



**JUSTICE STUDIES CENTER OF THE AMERICAS  
QUARTERLY REPORT JULY-SEPTEMBER 2008**

**A. FULFILLMENT OF JSCA’S INSTITUTIONAL GOALS**

***INSTITUTIONAL GOAL 1. To develop in-depth studies of justice systems and promote innovative approaches to the discussion of judicial reform.***

Indicators	Results
A broad local and regional debate is generated by our studies.	This quarter we are continuing to review the evaluation of the Process for Strengthening the Adversarial System in the Province of Buenos Aires. We also are finalizing the Follow-up Report and Evaluation of Criminal Procedure Reforms– Trujillo, Peru, which will be presented in that country.
Our studies are cited in other research.	In order to present trends and experiences with judicial reform that have taken place elsewhere in the region to the Haitian legal community, JSCA –with the support of the UNDP and the collaboration of the Ministries of Justice of Canada and Haiti- organized the Seminar on the Criminal Justice System and the Rule of Law, which was held in Port-au-Prince, Haiti.
Funding is captured in order to carry out our studies.	This period the document “Perspectives on the Use and Impacts of ICTs on Justice Administration in Latin America,” which JSCA generated in collaboration with Microsoft, was approved.

**RESEARCH AND PROJECTS**

**1. Proposal for Public Policy on Civil Justice Reform**

As was mentioned in the previous quarterly report, our team has continued to work to establish the basis of a proposal for public policy on civil justice reform. We have continued to collaborate with three consultants and members of the JSCA civil justice working group: Carolina Villadiego (Colombia), Héctor Chayer (Argentina) and Santiago Pereira (Uruguay). The goal is to draft a report with the conclusions of the international seminar “Innovation in Civil Justice,” which was held in May, and the meeting of the working group of experts in civil justice coordinated by JSCA that same month.

The report will be finished in December 2008.

## **2. Follow-up Report and Evaluation of Criminal Procedure Reforms- Province of Buenos Aires, Argentina**

During the previous quarter, JSCA staff developed a preliminary version of the Evaluation of the Process of Strengthening the Adversarial System in the Province of Buenos Aires.

JSCA's academic team reviewed the preliminary version following a meeting held in August to discuss the project and share recommendations that were to be incorporated into the document. At the end of the discussion, JSCA drafted a document containing comments and recommendations that was broadened with the comments issued by the Attorney General's Office of the Buenos Aires Province. Both documents were submitted to the Argentinean experts responsible for the report, Luciano Hazan and Alan Iud.

The final version, which will incorporate the above-mentioned comments and recommendations, will be finished soon.

We believe that once it is received, the Report will be sent on to the Attorney General's Office for dissemination and publication.

## **3. Follow-up Report and Evaluation of Criminal Procedure Reforms – Trujillo, Peru**

This quarter saw the launch of the Follow-up Report and Evaluation of the Implementation of the Criminal Procedure Reform in Peru.

JSCA researcher Nataly Ponce is responsible for this report. She has visited the two districts where the Peruvian criminal procedure code is operational, Huara and Trujillo, and has conducted empirical research on its functioning, meeting with operators, reform leaders and members of key institutions.

A preliminary version of the report will be submitted to JSCA for review and discussed at a meeting with the researcher in Bogotá in November.

The report will be finished during the upcoming quarter and dissemination activities will be held in Peru featuring the participation of Ms. Ponce and JSCA's Executive Director and Training Coordinator. The results will be described in the next quarterly report.

## **4. Project on the Evaluation and Oversight of Cautionary Measures**

Throughout this quarter work was done to develop the International Seminar "Challenges of Pretrial Custody in Criminal Procedure Reform: Evaluation and Perspectives." The event, which is being organized in collaboration with Open Society, will be held November 13 at Universidad del Rosario in Bogotá, Colombia.

We have defined the conference program and selected presenters according to the event objective of providing a space in which participants can discuss and analyze the impact of changes to criminal justice on pretrial custody. Special attention will be paid to the degree to which this measure is applied, the conditions under which it is utilized and the

performance of alternatives to pretrial custody that have been introduced in most countries, particularly in regard to their use, oversight and effectiveness.

