



2011 ANNUAL REPORT





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1. WORK ON CRIMINAL JUSTICE REFORM

1.1. Innovation Projects:

Goal: To encourage countries to adopt the ideas and instruments that the Center has developed and disseminated in order to improve the performance of reformed criminal justice systems. These activities are the result of direct requests from countries or governments and generally derive from local replicas of the Inter-American Training Program. The activities vary widely depending on the nature and status of the processes targeted. They generally involve training activities, support for design efforts, supervision and political support for the process.

ACTIVITY FILE NO. 01/11

Support for the Restructuring of the Public Prosecutor's Office in Bolivia

Objective:

To provide technical support to the Specialized Legal Unit on Constitutional Development (UJEDC) for the discussion of the proposal for a Statutory Law of the Public Prosecutor's Office which will soon enter the legislative agenda.

Location: Bolivia

Funding Source: CIDA

Impact or Results Achieved:

JSCA and the UJEDC met on January 14 and agreed that the two entities will provide technical assistance and training to stakeholders identified by UJEDC in the development and discussion of the Statutory Law of the Public Prosecutor's Office, criminal policy and legal pluralism, working together and in coordination with the United Nations program "Promoting Change in Peace."

JSCA also has implemented two activities related to a support project that was developed afterwards: a seminar-workshop and a virtual training course.
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In regard to the first activity, JSCA contributed to the organization of the "Seminar-Workshop on Comparative Experiences with the Organization and Management of Public Prosecutor's Offices" (April 18-19). The following presenters took part in the activity: Rosaly Ledezma (Bolivia), Israel Ayala (Bolivia), Leticia Lorenzo (Argentina), Alan Martín Nessi (Argentina), Elvyn Díaz (Guatemala) and Alcides Chinchay (Peru). The purpose of the activity was to discuss the organization of, management of and challenges faced by the region's prosecution services. Presenters shared innovative and successful experiences from Latin American nations with contexts similar to that of Bolivia that could be used to handle challenges related to transforming the Public Prosecutor's Office.

JSCA also developed a version of its virtual course "Challenges of the Public Prosecutor's Office in Latin America" especially for UJEDC technicians and individuals from the Public Prosecutor's Office and Ministry of Justice. It was attended by 18 individuals.
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The presentations by the experts who attended the event and workshops have been organized into a publication that will be released in December 2011.
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**ACTIVITY FILE NO. 02/11****Supporting the Strengthening of the Public Prosecutor's Office in Guatemala****Objective:**

To provide technical support for the implementation of a new prosecution model in Guatemala. This effort involves the implementation of a profound change in the traditional practices of prosecutors and training, evaluation and coordination for those working in the Public Prosecutor's Office and courts.

Location: Guatemala

Funding Source: CIDA

Impact or Results Achieved:

In the context of the collaboration agreement signed during the first trimester of 2011 with Guatemala's Public Prosecutor's Office, JSCA provided technical support to the institution in its process of redesigning training programs through a new course on smart criminal prosecution and the provision of virtual modules. JSCA also completed a consulting project which consisted of evaluating the management model of the Public Prosecutor's Office that was implemented during the second trimester of 2011 by JSCA staff member Leticia Lorenzo.

JSCA had already offered a virtual course for prosecutors and other Public Prosecutor's Office staff on issues that are key to the success of the reform process. Modules from the intermediate stage of the Inter-American program have been added to it, as have sections of the course "Challenges of the Public Prosecutor's Office in Latin America." The course was completed by 79 students.

JSCA also offered an introductory course for prosecutors entitled "Smart Prosecution and Criminal Analysis: Tools for Protecting Public Safety," which was held December 1 and 2. It was led by Andrés Baytelman, Marcelo Cabrera and Natalie Reyes.

ACTIVITY FILE NO. 03/11**Support for Criminal Justice Reform in Panama****Objectives:**

To support the implementation of an oral and adversarial criminal justice system in Panama. The process began on 2 September 2011 through the entry into force of Law 63 of 2008, the Criminal Procedure Code, in the Second Judicial District, which covers the Coclé and Veraguas Provinces.

Location: Panama City

Funding Source: CIDA

Impact or Results Achieved:

In the context of the collaboration agreement signed during the first trimester of 2011 with Panama's Judicial Branch, JSCA implemented a Training Course on the Oral and Adversarial Criminal Justice System for 35 job applicants. The course was required for officials (judges, public defenders and others) who will work in the reformed procedure system. The course was held October 3-14 in Panama City. JSCA professional Carolina Villadiego served as an instructor and coordinator, and was joined by Luis Antonio Schiappa, Leticia Lorenzo and Rosaly Ledezma. JSCA will continue to advise and support the Judicial Branch in the context of the above-mentioned agreement.



