



JUSTICE STUDIES CENTER OF THE AMERICAS

QUARTERLY REPORT APRIL - JUNE 2006

A. ACTIVITIES IN FULFILLMENT OF JSCA'S INSTITUTIONAL GOALS

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

Indicator	Results
1) A broad regional and local debate based on JSCA studies is generated. 2) JSCA studies are cited in other research projects. 3) Regional reform initiatives arise from JSCA studies. 4) Local financing is secured to undertake such studies.	<ul style="list-style-type: none"> • Brazil and Costa Rica have prepared and published complete statistical analyses of their respective justice systems following the guidelines provided in the manual <i>Cifrar y Descifrar</i> (Coding and Decoding, Spanish version) developed by JSCA. • The <i>Manual de Defensorías</i> (Public Defender's Manual) prepared by the UNDP and JSCA is making a contribution to the arrangement of public defense systems in Argentina, Brazil and Mexico, and JSCA has been asked to provide training for this purpose. • <i>The Follow-up Study on Criminal Procedure Reform</i> is being used as a model for a justice system observatory that is being planned in Colombia.

JSCA's most important study is the **Follow-up Study on Criminal Procedure Reform**, which seeks to provide empirical information on the implementation of reforms in criminal justice systems in the countries of the region. This study has served as the basis of many of JSCA's efforts. During this quarter, our efforts in this area have continued in two directions: we are updating information JSCA has already collected on the criminal procedure reform in countries (Costa Rica, Bolivia and Guatemala) in which new reform developments should be documented. In other cases (Nicaragua and the Dominican Republic) we are embarking on follow-up studies on reforms that JSCA has yet to analyze. At the close of this quarter, the preliminary versions of reports from the Dominican Republic, Bolivia and Nicaragua had been submitted for corrections and observations. By the close of the next quarter we expect to have official versions of the reports from these countries and final reports from the remaining countries.

One area of concern in criminal justice is the question of whether criminal procedure reform has increased equality and access to justice for at-risk groups. To this end, we have developed studies on **Gender and Criminal Procedure Reform** in order to investigate how reformed procedural systems handle gender-related crimes. The first draft of the final report of the study on this topic is almost ready for Bolivia and will be corrected by JSCA's funding agency and then disseminated in a seminar. A replica of the study is about to be completed for Córdoba, Argentina. Statistics and jurisprudence have been gathered and we expect to have a first draft of the final report during the next quarter.

We also concluded a study on **Operative Models for Primary Police Guidelines**, which describes how the four public prosecutor's offices of Santiago, Chile have optimized the flow of information at the beginning of criminal investigations. An important aspect of this work is the ideas it presents on improving the flow of information in countries whose systems have not been able to achieve this so far. In the first month of this quarter meetings were held to validate the findings of the study and the final version is ready.

Regarding the EUROsociAL Project, JSCA has commissioned two comparative studies through an international procurement process. The projects involve collecting information from more than 40 countries of Europe and Latin America in order to build a general guide to ongoing projects and to identify successful projects in two areas: **Gender and the Justice System's Inability to Protect Women** and **Pro bono Public Defense and Legal Aid Systems**. Both of these studies are currently at the information gathering stage. The final reports will be submitted in early September 2006 and will include a conceptual framework, a general guide for all countries involved in the study and the identification and discussion of successful experiences.

This quarter also saw the completion of the comparative study on **Legislative Branches and their Fulfillment of the Mandates of the Summits of the Americas**, which was commissioned by Inter-American Dialogue. The first stage of the comparative study on **Judicial Reforms in Latin America** was also concluded. This project was implemented jointly with the U.S. organization CSIS and with the support of the Open Society Foundation. Case studies for Argentina, Chile, Colombia, Guatemala, Peru and Venezuela have been prepared and were discussed in a working session described below.

Lastly, in the area of **Civil Justice** a proposal was presented and approved for a new exchange experience under the EUROsociAL program. It will be focused on collecting information on civil justice reform experiences in Spain, France and England, and will cover the design, implementation and evaluation of such reforms in the countries mentioned. The activity will be carried in the upcoming quarter.