We are receiving preliminary drafts of the reports of local experts from Bolivia, Colombia, Ecuador, Guatemala and Honduras that will be presented at the conference.

A workshop will be held after the conference and attended by 23 experts in the field. This second part of the program will provide an opportunity to analyze existing experiences and theoretical developments. The participants will be encouraged to exchange opinions. Invitations to the workshop were issued during this period.

## **5. Support for the Haitian Justice System**

As we noted in the previous quarterly report, JSCA organized the seminar **Criminal Justice and Rule of Law** with the support of the United Nations Development Program and the Ministry of Justice of Canada and the collaboration of the Ministry of Justice of Haiti. The event was held October 6-10 in Port-au-Prince, Haiti.

The purpose of the seminar was to present to the Haitian legal community the trends and experiences with judicial reform that have taken place elsewhere in the region and to use that data to generate discussions of best practices that would involve the country's judicial sector in the progress that is being made in the rest of the continent. The goal was to import knowledge and institutional practices that would be relevant to the justice system. To this end, JSCA formed a group of Latin American experts from various countries with full knowledge of judicial reform processes and the French language.

The course addressed the following topics: experiences in criminal justice reform around the region; mutual legal cooperation in criminal justice and international cooperation; management of legal information; protection of fundamental rights in the rule of law; and judicial independence.

During this period a great deal of progress was made in the development of this training activity. Audiovisual materials were developed especially for this event, which was mainly attended by French speakers. Teaching staff were contacted and invited to participate and a conference schedule was developed. The faculty included staff from the Department of Justice of Canada and international educators including former Chilean National Public Defender Rodrigo Quintana (who is currently legal counsel for the Chilean Government Defense Council and an international expert on justice reform). Argentinean attorney, JSCA consultant and former student of the Inter-American Program for Training Trainers for Criminal Procedure Reform (2006) Carolina Mauri, of the Province of Córdoba, also participated as did JSCA consultant María de los Angeles Loayza, of Argentina.

The results of the training program will be described in the next quarterly report.

## **MANAGEMENT AND INFORMATION**

### **6) Project on Verifiable Judicial Indicators and the Ibero-American Plan for Judicial Statistics**

The bidding process for a computer application that could be used to view judicial indicators online was completed as a result of the verifiable indicators project that the IDB funded for JSCA. We are waiting for IDB's approval of the results in order to notify the winning company and launch the execution stage of the project.

We drafted a proposal of continuity of the Ibero-American Plan for Judicial Statistics, which will be presented at the next preparatory meeting for the XV Ibero-American Judicial Summit to be held October 9-11 in Lima.

### **7) Report on Judicial Systems in the Americas 2008-2009**

Work on this publication has continued. Between July and September we received and classified responses from institutions of the 34 countries included in the project. We also launched efforts to invite interns to work at JSCA in order to draft the country reports.

### **8) White Book on Information and Communication Technologies and Justice Systems**

The document "Perspectives on the Use and Impacts of ICTs in Justice Administration in Latin America," which was drafted by JSCA in collaboration with Microsoft, has received final approval. The official launch of the document will take place during the first week of November.

### **9) Support for the Judicial Branch of the Mendoza Province of Argentina**

This quarter we signed a consultancy contract for the execution of the project "Support of the Development of Terms of Reference for Projects Financed by the World Bank in the Mendoza Judicial Branch." Management and Information Coordinator Cristián Hernández traveled to the province in order to launch the activities, visiting the area August 20-22. The project will run through the end of October.

### **10) Organization of the VI International Seminar on Judicial Management**

JSCA has prepared this seminar in collaboration with the Supreme Court of Paraguay. The event will enjoy the support of the Center for Judicial Research of Paraguay and the USAID Threshold Program. It will be held October 7-8 in Asunción, Paraguay.

We estimate that approximately 50 foreign participants will be in attendance including audience members, lecturers and the authors of 12 papers selected through a competition to elicit presentations on successful experiences in the area of judicial management. We also expect some 70 local participants to attend.

The twelve papers selected for presentation were authored by individuals from Argentina, Bolivia, Chile, Costa Rica, Mexico, Nicaragua and Peru. Each addresses successful and/or innovative experiences in management applied in their respective countries.