ACTIVITY FILE NO. 04/11

Technical Support for the Discussion of the Implementation of Pretrial Services

Objectives:

To continue to develop research and disseminate the methodology of pretrial services as a mechanism for evaluating the procedural risks that merit the use of preventive measures and supervising the use of said measures once they have been applied.

Location: Chile, Costa Rica and Peru

Funding Source: CIDA

Impact or Results Achieved:

JSCA has provided technical support to the Chilean government and engaged in international dissemination activities and the development of a manual on this topic.

Pretrial Services Manual:

This manual is meant to serve as an instrument for disseminating the methodology and functions of pretrial services based mainly on the methods used in the U.S. and Canada. The purpose of the manual is to present the main elements of pretrial services, that is, the function of the evaluation of risks and supervision of non-custodial protective measures. It also describes key aspects of the implementation of this kind of program in the regional context. The manual was developed based on bibliographic sources on i) protective measures and difficulties related to their application in the region and ii) comparative experiences with pretrial services and similar programs in the U.S. and Canada. The authors also consulted sources that describe the experience of the pretrial services programs that are being used in Mexico, Canada and the U.S.

The manual was completed during the second trimester of 2011 and will be distributed throughout the region.

Technical Support in Chile:

As part of a cooperation agreement signed with the Office of the Undersecretary of Crime Prevention of the Chilean Ministry of the Interior in 2011, JSCA has participated in the Technical Committee of the project "Pretrial Services," which is being developed by the Chilean government.

This technical group is composed of representatives of each of the participating institutions and is responsible for developing technical material for a possible pretrial services pilot project in Chile. JSCA has provided technical support, comparative research and comments on strategies for the program. JSCA and the Ministry of the Interior are joined by representatives from the Judicial Branch, Public Prosecutor's Office, Prison Guards, Fundación Paz Ciudadana, the Ministry of Justice and the Police.

Dissemination Activities:

Seminars were held April 26-27 in Trujillo, Tacna and Lima, Peru in coordination with the Ministry of Justice, Judicial Branch, Special Commission on the Implementation of the Criminal Procedure Code and the Ombudsman's Office. The purpose of the events was to analyze the current use of protective measures in Peru, discuss the issue of the application and supervision of protective measures and present international experiences with pretrial services models and methodologies.

On April 28, the seminar "Experiences with Pretrial Services" was held in Santiago de Chile in the Salón O'Higgins of the Palacio de La Moneda (the Presidential Palace). The purpose of the event was



to present the methodology used by pretrial services to generate information and monitor alternatives to pretrial detention. It also was designed to generate a discussion regarding the possible application of this type of program in the Chilean criminal procedure system. The seminar was organized by JSCA and the Office of the Undersecretary of Crime Prevention. It featured the participation of representatives of the government, Judicial Branch, Public Prosecutor's Office, Public Defender's Office, Fundación Paz Ciudadana and international presenters. It is important to note that the event was transmitted online and uploaded to JSCA's YouTube channel in order to increase the number of people reached.

Finally, the seminar "Mechanisms for Rationalizing the Use of Protective Measures in Criminal Justice: Comparative Experiences" was held December 5 and 6 in San José, Costa Rica. The activity was co-organized by the Supreme Court of Costa Rica.

ACTIVITY FILE NO. 05/11

Advising for the Inter-American Court of Human Rights on Management Issues

Objective:

To provide the IACHR with advice on management-related issues in order to recommend a comprehensive judicial management program with electronic management mechanisms in order to help the entity to comply with Article 33 of its new regulations.

Location: Inter-American Court of Human Rights

Funding Source: CIDA

Impact or Results Achieved:

JSCA sent a delegation of experts to the IACHR (September 12-16). The delegation was composed of Jenny Quirós Camacho (Criminal Court of Costa Rica, JSCA Alumna), Katia Morales (Director of the Computer Management Area of the Office of Information Technologies of the Judicial Branch of Costa Rica) and Juan Enrique Vargas Viancos (Dean of the Universidad Diego Portales Law School and former Executive Director of JSCA). The group was accompanied by JSCA staff member Carolina Villadiego.

The purpose of the visit was to learn about how the IACHR is organized, the processes used to handle cases, consultations and complaints and the resources that it has at its disposal, particularly in the area of ICTs.

Based on the information gathered, the Court was provided with a document containing conclusions and recommendations regarding its management model. The document was submitted in November 2011.

