2009

<b>ACTIVITY N°20</b>
<b>Pro Bono Internships</b>
<b>Objectives:</b> The goals of this internship program are to enrich JSCA's work by incorporating interns' approaches and to create links with them in order to establish contact with local experts and institutions.
<b>Location(s):</b> Chile
<b>Associated Institutions:</b> The National Judiciary Academy of the Dominican Republic North American universities
<b>Date:</b> Throughout 2009

<b>ACTIVITY N° 21</b>
<b>JEDNET</b>
<b>Objectives:</b> JEDNET's goal is to ensure that effective legal education is offered by generating capacities that allow the organization to contribute to the development of judicial reforms through the exchange of skills and information with legal education organizations and groups.
<b>Location(s):</b> Canada, which leads this network through the National Judicial Institute
<b>Funding source:</b> CIDA.
<b>Date:</b> Throughout 2009

### III. Support for Judicial Management and Information Reforms

JSCA will continue to focus on the generation of instruments and tools for improving the management of judicial modernization processes, mainly through four areas of action: the production and proper use of uniform judicial statistics in the region, the incorporation of information technology, the development of results-oriented management models, and strategic planning.

#### 3.1 Research

<b>ACTIVITY N° 22</b>
<b>Report on Judicial Systems in the Americas 2008-2009</b>
<b>Objectives:</b> The fourth version of the report is designed to present detailed and up-to-date information on justice systems in each country in the region, describing their institutions, structure, characteristics, productivity, budgets, human resources, reform initiatives and other key aspects.
<b>Location(s):</b> Every country in the Americas.
<b>Funding source:</b> CIDA
<b>Date:</b> December 2009ç

<b>ACTIVITY N° 23</b>
<b>V Index of Online Access to Judicial Information</b>
<b>Objectives:</b> To develop a scale that measures the amount of information that judicial branches and prosecutor's offices make available to users online in order to encourage the improvement of these Websites and achieve maximum transparency in judicial work and improve the service offered to users.
<b>Location(s):</b> Every country in the Americas
<b>Funding source:</b> JSCA
<b>Date:</b> October 2009

### 3.2 Dissemination

<b>ACTIVITY N° 24</b>
<b>Support for the Strengthening of Justice in Panama</b>
<b>Objectives:</b> To develop the Project to Exchange Experiences for the Implementation of an Adversarial Criminal Justice System in the Judicial Branch of the Republic of Panama. The project is being implemented by EUROsociAL Justice and executed by JSCA and the Judicial Branches of Chile and Colombia.
<b>Location(s):</b> Panama
<b>Funding source:</b> EUROsociAL
<b>Date:</b> First trimester of 2009

<b>ACTIVITY N° 25</b>
<b>VII Inter-American Seminar on Judicial Management</b>
<b>Objectives:</b> To analyze theoretical advances and innovative experiences in the region regarding how changes in judicial management have allowed for successful implementations of substantive judicial reforms.
<b>Location(s):</b> We will explore the possibility of holding the seminar in Bolivia.
<b>Funding source:</b> GTZ
<b>Local counterpart:</b> We will explore the possibility of having Bolivia's Public Prosecutor's Office participate.
<b>Date:</b> October 2009

<b>ACTIVITY N° 26</b>
<b>EUROsociAL</b>
<b>Objectives:</b> To promote social cohesion in the countries of Latin America. JSCA forms part of the consortium of institutions that directs the project and participates in decisions regarding project plans and evaluations.
<b>Location(s):</b> Every country in Latin America with the exception of the Dominican Republic.
<b>Funding source:</b> European Union
<b>Date:</b> Throughout 2009.

### IV. Virtual Information Center (VIC)

<b>ACTIVITY N° 27</b>
<b>Website</b>
<b>Objectives:</b> The Website is the main vehicle that the institution uses to provide information and generate spaces for interaction within the community of individuals and institutions interested in matters of judicial reform at the regional level. This year we plan to continue to improve and expand the services that we provide to our users, including the Virtual Library, calendar, information on JSCA projects and projects, course registration and access to virtual courses through CEJACAMPUS.
<b>Location(s):</b>