### 11) Visit to Santa Fe

Cristián Hernández, Coordinator of the Management and Information Area, participated in various activities related to the implementation of the criminal procedure reform in the Province of Santa Fe, Argentina, from July 1 through 3. JSCA was asked to provide technical support for the planning of administrative aspects and management of judicial offices. The support will be provided through March 2009.

### 12) Course on Judicial Modernization in Buenos Aires

On August 12 Hernández offered courses on “Statistics and Judicial Information” as part of a one week program developed by JSCA and Fundación Carolina of Argentina.

The course on Strategies and Contents of Judicial Modernization in Latin America was held August 11-15 in Buenos Aires. The purpose of the exercise was to offer a critical and constructive vision of the judicial system and provide tools for designing analyses of judicial units, reform proposals and the implementation of judicial reforms.

***INSTITUTIONAL GOAL 2. To promote regional cooperation and the exchange of experiences among key justice system actors.***

Indicators	Results
1) A sustained increase in applications for internships.	1) We received 8 applications for pro bono internships from 4 countries (4 from Argentina, 2 from Chile, and 1 each from Colombia and Guatemala).
2) A sustained increase in the number of people and institutions who apply JSCA solutions and request training.	2) The third version of the virtual course for prosecutors was held with 65 students from 11 countries. 81.5% of the students passed. JSCA faculty members participated in 7 events in Argentina, Mexico and Guatemala.
3) A sustained increase in the number of people who rate our training activities as useful or very useful.	3) 91.6% of the students in the prosecutors’ course rated it as excellent or very good overall. 95.2% of the students of the intermediate stage of the Inter-American Training Program (Modules 1-6) rated the contents as very good.

### **TRAINING:**

#### **1) Inter-American Program for Training Trainers for Criminal Procedure Reform**

The intermediate stage of the fifth version of this program was implemented successfully this quarter. Modules 8-10 were being developed at the writing of this report.

The below table presents the students' evaluations of modules 1-6:

**What do you think of the contents?**

Module	Very good	Adequate	Satisfactory	Unsatisfactory
Mod. 1 -3	68.6%	25.7%	2.9%	2.9%
Mod. 4 - 6	60%	36%	0%	4%

As the table shows, 95.2% of the students rated the modules as very good and adequate.

**What did you think of the way in which the contents were addressed?**

Module	Entertaining and Dynamic	Interesting	Nothing Special	Boring and Slow
Mod. 1 -3	75%	25%	0%	0%
Mod. 4 - 6	50%	45.8%	4.2%	0%

The results for this indicator are even more positive. A total of 97.9% of participants rated Modules 1-6 as entertaining and dynamic or interesting.

The intermediate stage runs through October 26. The next quarterly report will contain the final results and the number of students who attended the advanced course.

Program graduates implemented four replicas this quarter. Three were seminars and lectures and one was a course. The details are presented in the table below:

<u>Student</u>	<u>Program</u>	<u>Country</u>	<u>Date</u>	<u>Number of Participants</u>
<i>Luis Ramírez and Ariel Ciano</i>	II Workshop on Litigation Strategies	Guatemala	July 2-3	29
<i>Juan Carlos Checkley</i>	Training Program for the Piura Police Academy	Piura, Peru	July 12	90
<i>Luis Ramírez</i>	Virtual Course	Guatemala		83
<i>José Antonio Neyra</i>	The New Criminal Procedure Code (with Analysis, and Case Resolution, Jurisprudence and Simulations )	Lima, Peru	August-October	180 jurisdictional assistants

**2) Virtual Courses**

During this quarter we completed the third version of the virtual course “Challenges of the Public Prosecutor’s Office in Latin America.” A total of 65 students from 11 countries completed the course, which ran from June 30 through September 5.

Fifty-three of the 65 students completed all of the assignments and passed with a grade of 70 or higher (81.5%). This result is stronger than the results obtained in previous versions of the course, where 74.9% and 76.5% performed well, respectively.

Grades of 90 or higher were earned by 26.4% of the students and 43.4% of the students who passed were women.