1.2. Management and Information Area

This quarter we continued work on the **Judicial Statistics** project, which involves lending technical support to Guatemala for the collection of statistical data. At the request of USAID, a proposal has been submitted to update the data for 2005. The initiative will follow the methodology that was used in 2004 but will be more limited in scope.

Also during this quarter, we negotiated the implementation of a new project in Cuenca and Quito, Ecuador with the Fundación Esquel. Once launched, the project will last for two months. Its purpose is to introduce an operational model to strengthen the implementation of justice reform in Cuenca. The project will be extended to the rest of the country.

2. To promote regional cooperation and the exchange of experiences among key justice sector actors.

Training

Indicator	Results
1) A sustained increase in the number of individuals who apply for JSCA internships. 2) A sustained increase in the number of institutions and individuals who request training services and are interested in applying JSCA solutions. 3) A sustained increase in the number of people who rate our training activities as useful or very useful.	<ul style="list-style-type: none"> • This quarter we received 2 enquiries about paid internships (from France and Chile) and 5 (from Brazil, Mexico, El Salvador, Chile and the U.S.) about pro bono internships. • During this quarter a local replica was implemented in Guatemala by José Rodolfo Payes Reyes. More than 180 individuals attended including prosecutors, public defenders, the police and judges.

a) *Training Trainers for Criminal Procedure Reform*

This quarter we continued the Training Trainers program through an e-learning phase. The students will study and be evaluated on the first 6 modules, in which they will learn about reform budgets, oral procedures, pretrial detention and management, especially as applied to the Public Prosecutor’s Office, the Public Defender’s Office and the police. Program leaders implemented discussions and chat sessions regarding the topics studied. Each instance was monitored by a professor specializing in the respective topic.

To date, the first three modules have been concluded with more than 70% of students obtaining a passing grade. The average pass rates were 87% for module 1, 88% for module 2 and 71% for module 3. In addition, students were asked to complete an evaluation of the e-learning tools made available to them, and most have responded. At present, an instrument is being designed to analyze these results.

In regard to the use of JSCA’s e-learning platform, the site has recorded around 4,800 visits, which indicates that on average each student visits the site at least once per day.

Meanwhile, those who completed the program in previous years continue to implement local replicas, which are listed below for this version of the program.

- A local replica was held in Guatemala City by **José Rodolfo Payés Reyes** and **Carlos Paz**. The course was entitled *Workshop on the Use of Oral Procedures for the Implementation of Criminal Justice (24-hour Courts or Night Courts)*. It was attended by 185 people, including representatives from public institutions (see below):

	Officials	Supervisors	Employees	TOTAL
Judicial Branch	12	6	36	54
Public Pros. Office	18	3	0	21
Police	60	0	0	60
Public Def. Office	44	6	0	50
TOTAL	134	15	36	185

b) Inter-American Seminar on Judicial Government

On June 26-27, 2005 the I Inter-American Seminar on Judicial Government was held at the Universidad de Buenos Aires Law School. The event was organized by the Fundación Carolina of Argentina as part of the *Programa Ejecutivo en Modernización y Administración Judicial (Executive Program for Judicial Modernization and Administration)*, and by JSCA. The main goal of the event was to offer a forum for ideas about judicial government, as well as to discuss alternatives for putting these ideas into practice. This topic arose as our judicial branches have evolved and were faced with regional and international solutions that were not able to adequately address their needs. The seminar was well attended by a total of 170 people.

c) Other Seminars, Conferences, Courses and Workshops

- *Seminar on Indigenous Development*

JSCA launched a series of fora as part of the program *Modernization and Strengthening of Justice in Mexico*, a program sponsored by the European Union and the Mexican government. During this quarter, 5 fora were held on indigenous legal defense services (April 3-7), and 6 were held on alternative dispute resolution (May 15-19).

