



# JUSTICE STUDIES CENTER OF THE AMERICAS

## QUARTERLY REPORT OCTOBER-DECEMBER 2006

### A. ACTIVITIES IN FULFILLMENT OF JSCA'S INSTITUTIONAL GOALS

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

Indicators	Results
1) Our studies generate broad local and regional discussions. 2) Our studies are cited in other research publications. 3) Countries around the region implement initiatives motivated by those studies. 4) Local funding is captured in order to carry out our studies.	<ul style="list-style-type: none"> <li>• This quarter saw the drafting of new studies evaluating criminal procedure reforms in Bolivia, Nicaragua and the Dominican Republic. We also published two studies on gender and criminal justice in Bolivia and the province of Córdoba, Argentina. Last, we drafted a report on Criminal Procedure Reform and Indigenous Peoples that considers Bolivia, Colombia Guatemala, Chile and Peru.</li> <li>• We have continued to implement reform projects through JSCA studies and activities in Argentina (Provinces of Buenos Aires and Córdoba and the City of Buenos Aires), Costa Rica, Ecuador (Cuenca) and Guatemala (Quetzaltenango)</li> <li>• We have received new requests for technical assistance, such as those submitted by the governments and/or judicial branches of Haiti and Panama.</li> <li>• This quarter we co-organized the seminar "Strengthening Civil Justice" as a product of the work done by JSCA for the EUROsociAL project. The event was co-organized with the Administrative Body of Chile's Judicial Branch.</li> </ul>

JSCA's most important initiative is the **Follow-up Study on Criminal Procedure Reform**, which is designed to gather empirical information for evaluating the degree to which the adversarial criminal procedure model has been implemented in the practices of the criminal systems of the Americas. During this quarter we held a second discussion of and approved the final versions of the evaluations of the **Criminal Procedure Reform in the Dominican Republic, Bolivia and Nicaragua**. These documents have been published on our website.

One of the areas of concern in criminal justice is whether or not the criminal procedure reform process has contributed to increasing equality and access to justice for traditionally vulnerable groups. This has led JSCA to develop studies on **Gender and Criminal Procedure Reform**, which explore the way in which reformed criminal justice systems handle procedures that tend to involve female victims. During this quarter, we completed the studies evaluating **Criminal Procedure Reforms from a Gender Perspective in Bolivia and the Province of Córdoba (Argentina)**. The results of the studies were discussed within the organization and the final reports have been published on our website.

Another area that has garnered the organization's interest is the contribution that justice systems can make to the development of a multicultural perspective in our societies. To this end, this quarter we completed the study **Criminal Procedure Reform and Indigenous Peoples**. The purpose of this project is to identify the degree to which criminal procedure reform has responded to the issue of cultural diversity. Specifically, it identifies the normative mechanisms and institutional experiences that the criminal justice reform movement has used to respond to criminal disputes involving members of indigenous communities. The report was based on a review of literature, laws and case law in five countries in the region: Bolivia, Chile, Colombia, Guatemala and Peru. The project has allowed us to reach preliminary conclusions that can serve as the basis of future research in this area. The final report has been published on our website.

Last, in the area of **Civil Justice**, the coordinator of JSCA's Management and Information Area, six representatives of Chile's Judicial Branch, and two representatives of its Ministry of Justice visited Spain, France and England. The exchange program was held October 2-14, 2006 as part of the EUROsociAL Program's **Strengthening Civil Justice in Chile** project. The visit gave participants an opportunity to expand their knowledge of the civil justice system reforms that have been implemented in the European nations, covering aspects such as legal, structural and management adjustments; the problems that motivated those changes; the results achieved; the challenges faced; and the management of the reforms.

#### **Technical Assistance for Haiti's Judicial System**

JSCA Research and Projects Area coordinator Cristián Riego traveled to Haiti December 17-20 in order to identify the main problems of the country's judicial system using empirical methods. Haitian judicial officials stated that their main need is help improving the criminal justice system. This visit is the first of several actions to be implemented in 2007 as part of JSCA's commitment to offer Haiti technical assistance in order to improve its justice system.

##### 1.1. *Management and Information*

- **Judicial Statistics in Guatemala**

JSCA Management and Information coordinator Cristián Hernández traveled to Guatemala November 14-17 to collect data from 2005 and 2006. The visit formed part of the "Criminal Judicial Statistics" project, which was executed with the support of USAID Guatemala.

- **Selection of Papers for the Inter-American Seminar on Judicial Management**

The Management and Information area was responsible for selecting the papers for the Inter-American Seminar on Judicial Management held in El Salvador. We received over 40 submissions and selected the following texts for presentation: María V. Rivas (Paraguay), "Reingeniería presupuestaria de la Corte Suprema de Justicia de Paraguay"; Antonio Lupayante (Chile), "El presupuesto como instrumento estratégico de gestión"; Carla Cavaliere (Argentina), "El presupuesto como instrumento estratégico de gestión"; Leandro Fontealba (Chile), "Creando relaciones con el cliente. Plataforma CRC; Gestión de la Comunicación"; Sergio Lillo (Chile), "Implementar un cuadro de mando para una Fiscalía con indicadores correlacionados bajo la metodología Balanced Scorecard"; María R. Montaña (Bolivia), "Modelo Estadístico de creación de supresión de juzgados gerencia de servicios judiciales"; Valeria Piñero (Argentina), "Plan Piloto para fortalecer el sistema acusatorio oficina de gestión de audiencias - Oficina de Gestión de Audiencias Estadística Anual"; and Jorge A. Cruz (Mexico), "Estadística Judicial en el Poder Judicial de la Federación."