The table below presents the results of the evaluation that the students completed:

**How would you rate the virtual course overall?**

	<u>Percentage</u>
Excellent	33.3%
Very good	58.3%
Good	8.3%
Satisfactory	0%
Unsatisfactory	0%

**What did you think of the course contents?**

	<u>Percentage</u>
Very good	68.8%
Adequate	31.2%
Satisfactory	0%
Unsatisfactory	0%

**What did you think of the way in which the contents were addressed?**

	<u>Percentage</u>
Entertaining and Dynamic	54.2%
Interesting	45.8%
Nothing Special	0%
Boring and Slow	0%

**3) Visits**

**JSCA Interns Visit the Santiago Justice Center**

JSCA’s Training Area organized a visit for Kelechi Acholonu of Georgetown, Amanda Wiss of Brooklyn Law School, Dana Brimmer of Harvard, Raúl and German Guillén of UNAM so that they could learn about Chile’s reformed criminal procedure system. The visit was held on July 29 and included observations of guarantee hearings and an oral trial.

## **Panama Delegation Visit**

During the first week in September, JSCA and EUROsociAL Justicia developed a visit to observe Chile's criminal procedure reform for a delegation of 10 people from Panama, including seven judicial system representatives, two prosecutors, and one public defender.

The visit included meetings with system operators and lectures on the criminal procedure reform and the role of management in the reformed institutions by Mauricio Duce, Cristián Hernández and Adrián Medrano.

The activity forms part of the Project on Exchanging Experiences for the Implementation of the Adversarial Criminal Justice System of the Judicial Branch of the Republic of Panama, which EUROsociAL Justice is implementing. The project is being executed by JSCA and the Judicial Branches of Chile and Colombia. It will last for six months and will include a visit to Colombia in order to implement a more global analysis of completed criminal procedure reforms.

## **4) Seminars, Workshops and Other Activities**

### **Training Course for the Government of Santa Fe**

In early July, JSCA Executive Director Cristián Riego, Training Coordinator Mauricio Duce and Management and Information Coordinator Cristián Hernández offered a training course for the government of the Province of Santa Fe in Argentina.

The three-day course focused on the reform of criminal justice systems in the region; management of prosecutor's and public defender's offices and courts; and the introduction of litigation skills in the context of an adversarial criminal process.

### **Course on Strategies for and Contents of Judicial Modernization in Latin America**

JSCA and Fundación Carolina of Argentina offered this course in Buenos Aires during the week of August 11-15.

The event was attended by 42 students from around the region, who reviewed key aspects of judicial modernization, including criminal and civil justice reforms, the possibility of creating efficient judicial government and court Management.

JSCA's Mauricio Duce, Cristián Hernández and Cristián Riego participated in the event as faculty members.

### **Course on Canada's Public Criminal Prosecution Service**

Mauricio Duce and Cristián Riego traveled to Canada from August 18 through August 22 in order to participate as students in an introductory course offered to prosecutors in Canada at the express invitation of the PPSC (Public Prosecution Service of Canada).

### **JSCA's Executive Director Speaks in Guatemala and Mexico**

Cristián Riego participated in the seminar on Criminal Procedure Law and Criminal Procedure organized by Universidad San Carlos de Guatemala and held September 8-12. His talk focused on effectiveness in criminal justice.

Riego then traveled to Mexico, where he met with members of CIDE, INACIPE and the Public Safety Academy.

### **Course in Santiago del Estero**

JSCA held a course on litigation during oral trial for prosecutors from various Argentinean provinces. The activity, which ran September 11-13, is part of a training program that will be offered in several stages to all of the nation's prosecutors.

JSCA developed a litigation course and sent Chilean prosecutors Roberto Rabi and Marcelo Cabrera to serve as instructors.

### **Participation in the International Conference "Constitutional Reform in Criminal Law: Challenges and Perspectives"**

The seminar was held September 22-24 in Guanajuato, Mexico. Cristián Riego offered a talk entitled "Secondary Legislation: A Cornerstone for Implementing Comprehensive Criminal Justice Reform."

### **Second Training Program for the Government of Santa Fe**

The second training program for the government of Santa Fe was held September 23-27. It mainly focused on litigation during oral trial and preliminary hearings. JSCA experts Mauricio Duce and Leticia Lorenza were joined by trainers Ariel Ciano and Sebastián Narvaja during this activity.