- *Dialogue on Justice and Public Service in Bolivia*

The coordinator of JSCA's Management and Information Area participated in a workshop entitled *Justice as a Public Service*, held in Santa Cruz de la Sierra, Bolivia from April 10 through 13 as part of the EUROsociAL program. He presented the successful experience of Chile's Public Prosecutor's Office with emphasis on public service.

- *Judicial Performance Program in Paraguay*

JSCA's Executive Director participated in the *Programa de Desempeño Judicial, Transparencia y Acceso a la Información* (Program for Judicial Performance, Transparency and Access to Information), which was held in April and organized by INECIP Paraguay and USAID. Juan Enrique Vargas spoke about "Advances in the Transparency of Latin American Judicial Branches."

- *Workshop on Restorative Justice*

On May 5, JSCA hosted a workshop on *Restorative Justice*, in which U.S. expert Marty Price offered new ideas on this topic for Chile and Latin America.

- *Training for the New Youth Offender Criminal Justice System*

During the week of May 15-19, JSCA's Training Director and Research Director held an inter-institutional training session on the implementation of the new criminal justice system for youth offenders.

- *Seminar on Oral Procedures in Mexico*

On May 17, JSCA's Executive Director participated in the seminar *Escape from the Paper Maze: Oral Trials*, which was organized by the REFORMA group. The event included a panel discussion on the Latin American experience of this issue.

- *Judicial Reform Seminar in Peru*

On May 25-26, JSCA's Executive Director participated in the seminar *Creando Consenso para la Reforma a la Justicia en el Perú* (Building Consensus for Justice Reform in Peru), where he was part of a panel to discuss the state of judicial reform in this country.

- *Workshop with EUROSociAL on Improving Information Systems*

The coordinator of JSCA's Management and Information Area participated in an exchange of experiences in the context of the EUROSociAL program in early July. The event—entitled *Methodologies and Tools for Enhancing Processes of Recording, Collecting, Processing, Analyzing and Disseminating Statistical Information*—involved a visit to the Judicial Branch General Council in Madrid, Spain and the Department for Constitutional Affairs in London. Sixteen individuals participated from judicial branches in Mexico, El Salvador, Guatemala, Honduras, Costa Rica, Bolivia, Argentina and Chile.

- *Conference on Judicial Reforms in Latin America*

Our Executive Director and Academic Director participated in this conference, which was organized and hosted by the Center for Strategic and International Studies in Washington, D.C. and held June 7 and 8. The conference brought together more than 100 individuals.

JSCA's staff members sat on discussion panels and the Executive Director spoke at the opening session.

- *Meetings on Criminal Justice in Mexico*

On June 19th JSCA's Executive Director participated in the *VII Jornadas sobre Justicia Penal* (VII Meetings on Criminal Justice) organized by the Instituto de Investigaciones Jurídicas of the Universidad Autónoma de México.

- *III Meeting on Criminal Procedural Law*

The week of June 19-23, JSCA's Training Director participated in the *III Jornada de Reforma Procesal Penal*, held in Lima, Peru, where he spoke on "The Prosecutor and the Police in Criminal Investigations" and on "New Approaches to Criminal Procedure Reform in Latin America." The event was organized by the Instituto de Ciencia Procesal Penal, which granted our Training Director honorary membership during the event.

d) Visits

- *Delegation from the Ombudsman's Office, Colombia*

Two Colombian delegations visited this quarter. The first was composed of two university professors and coordinators for public defense in Colombia, and the second was made up of the Director of Programs of the Council for Excellence in Justice. The first delegation visited courts and met with judges and the court administrator. The second attended hearings and met with technical staff from JSCA and Fundación Paz Ciudadana.

e) Internship Programs

- *Paid Internships*

Nataly Ponce of Peru and Carolina Villadiego of Colombia, both of whom are attorneys, were scheduled to end their internships in late March of this year. However, Nataly Ponce will remain at JSCA until August 15 as coordinator of the EUROsociAL project "Gender-Based Discrimination: Justice's Inability to Protect Women." Ms. Ponce also finished the study that she was carrying out on criminal policy and prosecution and a work on the police and the public prosecutor's office.