We also selected these submissions: Pedro Orthusteguy (Chile), "Primeras instrucciones a policías. Centro de Atención telefónica (CAT)" and "Sistema de atención de usuario y agendamiento.

Plataforma SAUYA”; Fabiola Divin (Chile), “Selección de personas bajo el modelo de Gestión por Competencias Fiscalía Regional Metropolitana Centro Norte”; Teresita S. Comolli, (Argentina) “Medición del Clima Laboral y los Procesos de Cambio”; Rosmary Cornejo (Peru), “Manejo de información eficiente de juzgados y salas de comerciales: Experiencia peruana”; Antonio Marangunic (Chile), “Sistema integral de indicadores para la evaluación de Fiscales Adjuntos”; Mauricio Godoy (Chile), “Call Center para víctimas y denunciantes una herramienta de información de apoyo a la toma de decisiones del Ministerio Público”; Erick Juárez (Guatemala), “Observatorio Judicial de Occidente”; Neide Alves Dias (Brazil), “Sistema Nacional de Estadísticas de Justicia”; Hugo Suero (Peru), “Gestión de Información y Lucha contra la Corrupción”; and Héctor Chayer (Bolivia), “Diagnóstico de Funcionamiento de la Jurisdicción Civil en Bolivia en conflictos comerciales y administrativos.” JSCA’s Management and Information Area coordinator presided over the opening ceremony of the event and offered a presentation on using information to make decisions.

- **Consultancy for Panama’s Judicial Branch**

JSCA Management and Information Area coordinator Cristián Hernández traveled to Panama December 4-7 in order to advise the country’s judicial branch on the issue of online access to judicial information. The visit was part of USAID’s Transparency Program in Panama.

- **Assistance to Chile’s Judicial Aid Corporation**

Chile’s Judicial Aid Corporation has asked JSCA to evaluate and offer recommendations for improving the implementation of reforms in the areas of family and labor law. These activities were overseen by JSCA Executive Director Juan Enrique Vargas, Management and Information Area coordinator Cristián Hernández, and consultant Rodrigo Quintana.

- **Report on Judicial Systems in the Americas 2006-2007**

Last, we continued work on the most recent version of this publication. During this quarter interns Analía Banfi and Mariloy Díaz contacted justice system operators in the OAS member states in order to gather the information needed for the report. We also began to gather reference information.

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

### 2.1. Training

Indicators	Results
1) A sustained increase in the number of applications for internships. 2) A sustained increase in the number of people and institutions who apply JSCA solutions and request training. 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"> <li>• This quarter we received 10 requests for information on pro bono internships and 5 inquiries about paid internships. These included 4 inquiries from Mexico, 2 from Argentina and 1 each from Canada, Peru and the United States. Four of those pertaining to paid internships addressed the 2006-2007 period and one was looking for information on the 2007-2008 competition.</li> <li>• During this period 22 local replicas of the Inter-American Program for Training Trainers were held.</li> </ul>

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

During this quarter we held the advanced course of this program, “Litigations Skills for an Oral System.” The class is designed to allow students to acquire and improve litigation skills and develop the practical and theoretical knowledge acquired during the basic and intermediate courses. It features expository classes and role-playing exercises that simulate oral trials and investigative hearings. As has been the case in past years, the Advanced Course taught students about systems that use the adversarial criminal trial model. In this case, it focused on Canada.

This year’s Advanced Course was a success. Forty-nine of the 50 participants who completed the intermediate course and submitted final papers attended the course in Santiago Chile. 97% of the students rated the course as “very good-excellent.” Specifically, 63.4% rated it as “excellent” and 34.1% as “very good.”

During this quarter we received 9 inquiries about the 2007 program. Four came from Argentina, two from Peru and one each from Colombia, the Dominican Republic and Mexico.

Also, 22 local replicas were implemented by former students (see below table).

<b>Student(s)</b>	<b>Replica/ Role of JSCA</b>	<b>Date</b>	<b>Location</b>	<b>No. Participants</b>
<b>Leticia Lorenzo</b>	Oral Litigation Module, Master’s Degree in Law– Universidad de Aquino, Bolivia	September 4-6 and 18-23	La Paz, Bolivia	30
<b>Leticia Lorenzo, Jorge Richter, Ernesto Vásquez</b>	Oral Procedures and Criminal Procedure, Sucre	September 14-15	Sucre, Bolivia	-
<b>Leticia Lorenzo</b>	Oral Procedures and Criminal Procedure: Towards a Criminal Process Based on Hearings	September 28-30	San Carlos, Costa Rica	30
<b>María Elena Castillo, Rodrigo Balart</b>	Lectures by Police Personnel on Their Experiences with the Implementation of Chile’s Criminal Procedure Reform	October 12	Auditorio de la Escuela Superior de Policía (ESUPOL), Peru	150
<b>María Elena Castillo, Rodrigo Balart</b>	Lectures by Police Personnel on Their Experiences with the Implementation of Chile’s Criminal Procedure Reform	October 13	Auditorio Ministerio Público, Callao. Peru	80
<b>María Elena Castillo, Rodrigo Balart</b>	Lectures by Police Personnel on Their Experiences with the Implementation of Chile’s Criminal Procedure Reform	October 13	Auditorio de la Dirección de Investigación Criminal, Lima, Peru	120
<b>María Elena Castillo, Rodrigo Balart</b>	Lecture by Police Personnel...	October 16	Instituto de Altos Estudios Policiales (INAEP), Lima, Peru	120