### **National Conference Marking the 10th Anniversary of the Entry into Force of the Adversarial System in the Province of Buenos Aires**

JSCA's Executive Director and Training Coordinator participated in this event. Mauricio Duce took part in a panel on organization and methods of judicial work (how to make the ideology of the adversarial process operational) and Cristián Riego offered a lecture entitled "Organizational Models and Their Impact on Judicial Reform Processes."

## 5) Internship Program

### ◆ Pro Bono Internships

Eight requests for information about the pro bono internship program were received during this period (4 from Argentina, 2 from Chile and 1 each from Colombia and Guatemala).

The following pro bono internships ended this quarter:

INTERN	COUNTRY	PERIOD	UNIVERSITY	PROJECT
<b>Amanda Wiss</b>	USA	Late May-mid July	Brooklyn Law School	- Research on the use of pretrial custody in Latin America, Europe and North America
<b>Kelechi Acholonu</b>	USA	July and early August	Georgetown Law Center	- Index of Online Access to Judicial Information
<b>Dana Brimmer</b>	USA	Mid-June through early August	Harvard College	- Research on mutual legal assistance in transnational crime - Assistance in the Virtual Library
<b>Raúl Guillén</b>	Mexico	Late April through mid-August	UNAM	- Independent research

During this period we received evaluations from former interns. The data below correspond to the answers submitted by two interns, Rosa Reynoso of the Dominican Republic (she completed her internship last quarter, but submitted her evaluation in July) and Amanda Wiss, of the United States:

Intern	Did the internship meet your expectations?	Do you feel that this was useful for your professional training?	How do you see your experience at JSCA impacting your professional work?
<b>Rosa Reynoso</b>	Yes	More or less	<i>“I work in the international unit of the Supreme Court of the Dominican Republic. My work at JSCA has allowed me to understand how the institutions with which I am constantly involved operate and how they are structured.”</i>
<b>Amanda Wiss</b>	Yes	Yes	<i>“While I am currently still a student, I believe that this experience will help me get a job one day. So far it has helped me secure an internship with the U.S. Custom &amp; Border Protection Agency for the Fall.”</i>

The following internship began during this period:

INTERN	COUNTRY	PERIOD	UNIVERSITY	MAJOR	PROJECT
Melissa Price	USA	Late August-December	Berkeley, Law School	Law	<ul style="list-style-type: none"> <li>- Research on the use of pretrial custody in Latin America</li> <li>- Report on Judicial Systems in the Americas</li> </ul>

***INSTITUTIONAL GOAL 3: To generate and disseminate instruments that improve the quality of information on justice in the Americas.***

Indicators	Results
A sustained increase in the number of people who visit our Website and the institutions linked to it.	The statistics regarding hits on our Website show an increase of 9.78% as compared to last quarter.

## 26. Website

The Virtual Information Center was restructured, and externalization of Website maintenance services began in September.

The work done this quarter was mainly focused on maintaining current applications and technical support. The E-Learning Platform and automatic generation of statistics required the most attention.

We also launched development of an instrument called Internal Agenda, which will allow us to better manage ongoing activities.

### *E-Learning Platform*

The E-learning platform has been very active this quarter. In addition to the 2008 training program, the four-module course “Challenges to the Public Prosecutor’s Office and Criminal Prosecution in Latin America” was completed by over 60 participants.

### **Website Visits**

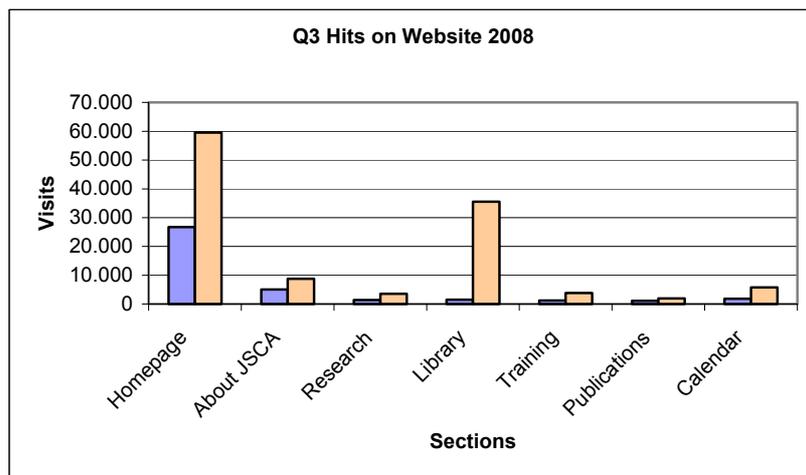
Statistics show a 9.78% increase over last quarter, though consults regarding site contents dropped 7.44%.