The team also accompanied the IACHR in its visit to learn about the criminal trial model used in the second judicial circuit of San José on June 15. The purpose of the visit was to observe the court's operation and the new paradigms that it is developing. Carolina Villadiego also accompanied the team on this visit.

ACTIVITY FILE NO. 06/11

Initiative on the Right to Health and Healthcare Systems

Objective:

To support the regional initiative on prioritization, equity and constitutional mandates related to health



care. The World Bank has been working to generate spaces in which these issues can be discussed by groups interested in issues of rights and healthcare systems in seven Latin American countries (Argentina, Brazil, Chile, Costa Rica, Colombia, Peru and Uruguay).

Location: Costa Rica and Argentina

Funding Source: World Bank

Impact or Results Achieved:

The First Regional Meeting on the Right to Health and Healthcare Systems was held June 23 and 24. It was sponsored by the Inter-American Court of Human Rights, the Constitutional Court of Peru and the World Bank Institute. The meeting brought together participants from throughout Latin America, including members of High Constitutional Courts, representatives of international agencies, experts on health and rights, and World Bank staff.

The second regional meeting was held in Buenos Aires on December 5 and 6. It featured the participation of representatives of Executive and Judicial Branches and academic institutions from member countries. The event was sponsored by the Supreme Court of Argentina, the National Ministry of Health of Argentina, the Constitutional Court of Peru, the Inter-American Court of Human Rights, JSCA, PAHO and the World Bank Institute.

There are plans to disseminate these activities and hold a training course for judges in 2012.

For more information see <http://saluderecho.net/>.

1.2. Research

ACTIVITY FILE NO. 7/11

Empirical Study on the Use of Protective Measures in Chile

Objectives:

To continue to identify key aspects related to the rationalization of the use of pretrial detention in the region in order to set an agenda based on empirical data pertaining to the situation of Chile.

Countries Involved: Chile

Funding Source: Open Society Justice Initiative

Product(s):

A study that measures the current impact of protective measures in the Chilean justice system. It focuses on the following:

- The duration, magnitude, evolution and frequency of the protective measures applied and the costs and workload that they represent for the justice system.
- The hearings that had to be cancelled because the defendant failed to appear, including the cost that this represents to the system.
- The number of people who have been released and fail to appear for hearings as required.
- The steps taken in said cases and percentage of cases in which the procedure is effectively completed.

The report has been published online at

http://www.pazciudadana.cl/docs/pub_20110811105348.pdf.

Impact or Results Achieved:

The research is part of a collaboration agreement between Fundación Paz Ciudadana and JSCA to produce a study on non-custodial protective measures and other initiatives.



ACTIVITY FILE NO. 08/11

Monitoring of Criminal Procedure Reforms: Research, Publication and Dissemination

Objectives:

To explore the results and impacts of criminal justice reform processes in the region. These research projects form part of the work that JSCA has done in 14 countries in the region and are meant to generate empirical data on the achievements and obstacles encountered.

Location:

Mexican States of Mexico, Chihuahua, Oaxaca, Zacatecas and Morelos

Funding Source:

USAID-MSIMEX: Mexico

Product(s):

The study has been developed in the five Mexican states named above, which have already implemented a criminal procedure reform. The goal is to work with states that have launched efforts to improve the performance of the new system and to help states that are planning reforms to consider the problems and achievements that have been encountered elsewhere.

The drafting of this study has required JSCA's technical team to travel Mexico in order to transfer and confirm the monitoring study methodology to the ten Mexican researchers who are gathering the data.

Impact or Results Achieved:

The reports have been drafted and will be published during the first trimester of next year.

ACTIVITY FILE NO. 09/11

Study on the Treatment of the Issue of Legal Security Developed by Ibero-American Judicial Academies

Objectives:

To explore the inclusion of the issue of legal security that is being developed by judicial academies in Ibero-America.

Location:

Latin America, Spain and Portugal

Funding Source: Universitat de Girona

Product(s):

Information that systematizes and analyzes the curricula of judicial academies in Ibero-America in regard to the issue of legal security.

Impact or Results Achieved:

The paper drafted based on this study will be presented by JSCA's Executive Director at the I Biennial Conference on Legal Security and Democracy in Ibero-America, which will be held May 21-4, 2012.

ACTIVITY FILE NO. 10/11

Research on Oral Trials and Sex Crimes Against Women in the Mexican States of Morelos, Mexico, Oaxaca and Nuevo León

Objectives:

To measure the progress made towards meeting the duties of the Mexican government in regard to the right of access to justice of female survivors of violence.