<b>María Elena Castillo, Rodrigo Balart</b>	Lecture by Police Personnel...	October 16	Auditorio de la Escuela Superior de Policía (ESUPOL), Lima, Peru	240
<b>María Elena Castillo, Rodrigo Balart</b>	Lecture by Police Personnel...	October 17	Auditorio del Ministerio Público de Trujillo, Peru	80
<b>María Elena Castillo, Rodrigo Balart</b>	Lecture by Police Personnel...	October 18	Auditorio de la Escuela de Oficiales de la PNP, Peru	120
<b>María Elena Castillo, Rodrigo Balart</b>	Lecture by Police Personnel...	October 19	División Policial Huacho, Peru	130
<b>Natalia Gambaro, Ariel Ciano</b>	Training Course on Litigation Techniques for Investigative Hearings. With the participation of Mauricio Duce and Cristián Riego	October 26-27	San Martín y Campana, Buenos Aires, Argentina	80
<b>Erick Juarez Elias</b>	Seminar on Local Replica in Guatemala. With the participation of Cristián Riego	November 2	Guatemala	230
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Litigation in an Oral System	November 20-21	Escuela Judicial, Tegucigalpa, Honduras	40
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Litigation in an Oral System	November 23-24	Poder Judicial, San Pedro Sula, Honduras	40
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Litigation in an Oral System	November 20-21	Colegio de Abogados de Tegucigalpa, Honduras	40
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Lecture on Litigation in an Oral System	November 24	Colegio de Abogados de Puerto Cortés, Honduras	90
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Litigation in Oral Trials	November 27-December 1	Tegucigalpa	30
<b>Leticia Lorenzo, Verónica Ferrufino</b>	Litigation in Oral Trials	November 27-December 1	Tegucigalpa	40
<b>Erick Juárez Elias</b>	Course for Trainers for Criminal Procedure Reform	December 1-April 30	Guatemala	50

<b>Guillermo Nicora, Natalia Gambaro, Nicolás Amoroso, Ariel Ciano, Daniel Petrone</b>	Training Workshop for Trainers for the Project to Improve the Adversarial System for Crimes in which the Defendant is Caught in the Act. With the participation of Mauricio Duce, Inés Marensi and Cristián Riego	December 12	La Plata, Argentina	25
<b>Guillermo Nicora, Natalia Gambaro, Nicolás Amoroso, Ariel Ciano, Daniel Petrone</b>	Training Project for the Project to Improve the Adversarial System for Crimes in which the Defendant is Caught in the Act. With the participation of Mauricio Duce, Inés Marensi and Cristián Riego	December 13	La Plata, Argentina	60

#### **b) Inter-American Seminars**

- **IV Inter-American Seminar on Judicial Management**

This event was held November 22-23 in El Salvador. Its main purpose was to analyze theoretical developments, innovative experiences and their applications in countries of the region. Key topics discussed include judicial budgets as a strategic management instrument, human resources and the generation of information to support decision-making processes. The activity was developed in cooperation with the Supreme Court of El Salvador and featured the participation of 240 representatives of countries from around the region, particularly Central American nations.

#### **c) Lectures, Courses and Workshops**

*Organized or Co-Organized by JSCA*

- **Roundtable Discussion of Criminal Procedure Reform and Citizen Security**

This event was held October 25. Its purpose was to analyze key issues regarding the relationship and contribution of criminal procedure reform to the generation of citizen security and reduction of crime, and to offer proposals for focusing and developing the topic in Chile and around the region using positive experiences from around the world. The event was organized by JSCA in cooperation with Fundación Paz Ciudadana and Universidad Diego Portales and was held in Santiago, Chile. Approximately 80 people attended the event, including representatives of the Prosecutor's Office, policy agencies, courts and Chilean civil society. Presenters and participants engaged in critical analyses of a variety of aspects related to criminal procedure reform and citizen security and debated the proposals that were offered. JSCA was represented by Juan Enrique Vargas, Cristián Riego and Mauricio Duce. JSCA Executive Director Juan Enrique Vargas presented the book *Challenges of the Public Prosecutor's Office in Latin America*, and copies were distributed to all in attendance.

- **Forum to Evaluate Criminal Procedure Reform in Three Latin American Nations**

JSCA developed this event with the Corporation for Excellence in Justice in celebration of CEJ's tenth anniversary. The purpose of the event was to create a space for analyzing country reports on this topic on Chile, Argentina and Colombia. It was directed at Colombian justice officials, litigators and representatives of universities and civil society. The event featured the presentation of the Excellence in Justice Award, which recognizes best practices in justice in Colombia.

- **Course “The State of Justice in the Americas: Challenges and Opportunities for Access for the Majority” for IDB Officials**

JSCA developed this course, which ran November 13-15 and was offered to 31 representatives of the IDB (18 IDB members and 13 officials linked to its projects throughout the region).