There also was a decrease in visits to the About JSCA section. This is due to the fact that there were more “visitors” but fewer consults about the various contents.

The greatest increase was in the Training Area, which saw 17.64% more consults this period. The table and graphic below show the respective trends:

Sections	Direct Access		Sub-options	
	Direct Visits	Compared to Q2	Optional Visits	Compared to Q2
Home Page (1)	26,727	10.90%	59,541	6.95%
About	5,034	3.56%	8,761	-64.42%
Research	1,412	13.96%	3,553	-9.13%
Library	1,482	14.00%	35,543	7.47%
Training	1,261	14.12%	3,855	17.64%
Publications	1,109	-0.54%	1,930	8.86%
Calendar	1,843	9.51%	5,803	-6.69%
<b>TOTAL</b>	<b>38,868</b>	<b>9.78%</b>	<b>118,986</b>	<b>-7.44%</b>

(1) Direct access to the home page indicates visitors to the Website and sub-options refers to surfing the content of our site.



Blue: Direct Visits    Peach: Sub options

## COMMUNICATIONS AND PUBLIC RELATIONS AREA

Indicator	Results
A sustained increase in subscriptions to Nexus Newsletter.	Nexus Newsletter has <b>9,896</b> subscribers, which represents an 18% increase over the same period last year, when there were <b>9,030</b> .
A sustained increase in the <i>Judicial Systems Journal</i> subscribers and the articles that are cited or included in academic information systems.	The Mexican journal “Reforma Judicial” requested permission to reprint one article from <i>Judicial Systems Journal</i> Issue 13.
A sustained increase in mentions of JSCA in the media.	JSCA experts are asked to grant interviews in mass media outlets on a regular basis.  JSCA articles and studies are requested for publication as part of other documents, Websites and other communications tools in mass and specialized media.
A sustained increase in the number of documents that are added to the Virtual Library.	Legal professionals regularly ask that their papers and articles be published in our Virtual Library.  The Virtual Library increased its collection by 7.5% as compared to last quarter.
A sustained increase in the number of documents (books, journals and audiovisual material) that is added to JSCA’s physical and virtual libraries.	<b>90</b> new titles were added this quarter, including audiovisual material, books and periodicals.  Students from Chile and abroad requested research materials from our Center.

### a) Nexus Newsletter (Issues 88-90):

Three new issues of this publication were published in Spanish and English this quarter.

The number of subscribers increased 18% as compared to the same quarter last year to **9,896** (7,598 of whom read the publication in Spanish and 2,298 of whom read it in English).

### b) *Judicial Systems Journal*

Issue 13 of the Journal, which focuses on Supreme Courts, was finished and distributed to the authors and requesting institutions. Efforts to disseminate the publication are underway.

### c) Press Coverage

JSCA was mentioned a total of **90** times in the local and regional press this quarter (29 and 61 times, respectively). Due to the regional emphasis of this period, there was a **50%** increase in the number of appearances in the regional media as compared to the same quarter in 2007.

Media campaigns designed to disseminate information about events, activities or courses offered by JSCA were developed in order to target specialized media outlets and justice institutions throughout the region.

Our area promoted the VI International Seminar on Judicial Management “Progress and New Challenges in Judicial Management,” which was held October 7 and 8 in Asunción, Paraguay. A regional effort was made to disseminate the call for papers and participants. We also promoted the international seminar “Challenges of Pretrial Custody in Criminal Procedure Reform: Evaluation and Perspectives,” which will be held in Colombia in November. The third event is the meeting of training program graduates, which will be held in November. In this case, we contacted the membership of the graduates’ network.