Location: Mexico
Funding Source: CIDA
Product(s): 1.- Comments on the report “A Critical Route: From Violence to Limbo. Female Survivors of Violence in Morelos, Nuevo León and Oaxaca” by expert Lidia Casas. 2.- Final publishable report on the degree to which the Mexican government meets its obligations in regard to the effectiveness of the right to access to justice for female survivors of violence in Morelos, Nuevo León and Oaxaca. Research coordinated by Sandra Serrano.
Impact or Results Achieved: The report will be presented next year and the methodology could be applied to similar projects.

ACTIVITY FILE NO. 11/11
Challenges Related to the Investigation and Prosecution of Complex Crimes
Objective: To analyze the investigation strategies developed by the Public Prosecutor’s Office to prosecute complex crimes based on the gathering and analysis of information relative to the main obstacles in the criminal investigation.
Location: Colombia (Dejusticia)
Funding Source: CIDA
Impact or Results Achieved: JSCA and Dejusticia developed an analysis of the criminal investigation strategies used in complex cases and a document containing conclusions regarding problems with the prosecution of said cases. The methodology was developed in 2011 and will be validated next year with researchers from around the region. A document containing conclusions regarding problems with the investigation of cases involving complex crimes will be drafted during the first trimester of 2012.

1.3. Training

ACTIVITY FILE NO. 12 /11
VIII Inter-American Program for Training Trainers for Criminal Procedure Reform
Objectives: To improve the results of criminal justice reform processes in the region by training stakeholders and key leaders and implementing replicas in their home countries. The program consists of a basic course (held on site), an e-learning class that is offered via CEJACAMPUS, and an advanced course held at the end of the Program in Santiago de Chile.
Location: The first phase, “Instruments for the Implementation of an Oral and Adversarial System,” was held May 2-6 in Santiago. The e-learning phase, “Problems in the Implementation of Criminal Procedure Reform,” ran May 16 through October 23. The advanced course, “Litigation Skills in an Oral System,” was held November 21-25 in Santiago de Chile.
Funding Source: CIDA
Product(s):



<p>Program training materials. Two on site courses (phases 1 and 3) and one e-learning course. Improvement of CEJACAMPUS Website through conversion of system platform to DOKEOS.</p>
<p>Impact or Results Achieved: <u>Stages of the program and call for applicants:</u> The program was well-received across the region. A total of 349 applications were received (approximately 20% more than last year) from 17 countries in the region and Spain. Of these, 49 people were selected to take part in the first stage. Forty-six people completed the entire program.</p> <p>Students from the following countries took part in this year’s program: Argentina, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru.</p> <p>Once the program ends, the students will begin to develop replicas in their home countries. Information on the replicas organized by members of this year’s cohorts will be included in next year’s report.</p>

ACTIVITY FILE NO. 13/11
Judicial Training Project
<p>Objectives: To support the implementation and execution of a course design methodology in the Peruvian context in order to establish judicial training and management programs in the labor, commercial-civil and criminal law areas.</p>
<p>Location: Peru</p>
<p>Funding Source: NJI</p>
<p>Product(s): A course on criminal justice was designed and will be held December 6-7 in Lima. Courses for labor and commercial law will be offered during the first trimester of 2012.</p>
<p>Impact or Results Achieved: In the context of the collaboration project between the Supreme Court of Peru and the National Institute of the Judiciary of Canada, the Office of the Commissioner for Federal Judicial Affairs of Canada developed several activities with the support of JSCA. The first runs April 1, 2011 to March 31, 2012 and will include two on-site workshops in Peru, a visit to Canada by a small group of trainers and a final training activity in Peru.</p>

ACTIVITY FILE NO. 14/11
Training Course: “Challenges and Opportunities in Evidence Assessment in Oral Adversarial Trials”
<p>Objectives: To demonstrate the complexities of and opportunities provided by evidence assessment in oral adversarial trials in order to improve the quality of judicial decisions and teach a methodology that allows judges to improve their abilities and skills in the handling and assessment of specific types of evidence.</p>
<p>Location: Costa Rica and Peru</p>
<p>Funding Source: CIDA</p>
<p>Product(s): JSCA designed and executed the training course “Challenges of and Opportunities Presented by the Assessment of Evidence in Oral and Adversarial Trials” during the period prior to the one covered by this report. The purpose of the course was to demonstrate the complexities of and opportunities</p>



presented by evidence assessment in adversarial oral systems in order to improve the quality of judicial decisions. It is also meant to teach a practical methodology that will allow judges to improve their skills and abilities in the handling and assessment of specific types of evidence.