The purpose of the event was to describe the state of justice in the region and relate it to the IDB’s perspective and practical experience in the design, administration and execution of justice projects. JSCA Executive Director Juan Enrique Vargas presented “Challenges for Judicial Government in Latin America” and “Are Our Judicial Systems Improving?” Training coordinator Mauricio Duce presented the paper “Innovation in Criminal Justice Reform Processes: The Case of Chile and Some Regional Experience.” Finally, Academic Director Cristián Riego offered “A General Overview of the State of Criminal Procedure Reform in Latin America,” and Management and Information Area coordinator Cristián Hernández presented “Court Management and Organization.” JSCA members also moderated panel discussions.

- **Seminar on “International Experiences in Civil Justice Reform”**

This event was held in December and organized by JSCA and the Administrative Body of Chile’s Judicial Branch. Its purpose was to present, analyze and discuss key aspects of the experiences of Spain, France and England in this area that might contribute to discussions of civil justice reform in Chile. The seminar was the result of a trip to the three European countries by one representative of JSCA and officials from the Administrative Body of Chile’s Judicial Branch and the Ministry of Justice in order to learn about the civil justice reform processes in those countries.

- **Roundtable Discussion of Judicial Education**

This event was held at JSCA headquarters on December 14. Its purpose was to discuss and exchange experiences with judicial education in judicial systems. It featured the participation of representatives of the National Judicial Institute of Canada, the Judicial Academy of the Philippines, and Chilean criminal procedure system operators (members of the Ministry of Justice and Judicial Academy). Executive Director Juan Enrique Vargas, Training Coordinator Mauricio Duce, Academic Director Cristián Riego and other JSCA staff members were in attendance.

*Institutional Participation in Events Organized by Other Organizations*

<b>Congressional Commission on Citizen Security and Drugs</b>	Presentation by Juan Enrique Vargas.	Valparaíso, Chile	October 4
<b>III National Symposium on Research on Violence and Crime</b>	Mauricio Duce serves as a moderator on a panel and member of the Academic Committee.	Santiago, Chile	October 5 and 6
<b>VI National Meeting on Judicial Training</b>	Presentation by Juan Enrique Vargas.	Zacatecas, Mexico	October 16
<b>Seminar on Adolescent Criminal Responsibility: Progress and Challenges</b>	Mauricio Duce presents the Report of the Commission of Experts	Santiago, Chile	November 3
<b>Meeting of the Ibero-American Association of Public Prosecutors’ Offices</b>	Juan Enrique Vargas presents on the reach of the EUROSociAL project and JSCA’s work	Santiago, Chile	November 6 and 7

<b>Preparatory Meeting for the 2008 Ibero-American Summit of Ministers of Justice</b>	Cristián Hernández presents the “Ibero-American Plan of Judicial Statistics”. The event was executed with the support of the IADB and featured the participation of delegations from all across the Ibero-American community	Isla Margarita, Venezuela	November 7-10
<b>IX Course on Jurisdictional Protection of Children’s Rights for Attorneys, Judges and Prosecutors of the Southern Cone</b>	Course organized by UNICEF. Mauricio Duce participated and presented on “Expert Testimony in Oral Trial”	Montevideo, Uruguay	November 9
<b>Ibero-American Seminar of Public Prosecution’s Offices and Police Agencies</b>	Juan Enrique Vargas speaks about Public Prosecutor’s Offices and Judicial Reform in Latin America	Santiago, Chile	November 7-9
<b>International Conference on Violence, Crime and Criminal Policy</b>	Organized by the Chilean Ministry of Justice, Juan Enrique Vargas offers a presentation	Santiago, Chile	November 9
<b>Seminar on the Implementation of the Criminal Procedure Code in Peru</b>	Attended by Mauricio Duce, Andres Baytelman and Alberto Binder	Lima, Perú	December 1
<b>III EUROsocial Council Meeting</b>	Juan Enrique Vargas attends.	Madrid, Spain	November 25
<b>Academic Forum “Evaluation of Criminal Procedure Reform in 3 Latin American Nations”</b>	Presentations by Juan Enrique Vargas, Cristian Riego and Mauricio Duce. Organized with Corporation for Excellence in Justice	Bogotá, Colombia	December 6 and 7
<b>International Seminar: Quality and Celerity in Jurisdictional Presentation</b>	Attended by Juan Enrique Vargas. Organized by IADB	Brasilia, Brazil	December 11 and 12
<b>Strategic Workshop of Chile’s Supreme Court</b>	Juan Enrique Vargas offers a presentation on Judicial Government	Santiago, Chile	December 15

### c) Visits

- **Visit by Delegation of Prosecutors from the Judicial District of Callao, Peru**

JSCA’s Training Area coordinated a visit by the first group of prosecutors from the Callao judicial district. Participants gained first-hand knowledge of Chile’s new criminal justice system during the program, which was held October 16-18. The purpose of the visit was for the prosecutors to observe the reformed criminal procedure system in order to prepare for the reform that will be launched in their judicial district in September 2007. The visit included several interviews, observation of hearings and two workshops at JSCA’s headquarters.