- *Pro Bono Internships*

We currently have seven pro bono interns. Last quarter Rodrigo Jull completed his term at JSCA and rated the experience as *very good*, indicating that it met his expectations.

Two pro bono interns will continue the work that they started last quarter. The first is a Nicaraguan attorney who is completing a report on the costs of public criminal defense. The project is scheduled to end during July 2006. The other intern, who is from Brazil, is

working on the EUROsociAL projects in conjunction with interns from Georgetown and Harvard Universities.

JSCA received four additional interns in late May. The following table provides detailed information on the interns' activities and background.

NAME	PERIOD OF WORK	UNIVERSITY	FIELD OF STUDY	PROJECT TO BE CONDUCTED AT JSCA
Cristián Ramírez	April-October	Finis Terrae (Chile)	Business	Assistant in the Administration and Finance Area. Manual on Hygiene and Safety. The Indirect Costs of JSCA
Jesús Suarez	May 15-August 4	U of Florida	Law	The Impact of the Performance of Justice on the Chilean Economy
Victor Tello	May 24-July 4	Georgetown U.	Law	The Role of the State and the Market for Justice: Gender and Public Defense
Jennifer Lim	June 19-August 4	Harvard U.	Biology	The Role of the State and the Market for Justice: Gender and Public Defense
Emily Burnor	June 19-August 4	Harvard U.	Latin American Literature	Indigenous Peoples and Justice

In addition to the reports that they are preparing, the interns have visited the reformed criminal courts in order to learn about the new criminal trial system. We are also planning a trip to courts that operate under the old system in order to allow them to have a comparative view of the change that was implemented.

2.1. Networking

Indicators	Results
1) A sustained increase in the number of institutions/individuals interested in participating in the networking or regional activities promoted by JSCA. 2) A sustained increase in the number of contacts and joint projects among members of these networks. 3) A sustained increase in the number of institutions that find it useful or very useful to participate in the networks or in the regional activities promoted by JSCA.	<ul style="list-style-type: none"> We signed new cooperation agreements this trimester.

- **GLIN**

JSCA continues to be a member of the Global Legal Information Network (GLIN), which forms part of the U.S. Library of Congress and a group of legislative centers from around the world. Those who use our website can link directly to the database, and our Center is up to date on the progress that the organization itself has made. Our Center is also included in the events that GLIN organizes.



- **Agreements**

Date	Country	Counterpart	Objective
June 6	Dominican Republic	Instituto Caribeño para el Estado de Derecho (ICED)	To create opportunities for inter-institutional cooperation for the exchange of information, experience and technical support for realizing initiatives in the context of its institutional goals.
June 6	Dominican Republic	Fundación Institucionalidad y Justicia (FINJUS)	To create opportunities for inter-institutional cooperation for the exchange of information, experience and technical support for realizing initiatives in the context of its institutional goals.
June 6	Dominican Republic	FINJUS-ICED-CEJA	To create spaces for international cooperation through the development of initiatives designed to gather information on criminal procedure reform in the Dominican Republic.
June 28	Argentina (Provincia de Buenos Aires)	Provincia de Buenos Aires	To develop a joint program in order to extend the life of the strategies developed in the Judicial Department of Mar del Plata to the rest of the province.

3. To develop and disseminate instruments designed to improve the quality of available information on justice in the Americas.