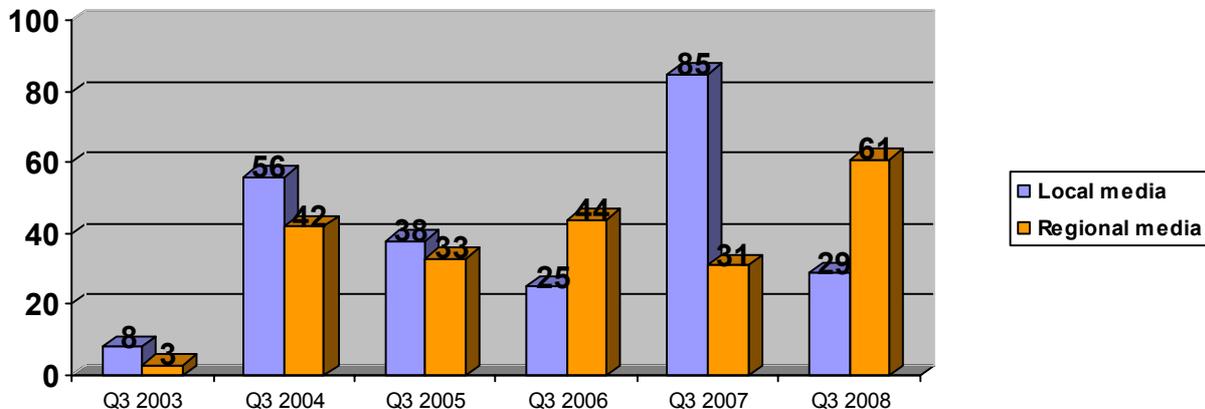
We also promoted JSCA publications including *Judicial Systems Journal* Issue 13 on Supreme Courts and the book *Civil Justice: Perspectives for Reform in Latin America*.

Finally, we promoted the Course on Strategies for and Contents of Judicial Modernization in Latin America, which was held in Argentina in August and supported training activities in Santa Fe, Argentina and Ecuador.

This quarter we held an international search for a new Academic Coordinator for our institution, which involved a more focused campaign.

During this period, JSCA experts were asked to grant interviews and publish opinion columns in important media outlets.

**Q3 Press Coverage as Compared to Previous Years**



#### d) Virtual and Physical Library

This quarter we continued to add new titles to JSCA's Virtual Library. A total of **125** online documents (articles and laws) were added. The collection currently consists of **6,282** documents (4,544 in Spanish and 1,738 in English), which represents an increase of nearly **7.5%** compared to the previous quarter.

**Ninety** new titles (62 books, 6 CDs, 10 journals and 12 newsletters) were added to our physical library, bringing the total number of titles to **2,695** including books, journals, manuals, theses, periodicals, CDs and DVDs.

JSCA received several visits from students from Chilean and foreign universities who requested research materials, mainly for their theses. Some worked in our library and photocopied material while others borrowed publications for short periods.

Finally, the libraries of judicial system institutions from around the region continue to regularly submit publications. The exchange system continues to produce good results.

This quarter a campaign was launched to donate academic materials to all Chilean universities. JSCA publications and a collection of issues of *Judicial Systems Journal* were included. The donation was presented to 20 universities.