- **Visit by Members of Fundación Esquel of Ecuador**

JSCA and Fundación Esquel developed a visit to observe Chile’s new criminal trial system October 23-27. Eleven members of Ecuador’s judicial-criminal sector visited the courts and institutions of Viña del Mar, Valparaíso and Santiago de Chile. The visit included several



interviews and observing several hearings. Its purpose was to show realities of implementation and operation of the criminal procedure reform in two regions of Chile.

- **Visit by the IDB Delegation**

After the course “The State of Justice in the Americas: Challenges and Opportunities for Access for the Majority,” JSCA’s Training Area organized a visit designed to allow IDB representatives to learn about Chile’s criminal procedure reform. Participants visited an investigative court and oral criminal court at the Santiago Justice Center in order to experience procedural and judicial aspects of the Chilean reform and discuss strategic implementation and management aspects with key operators. The visit was held Wednesday, November 15.

- **Second Visit by Delegation of Prosecutors from the Judicial District of Callao, Peru**

A second delegation from this judicial district was held November 20-22. As was the case of the first visit, the purpose of this activity was to allow participants to observe hearings and meet with Chilean judicial officials who are involved with the country’s criminal procedure reform.

- **Visit by Members of NJI and PHILJA**

Two members of Canada’s National Judicial Institute, both of whom are State Supreme Court justices, and one member of the Judicial Academy of the Philippines participated in a visit to learn about Chile’s new procedural system on December 15. The program included observing hearings in the guarantee court and meeting with the court administrator and judge, which allowed participants to compare the Chilean reality with those of their home countries and to consider issues related to the implementation and operation of the Santiago Justice Center.

#### **d) Internship Program**

- **Paid Internship**

The 2006-2007 Paid Internship Competition was held this quarter. The winner was Analía Banfi, who joined JSCA’s team on October 10 and is working on the Report on Judicial Systems in the Americas 2006-2007. She is finishing the information-gathering stage of the project.

This quarter also saw the launch of a new paid internship program that developed through an agreement signed by JSCA and the National Judiciary School of the Supreme Court of the Dominican Republic. The intern selected was Mariloy Díaz, who is also working on the Report on Judicial Systems in the Americas 2006-2007.

Both interns are also carrying out research in the area of implementation and operation of judicial systems.

- **Pro Bono Internships**

We currently have two pro bono interns in our offices. The first, Cristián Ramírez, continues to work in our Administration and Finance Area. Daniela Godoy Gabler, an attorney, is gathering bibliographic information on civil procedure reform. María Lucía Peña (Nicaragua) and Nelly Pazó (Chile) finished their internships during the quarter.

The below table presents information about and an evaluation of their programs:

NAME	PERIOD	UNIVERSITY	FIELD	EVALUATION
María Lucía Peña	April 3-September 29	Universidad Americana de Nicaragua	Attorney, Nicaragua	The intern met all expectations and benefited from the training experience.
Nelly Pazó	August 24-September 29	Universidad Adolfo Ibáñez, Viña del Mar	Attorney, Chile	The intern met all expectations and benefited from the training experience.

## 2.2. Networking

Indicators	Results
1) A sustained increase in the number of institutions and/or individuals interested in participating in the networking activities that we promote. 2) A sustained interest in the number of contacts and joint projects among members of those networks. 3) A sustained increase in the number of institutions that rate our networks and regional activities as useful or very useful.	During this quarter we signed two agreements, one with an international agency and one with an institution in Paraguay. There was also a significant increase in work with local counterparts through the Website.

- **Agreements**

Date	Country	Counterpart	Objective
November 7, 2006	Regional agency	Ibero-American Association of Public Prosecutor's Offices (AIAMP)	To establish a general framework for cooperation for the development and fulfillment of common objectives through activities to be determined by both agencies.
October 23, 2006	Paraguay	Paraguayan Institute for Human Rights	To establish a general framework for cooperation between the two parties to develop joint activities.

- **Strategic Follow-up File**

During this quarter we completed the Strategic Follow-up File and have begun to use it as the main instrument for monitoring efforts to achieve financial sustainability. The file is a special database that contains: a) descriptions of each country's judicial institutions; b) agreements signed with local institutions; c) projects and research executed in that country; e) key officials or contacts; f) contributions or other financial support received; g) efforts made to secure voluntary contributions and follow-up actions.

The database will be made available to the directors of each area of JSCA and members of the Board of Directors. The data and contact information will be updated online on a regular basis by each area of JSCA. The Virtual Information Center and Press and Communications Area contributed to the design of this instrument.

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

#### ***3.1. Virtual Information Center (VIC)***

Indicators	Results
1) A sustained increase in the number of people who visit our website and the institutions that are linked to it. 2) A sustained increase in the number of people who rate our virtual products and publications as useful.	<ul style="list-style-type: none"> <li>• There was a 14% decrease in visits to our main Website as compared to last quarter, though it is important to note that visits to individual sections increased up to 94%.</li> <li>• There was a 170% increase in the number of documents viewed.</li> </ul>

- **E-Learning Platform**

Work has begun on three new virtual support mechanisms for the courses to be offered in Guatemala (one is currently in production and two will soon be underway). The courses are based on existing modules but use a methodology developed especially for students in Guatemala.