3.1. Virtual information Center

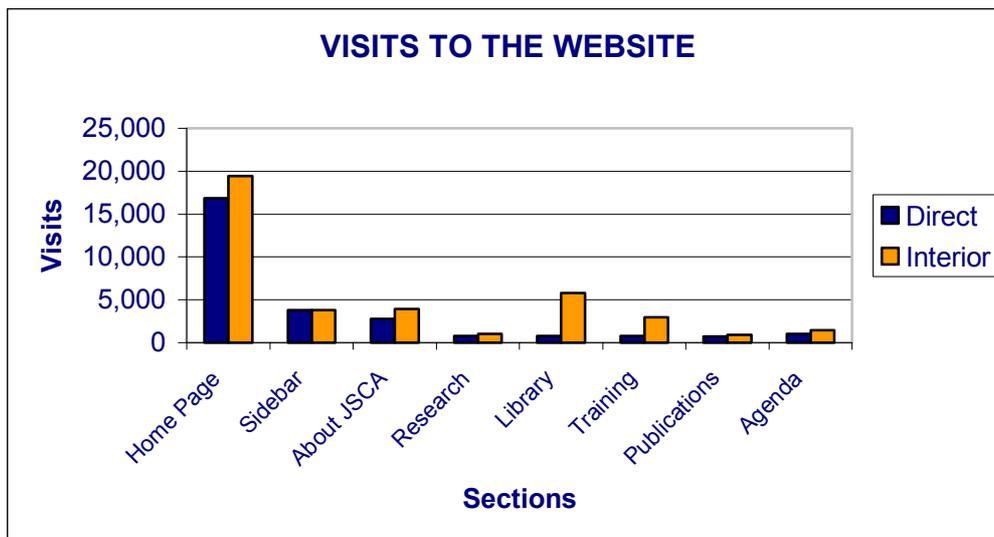
Indicators	Results
<p>1) A sustained increase in the number of people who visit our website and the number of institutions linked to it.</p> <p>2) A sustained increase in the number of people who rate our virtual products and publications as useful or very useful.</p>	<ul style="list-style-type: none"> • A total of 21,233 visits were registered on JSCA’s website, which represents a 26% increase over the previous period. • This only includes initial entry to the site. Internal navigation increased by just 7%, though this could be explained by greater familiarity with the site, which allows users to go directly to what they are looking for. • Visits to the main sections increased 30% over the previous period (35,776 visits compared to 27,489).

• Visits to the Website

The below table and graph offer an overview of tendencies in visits to the website:

Section	Direct Access	Internal Navigation	% Direct Access I Quarter	% Navigation I Quarter
Home Page ⁽¹⁾	21,233	17,607	25.90%	-9.51%
Sidebar	5,349	5,349	41.55%	41.55%
About JSCA	4,143	4,391	50.49%	11.93%
Research	962	962	21.93%	-6.24%
Library	1,144	10405	44.63%	79.40%
Training	1,014	1639	27.71%	-44.72%
Publications	890	890	23.78%	-4.81%
Agenda	1,041	1139	4.20%	-20.57%
TOTAL	35,776	42,382	30.15%	7.79%

(1) “Direct Access” to the home page corresponds to visits to the Website and “Internal Navigation” corresponds to navigation using the sidebar.



- **Consultants' Database**

We receive new members on a regular basis. This year we have received **21** new applications from junior and senior experts who wish to join this board, which JSCA administers. The database contains **388** contacts. Contact is made directly between the employer and consultant.



3.2. Press and Communications

The Press and Communications Area is responsible for external and internal communication as well as the Center's relationship with the social media. In order to reach each of these audiences, our staff uses various tools and communication strategies that support the work of disseminating the Center's objectives, products and services as well as the activities that JSCA leads or organizes.

Indicators	Results
1) A sustained increase in the number of people who subscribe to Nexus Newsletter.	The number of newsletter subscriptions increased by 6.4% over last quarter, which reflects a constant increase. (There was a 2.5% increase last quarter.)