## **B. JSCA'S INSTITUTIONAL DEVELOPMENT**

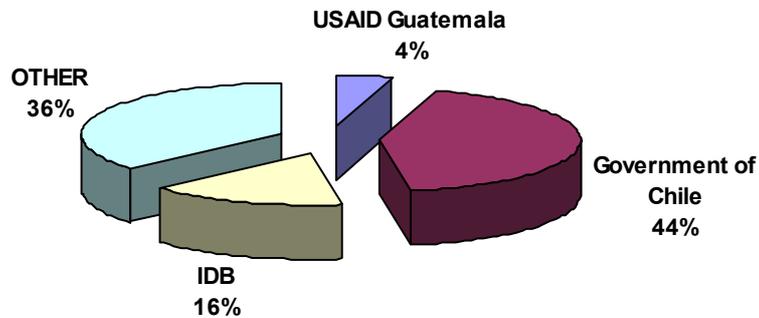
### **1. Financial Information**

<b>SOURCE</b>	<b>STARTING BALANCE</b>	<b>INCOME</b>	<b>EXPENDITURES</b>	<b>FINAL BALANCE</b>
<b>USAID</b>				
<b>Activities</b>	-37,834		87,175	-125,009
<b>Overhead</b>	-8,557		13,076	-21,633
<b>Interest</b>	4,388			4,388
<b>CIDA</b>				
<b>Activities</b>	254,812		115,889	138,923
<b>Overhead</b>	29,196		13,907	15,289
<b>Interest</b>	11,700	2,851		14,551
<b>EUROSOCIAL</b>	3,302		5,208	-1,906
<b>USAID GUATEMALA</b>	-8,179	8,285		106
<b>IDB</b>				
<b>Activities</b>	1,130	30,000	9,000	22,130
<b>OTHER SOURCES</b>				
<b>General Fund</b>	572,253	144,629	33,739	683,142
<b>TOTAL</b>	<b>822,211</b>	<b>185,765</b>	<b>277,994</b>	<b>729,981</b>

## 1.1. INCOME AND EXPENDITURES

### 1. 1. 1. ANALYSIS of INCOME

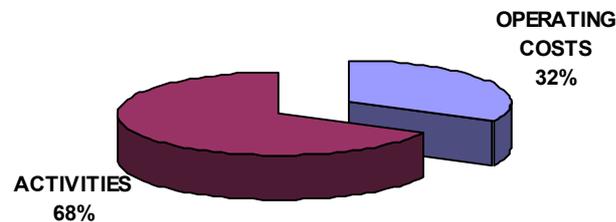
The main contributions received during this period came from the Government of Chile, IDB and other funders.



## 1.2 ANALYSIS OF EXPENDITURES

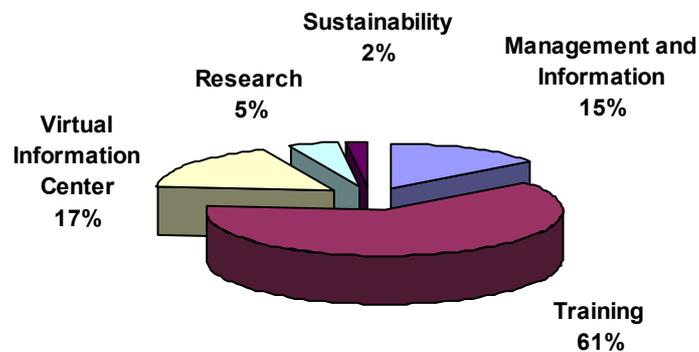
### 1.2.1 DISTRIBUTION OF OVERALL SPENDING (%)

During this quarter the percentage of expenditures on activities decreased from 76% to 68% and expenditures on operating costs increased from 24% to 32%. JSCA has launched a plan to reduce its set expenses, which includes reducing its staff by one accountant and the Website manager.



### 1.2.2 DISTRIBUTION OF EXPENDITURES ON ACTIVITIES (%)

Most of the resources spent on activities went to training programs.



### 1.2.3 DETAILED LIST OF SPENDING ON ACTIVITIES

<b>2. Activities</b>	
<b>a) Research</b>	
Follow-up Studies	8,769
<b>b) Training</b>	
Salaries	44,082
Inter-American Training Program	2,107
Specialized Virtual Courses	9,681
Innovation Projects	10,702
Development of Information Systems	2,693
International Meetings and Seminars	1,223
Organization of and participation in conferences	2,754
Local Replicas	6,044
Strategic Courses	10,224
Exchange of Experiences- Canada	17,356
Internships in Canada	7,485
Internships	37
Training Program in Haiti	1,724
<b>c) Management and Information</b>	
Civil Justice Reform	9,074
Measurement of Verifiable Indicators and Judicial Standards	9,000
Information Technologies	4,000
Eurosocial- Panama	5,208
<b>d) Virtual Information Center</b>	
Website	10,386
Newsletters and News Releases	21,793
<b>e) Sustainability</b>	
Sustainability Actions	3,487
<b>Subtotal</b>	<b>187,827</b>