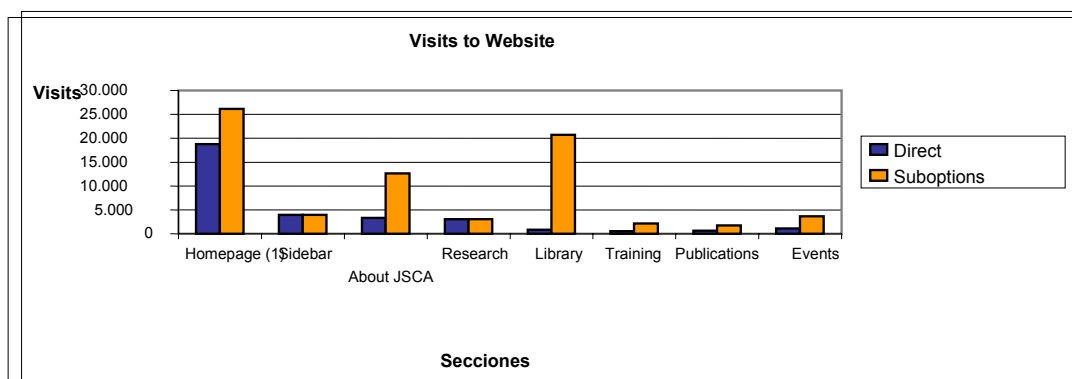
- **Visits to the Website**

There was a decrease in the number of visits to the website as compared to last quarter (from 21,869 to 18,761).

Contrary to what one might think, this decrease was not reflected on the number of visits to the various sections of the site, which increased by 92%. The Library and Publications sections were visited most frequently last quarter and saw the greatest increase during this quarter. In fact, the **Virtual Library** saw an increase of 170%.

We found that this was due to the number of viewings of digital documents, which accounted for 12,000 hits. This demonstrates a significant increase over the 4,800 hits registered during the prior quarter, the 6,800 registered during the second quarter and the 10,000 recorded during in the first.

The below table and graph present an overview of tendencies in this area:



Note: The “Direct” category corresponds to direct hits to the home page and “sub options” refers to navigating the specific contents of the Website.

### 3.2. Press and Communications Area

This area is responsible for external and internal communication and the relationship with the social media and institutions through their libraries, document centers and press departments. We use a variety of informational tools and communications strategies to reach these audiences. These mechanisms support the dissemination of JSCA’s objectives, products, services and activities.

Indicators	Results
<ol style="list-style-type: none"> <li>1) A sustained increase in subscriptions to Nexus Newsletter.</li> <li>2) A sustained increase in subscriptions to <i>Judicial Systems Journal</i> and in the number of citations or references to the journal in academic information systems.</li> <li>3) A sustained increase in mentions of JSCA in the social media.</li> <li>4) A sustained increase in the number of additions to the Virtual Library.</li> <li>5) A sustained increase in the number of documents added to the physical library.</li> </ol>	<ul style="list-style-type: none"> <li>• Nexus Newsletter subscriptions increased by <b>3%</b>.</li> <li>• The number of subscriptions to the journal remained at <b>64</b>. This quarter there was an increase in sales, which reached <b>70</b>.</li> <li>• Mentions of JSCA in the regional media increased by <b>52%</b> as compared to the same quarter last year.</li> <li>• JSCA experts continue to be asked to give interviews and statements on a regular basis. Also, we are asked to contribute articles and studies to publications, Websites and other communications and publicity mechanisms.</li> <li>• The number of documents posted online increased to <b>156</b> this quarter.</li> <li>• During this quarter <b>110</b> new titles were added, including audiovisual material, books, newsletters and journals. This represents a <b>9%</b> increase over last quarter.</li> <li>• We received visits from students from various Chilean universities. A total of five groups visited the library, and we were contacted several times by email and by phone.</li> <li>• We continue to receive publications from judicial institutions on a regular basis.</li> </ul>

**a) Nexus Newsletter (Issues 64 - 66):**

This quarter we published three issues of Nexus Newsletter in Spanish and in English, Subscriptions to the publication increased to **7,082**, which represents a **3%** increase over last quarter. (There were **6,871** subscriptions held during the July-September quarter of this year.)

We have **4,979** subscription holders who read the newsletter in Spanish and **2,103** who receive the English language version of the publication.

**b) Judicial Systems Journal**

Issue 11 of *Judicial Systems Journal* was published and distributed to subscribers and the Editorial Committee. The main topic of this issue was justice and corruption.

The journal was presented at JSCA events in Chile, including training workshops, and international events such as the Meeting of the Ibero-American Association of Public Prosecutor's Offices and the Ibero-American Seminar of Public Prosecutor's Offices and Police Agencies held in Chile in November.

Last, we began to develop Issue 12, which will address "other forms of justice" and will be published in 2007.

Strategies for disseminating the journal continue to be applied. We coordinated with team members to include the last seven issues of the journal in the export catalogue of the Cámara Chilena del Libro de Chile, which led to their inclusion in a database with more than 6,000 subscribers from around the world. We strengthened the system that we use to offer price quotes and communicate with users, and have received over 10 inquiries.



The regular meeting of the Editorial Committee was held online for the first time in October. The main conclusions reached include highlighting the importance of maintaining the print version of the publication and the decision to implement a publicity campaign for the journal in the press and at events. A decision was made to establish a list of regional correspondents who will contribute to the publication. Finally, committee members agreed to develop a new sales policy.

Two institutions –Universidad Miguel de Cervantes of Chile and Poder Ciudadano of Argentina– joined our publications exchange, bringing the total number of participating agencies to **13**.