<p>2) A sustained increase in subscriptions to <i>Judicial Systems Journal</i> and the number of articles that are cited or included in academic databases.</p>	<p>The journal <i>Revista Reforma Judicial</i> of the Universidad Autónoma de México's Instituto de Investigaciones Jurídicas featured the comparative report from the Follow-up Study on Criminal Procedure Reform in Latin America in issue number 7 (January-June, 2006). The report, which was authored by JSCA, also appeared in <i>Judicial Systems Journal</i> issue 8.</p>
<p>3) A sustained increase in mentions of JSCA in the media.</p>	<p>Some 60 subscriptions to the Journal have been sold for 2006, and there was a considerable increase in the number of subscriptions since last quarter.</p> <p>This quarter saw a 181% increase in mentions of JSCA in the local (in Chile, where the Center's headquarters are located) and regional press as compared to last quarter.</p>
<p>4) A sustained increase in the amount of documents that are added to the Center's Virtual Library.</p>	<p>JSCA experts continue to be asked to give opinions, grant interviews and participate in events. We also are asked to provide articles and reports for inclusion in publication, websites and other media outlets.</p> <p>During this period 92 documents were added to the online collection. This represents a 368% increase over the 265 that were uploaded during the previous period.</p>
<p>5) A sustained increase in the number of documents (books, journals and audiovisual material) that are added to the Center's library.</p>	<p>This quarter 107 new titles were added to the library, including audiovisual material, books and journals. This represents a 61% increase over the previous quarter.</p> <p>Libraries of various judicial systems in the Americas have continued to send us their publications on a regular basis.</p>

a) Nexus Newsletter (Nos. 58-60):

Three monthly newsletters were published in Spanish and English this quarter.

During the period the number of subscriptions reached **6,726**, which represents a **6.4%** increase over the previous quarter. (There were **6,321** during the January-March 2006 period.)

The Spanish version of the newsletter has **4,622** subscribers and the English version has **2,104**.

b) *Judicial Systems Journal*

The tenth issue of *Judicial Systems* was sent to subscribers and the publication’s Editorial Committee this quarter. The main topic of this issue was judicial government. The publication also included information on events that were held during the previous period. A mailing was sent out in order to publicize the journal.

The list of topics for the upcoming issue was developed this quarter. Issue 11 will focus on justice and corruption. This topic was chosen at the last meeting of the Editorial Committee in December 2005. The issue will be ready by late July and published in August.

In keeping with the Editorial Committee’s resolutions, the first competition “*Judicial Systems Journal* Prize for Young Writers” began in April. The prize is designed to encourage young writers to produce articles about innovative experiences, ideas and debates in the area of justice reform in the Americas.

During this quarter our staff implemented a publicity campaign and undertook a mass mailing in an effort to encourage participation in the initiative. We have been contacted several times by people who are interested in competing and have received two articles by authors from Mexico and Argentina. Given the amount of interest that the competition has generated, we expect to receive many more submissions by the deadline (July 30).

Selection Process	Date
Period for Submitting Articles Begins	April 1, 2006
Deadline for Submitting Articles	12:00 a.m. on July 30, 2006
Publication of List of Finalists The list of finalists will be published on the JSCA Website. Each of the articles listed will be reviewed by the jury.	August 15, 2006
Winner is Announced The winner’s name will be posted on the JSCA Website. He or she will be contacted by phone.	September 30, 2006

During this period two new institutions joined our publications exchange, bringing the total number of partners to 10 universities and justice sector institutions in the region and in Spain. The new institutions are the Argentinean National Supreme Court’s Comparative Justice Research Center and Libraries and Florida International University’s College of Law. We are in talks with Chile’s Public Defender’s Office and its library.

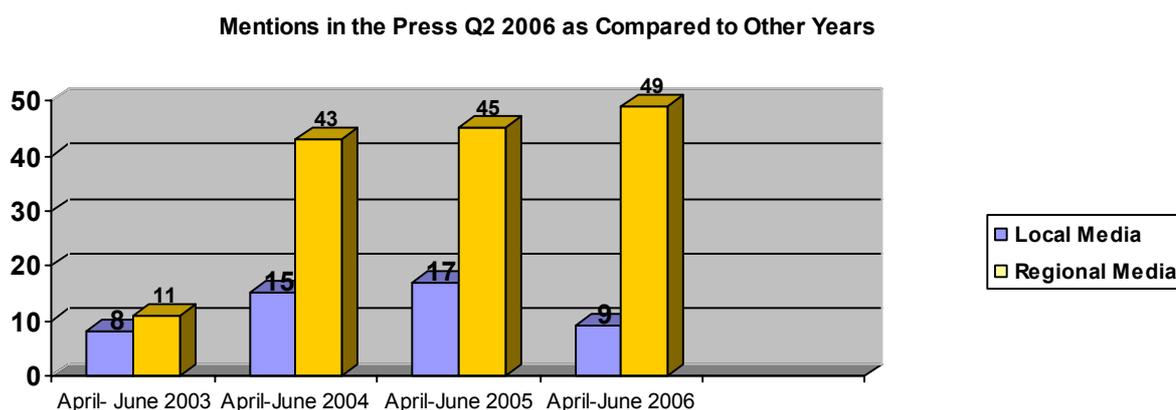
The journal *Revista Reforma Judicial* of the Universidad Autónoma de México's Instituto de Investigaciones Jurídicas featured the comparative report from the Follow-up Project on Criminal Procedure Reform in Latin America in issue number 7 (January-June, 2006). The report, which was authored by JSCA Academic Director Cristián Riego, also appeared in *Judicial Systems Journal* issue 8.

c) Press Coverage

JSCA experts continue to be asked to give opinions, grant interviews and participate in events. We also are asked to provide articles and reports for inclusion in publication, websites and other media outlets.

During this period the Center appeared 58 times in the local (9) and regional (49) press. This represents a 181% increase over the previous quarter, during which the Center was mentioned 32 times.

The graph below demonstrates the increase during the second quarter over several years.



d) Publications

During this quarter we continued to disseminate and publicize the documents that were published during the last quarter of 2005.

- **Collection on *Criminal Procedure Reform in Latin America*:**

The collection *Criminal Procedure Reform in Latin America* presents the results of the three stages of the Follow-up Study on Criminal Procedure Reform in Latin America, which JSCA has been implementing since 2001. The contents include the final papers of students from the first version of the InterAmerican Program for Training Trainers for Criminal Procedure Reform 2004. The publication continues to be requested by people around the region. It also has been distributed at JSCA activities and has been given to members of delegations that have visited our headquarters.

- ***Report on Judicial Systems in the Americas 2004-2005:***

We continue to receive requests for the report via Internet. It is distributed free of charge (the recipient must cover shipping costs). An electronic form has been posted on the Website in order to make it easier for users to request copies. We have received 50 requests for the Report to date.

B. INSTITUTIONAL DEVELOPMENT

1. Meetings

1.1. Meeting of the Board of Directors

The XIV JSCA Board Meeting was held on April 23 in the Dominican Republic. Participants met in order to develop strategies for ensuring that OAS member states commit to making donations to JSCA as they had agreed to do.

1.2. VI REMJA

The VI Meeting of Ministers of Justice of the Americas was held April 24-26 in the Dominican Republic.

1.3. OAS General Assembly: New Board Members

The XXXVI Ordinary Period of Sessions of the OAS General Assembly was held June 13-15. JSCA's Executive Director attended the sessions as a permanent observer. Russell Wheeler, of the United States, was elected to our Board. He will replace Mr. Douglas Cassel. The terms of Jaime Arellano (Chile) and Lloyd Ellis (Jamaica) were renewed.

Thanks to the support and initiative of the Chilean Government, the Assembly approved a resolution encouraging member states to make good on their commitments to provide financial support to JSCA.

2. Financial Information

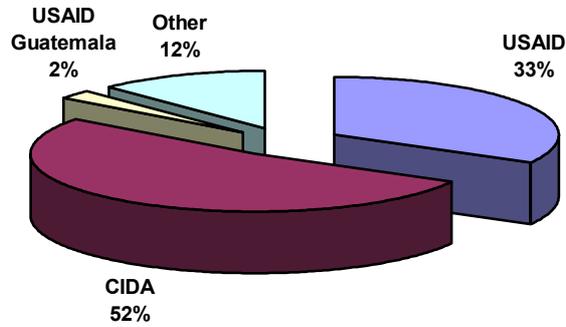
This section describes the use of funds between April and June 2006.