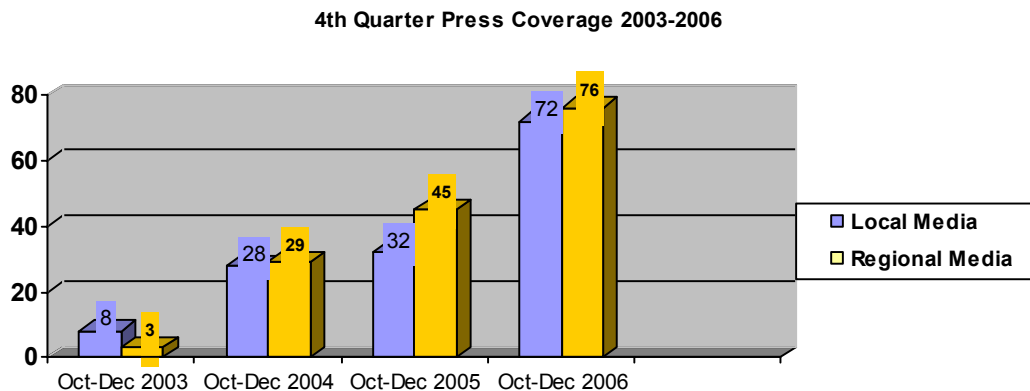
**c) Press Coverage**

We continue to receive requests for JSCA experts to offer interviews and contribute to reports and news pieces related to justice systems. Also, the topics that we work on and projects we have implemented have been covered in the regional and local media.

The total number of mentions during this quarter is **148** (**72** in the local press and **76** in the regional press). This represents a **52%** increase over last quarter, during which the total number of mentions was **77**. This is largely due to requests for JSCA experts to grant interviews to the Chilean media on that country's criminal procedure reform.

During the period the communications strategy focused on distributing the *Index of Online Access to Judicial Information* using a specific strategy for each country in the region.

The graph below compares media coverage of the Center during the fourth quarter of various years.



#### d) Publications

The following publications were issued during the final quarter of 2006:

- ***JSCA at a Glance***

This quarter we designed the new version of this pamphlet, which describes JSCA's objectives, position within the Inter-American System, projects and products, and Strategy and Financial Plan.

We have developed a plan to distribute the publication, which includes sending copies to judicial officials throughout the region and presenting it at JSCA and other events. Also, we will use it during special meetings with officials to ensure that they are familiar with JSCA's Financial Plan.

- ***Citizen Security and Criminal Procedure Reform***

In late December, we published this collection of presentations that were offered at a roundtable discussion held October 25. Participants included JSCA Training Coordinator Mauricio Duce; General Manager of Fundación Paz Ciudadana Gonzalo Vargas; JSCA Academic Coordinator Cristián Riego; Universidad Católica de Chile Procedural Law Professor Jorge Vial; and JSCA Executive Director Juan Enrique Vargas.

#### e) Virtual Library and Physical Library

We uploaded a total of **156** documents to the Virtual Library, which represents a considerable increase over last quarter's total of 58. In order to increase the number of documents available (legislation, research, articles, etc.), we developed an electronic system that will allow visitors to submit their products, which are screened and then uploaded. An email announcing the implementation of the system led to the submission of 100 documents and new contacts with institutions around the region.

We also added **110** documents to the physical library, including audiovisual materials, books, newsletters and journals. This increased JSCA's collection by **9%** to **1,752** volumes.

Also, we continued to remodel our on site library, creating a new space for staff members and visitors to browse our collection in a more comfortable environment.

**f) GLIN**

JSCA continues to form part of the Global Legal Information Network (GLIN), which is linked to the U.S. Library of Congress and legislative centers from around the world. JSCA maintains a website that connects directly to the GLIN database. The Center is informed of all of the developments that occur within the organization and is included in the activities that GLIN organizes.

**g) Consultants' Database**

We regularly add new members to the Consultants' Database and this quarter received **22** new requests from junior and senior consultants who wish to be added to our network. This represents **12%** of the total number registered this year (367). The database has a total of **413** contacts. Once registered, consultants and potential employers contact each other directly.



## B. JSCA'S INSTITUTIONAL DEVELOPMENT

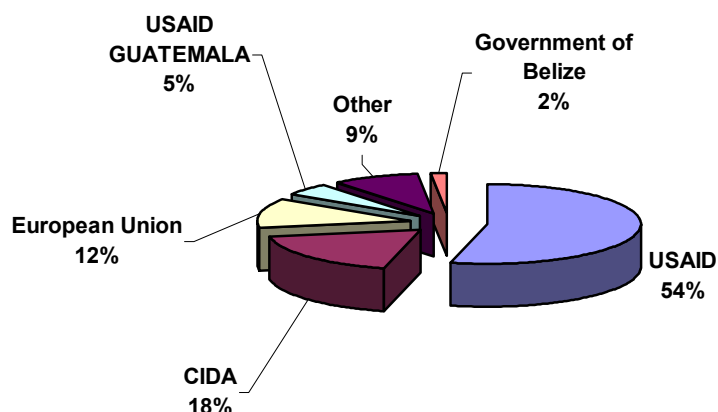
### 1. Financial Information

SOURCE	October-December				January-December			
	INITIAL BALANCE 9/30/06	INCOME	EXPENDITURES	FINAL BALANCE	INITIAL BALANCE 1/1/06	INCOME	EXPENDITURES	FINAL BALANCE
<b>USAID</b>								
<i>Activities</i>	0	139,279	66,583	72,696	28,378	557,595	513,277	72,696
<i>Overhead</i>	0	20,806	20,806	0	0	83,544	83,544	0
<i>Interest Earned</i>					976	2,011	2,986	0
<b>CIDA</b>								
<i>Activities</i>	71,746	57,974	129,720	0	85,611	309,509	395,120	0
<i>Overhead</i>	0	29,118	29,118	0	0	36,650	36,650	0
<i>Interest Earned</i>	3,313	575	3888	0	1,522	3,575	5,097	0
<b>EUROPEAN UNION</b>	12,555	35,420	14,260	33,715	-50,685	131,253	46,853	33,715
<b>USAID GUATEMALA</b>	-4,058	10,556	6,498	0	-7,750	56,556	48,806	0
<i>Overhead</i>		4,444	4,444	0	0	4,444	4,444	0
<b>OTHER SOURCES</b>								
<i>Other projects</i>		13,984	13984	0	0	32,772	32,772	0
<i>General fund</i>	363,259	13,775	3,336	373,698	282,775	170,791	79,868	373,698
<i>Government of</i>								
<i>Chile</i>	40,000	0	40,000	0	0	80,000	80,000	0
<i>Government of</i>								
<i>Mexico</i>	40,000	0	40,000	0	0	40,000	40,000	0
<i>Government of</i>								
<i>Belize</i>	0	5,000	5000	0	0	5,000	5,000	0
<b>TOTAL</b>	<b>526,815</b>	<b>330,932</b>	<b>377,637</b>	<b>480,110</b>	<b>340,826</b>	<b>1,513,700</b>	<b>1,374,417</b>	<b>480,110</b>

#### 1.1.INCOME AND EXPENDITURES

##### 1.1.1. ANALYSIS OF INCOME FOR OCTOBER-DECEMBER 2006

Most of the contributions that JSCA received during this period came from USAID, CIDA, the European Union and donations from USAID Guatemala and the Government of Belize.

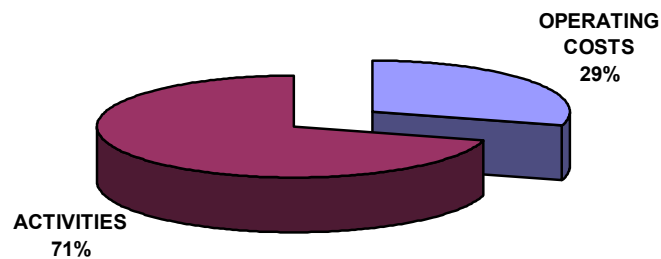




## 1.2 ANALYSIS OF EXPENDITURES

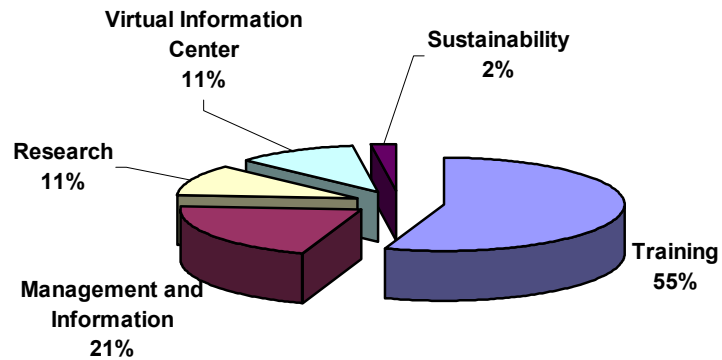
### 1.2.1 DISTRIBUTION OF TOTAL EXPENDITURES (%)

The percentage of expenditures on activities increased from 68% during the previous period to 71%. This led the percentage of expenditures on operating costs to fall from 32% to 29%.



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

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



### 1.2.3 EXPENDITURES ON ACTIVITIES

<b>a) Research</b>	
Research salaries	14,275
Updating of Follow-up Study on Criminal Procedure Reform	3,334
Study on Indigenous Communities and Judicial Reform	2,000
Publication on Prosecution and New Follow-up Mechanisms	10,000
<b>b) Training</b>	
Training salaries	34,264
Development of Advanced Course	13,692
Implementation of Advanced Course	33,589
Local Replicas	43,679
Virtual Fora	1,500
Seminar on Judicial Government	781
Training in Chubut	2,400
Fora on Judicial Reform in Mexico	9,665
Jednet	4,864
Organization of and Participation in Conferences	5,909
Other Seminars	3,075
<b>c) Management and Information</b>	
Paid Internships	9,777
Report on Judicial Systems in the Americas	321
IV Inter-American Seminar on Judicial Management	11,285
Statistics Gathering in Guatemala	6,536
Support for Esquel Reform	7,985
Empirical Evaluation of Reform	3,833
Regional Program for Social Cohesion	18,061
<b>d) Information Center</b>	
Website	19,571
Newsletters and Information Sheets	9,185
Judicial Systems Journal	1,224
<b>e) Sustainability</b>	
Sustainability Initiatives	6,318
<b>Subtotal</b>	<b>277,123</b>