2.1. Income and Expenditures

Source	Initial Balance	Income	Expenditures	Final Balance
USAID				
<i>Activities</i>	28,378	310,113	287,376	51,115
<i>Overhead</i>	0	39,620	39,620	0
<i>Interest Earned</i>	976	61		1,036
CIDA				
<i>Activities</i>	85,611	244,836	169,054	161,393
<i>Overhead</i>	0	7,532	7,532	0
<i>Interest Earned</i>	1,522	275		1,797
IDB				
EUROPEAN UNION	-50,685	95,833	31,260	13,888
<i>Ministry of Justice</i>	7,182	56,872	45,904	18,150
USAID GUATEMALA	-7,750	46,000	42,308	-4,058
UNDP		6,985	3,852	3,133
EUROSOCIAL		9,383	9,410	-27
<i>Chilean Government</i>	0			0
<i>Other Sources</i>	0			0
<i>General Fund</i>	275,593	67,000	27,990	314,603
TOTAL	340,826	884,509	664,306	561,029

Analysis of Income for April-June 2006

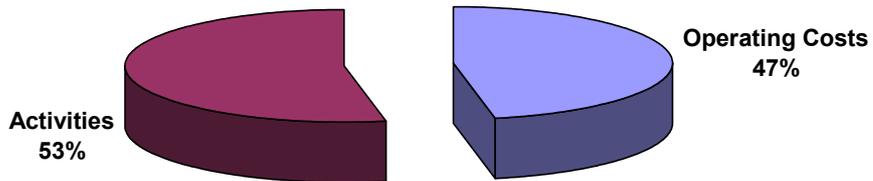
Most of the contributions received during this period came from CIDA and USAID.



2.3. Analysis of Expenditures

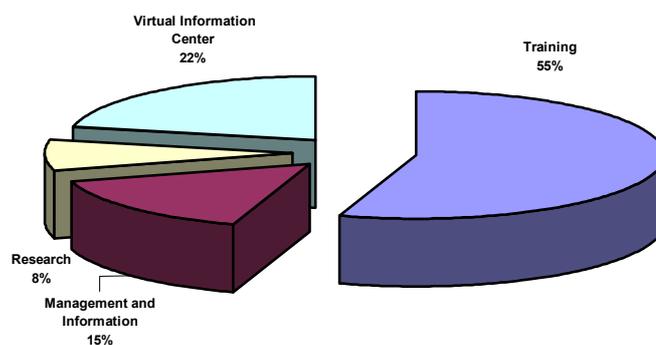
2.3.1 Distribution of Overall Spending (%)

During this quarter the percentage of spending on activities decreased to 53% and the percentage of spending on operating costs rose to 47%.



2.3.2. Distribution of Expenditures on Activities (%)

Most expenses were related to training activities.



2.3.3 Expenditures on Activities

a) Research	
Salaries	11,408
b) Training	
Salaries	28,623
Implementation of Introductory Course	5,180
Implementation of E-learning Course	2,145
Local Replicas	992
Virtual Fora	2,338
Criminal Prosecution Seminar	3,200
Costa Rica Training	8,777
Seminar on Judicial Government	3,462
Fora on Judicial Reform in Mexico	15,764
Organization of and participation in conferences	10,988
c) Management and Information	
Paid Internships	100
Information Gathering in Guatemala	3,634
Support for Justice Council in Brazil	3,852
Empirical Evaluation of the Reform	6,225
Regional Program on Social Cohesion	8,935
d) Information Center	
Website	19,424
Newsletters and other publications	11,268
<i>Judicial Systems Journal</i>	1,490
Subtotal	147,805