The training program was developed with the support of Canada’s National Judicial Institute (NJI) and benefitted from the participation of faculty members from both institutions.

Training materials were developed for the course, including exercises and videos that will allow replicas to be held.

Impact or Results Achieved:

The course was held February 28-March 2 in Costa Rica and featured presentations by Canadian Court of Appeals judge Marc Rosenberg and JSCA’s Cristián Riego and Mauricio Duce. Magda Pereira, Jenny Quirós, Rodolfo Solórzano, Gustavo Céspedes and Carolina Villadiego attended as monitors.

The course was organized by JSCA and the Supreme Court of Costa Rica and was attended by judges from Costa Rica.

The same course was held in Lima, Peru (June 22-24) in the Swearing In Room of the Supreme Court. Marc Rosenberg, Cristián Riego and Mauricio Duce offered presentations at this course as well, and Chilean Court of Appeal judge Javier Moya and JSCA alumni Giulliana Loza, Luis Francia, José Neyra Flores and Javier Aguirre participated in its implementation.

The course was organized by JSCA, the Supreme Court of Peru and the Procedure Sciences Institute. Forty students completed the course, and 84% of them evaluated its modules as excellent or very good.

ACTIVITY FILE NO. 15/11
Virtual Course “Introduction to Problems of Gender in Criminal Justice in Latin America”
Objectives: To incorporate the variable of gender into the processes of discussing, designing and implementing judicial reform through an e-learning course.
Location: This activity was completed using e-learning methodology.
Funding Source: CIDA
Product(s): This course was offered July 11 through September 5 via www.CEJACAMPUS.org .
Impact or Results Achieved: <u>Call for Participants:</u> A total of 34 students from 12 countries in the region enrolled in the course. <u>Evaluation:</u> In their course evaluations, 96.43% of students rated the course as very good or excellent. A total of 93.1% rated the way in which the contents were addressed as interesting or dynamic and entertaining.

ACTIVITY FILE NO. 16/11
Virtual Course “Challenges to the Public Prosecutor’s Office in Latin America”
Objectives: The purpose of this program is to provide an introduction to the current state of the region’s prosecution services and the main challenges that they face in the context of the operation of the



adversarial criminal procedure systems installed as a result of criminal procedure reforms.
Location: This activity is implemented using e-learning methodology.
Funding Source: CIDA
Product(s): The course was offered from July 11 through September 18 via www.CEJACAMPUS.org .
Impact or Results Achieved: <u>Call for Participants:</u> A total of 21 students from seven countries in the region took part in the course. <u>Evaluation:</u> All of the participants rated the course as very good or excellent and 94.22% stated that the way in which the contents were developed was interesting or entertaining and dynamic.

In addition to the courses executed, we continued to make progress on the development of the three new courses described below during this period:

ACTIVITY FILE NO. 17/11
Development of Virtual Course “Pretrial Detention in Latin America”
Objectives: The purpose of this course is to review the use of pretrial detention in Latin America and possible solutions to problems produced as a result of it. The course consists of four modules. The first provides an empirical and legal review of the use of pretrial detention in Latin America. The second reviews international standards for the use and application of pretrial detention. The third reviews key issues in discussions of the topic and hearings during which defendants are ordered to be held. The final module provides an overview of pretrial services in an effort to promote the use of non-custodial alternatives.
Location: This activity will be implemented using e-learning methodology.
Funding Source: CIDA
Product(s): The manual has been developed and we are working on the instructional design of the contents in virtual format for the publication and development of the first version of the course, which will be held during the first trimester of 2012.
Impact or Results Achieved: The course will be held next year (February or March 2012).

ACTIVITY FILE NO. 18/11
Development of the Virtual Course “Drug Treatment Courts”
Objectives: To review the reach and components of drug treatment courts as an innovative approach to the issue of drug addiction. The course will review the progress made, research conducted and theories developed on these programs in order to present the concept to judges, prosecutors, public defenders and members of psycho-social services teams and encourage them to apply them to their work.
Location: This activity will be implemented using e-learning methodology.
Funding Source: CIDA
Product(s): The course is mainly based on the manuals on this topic developed by Fundación Paz Ciudadana in



2010. The course that the foundation offered was attended by various academics and criminal justice system actors from Chile. The materials review five years of experience with this topic and a model program in Chile as well as international experiences in the area. An effort has been made to adapt the materials to the realities of other Latin American countries.

We are working on a new methodology that would involve innovative instructional strategies. The course is being designed and we expect to have it ready by early January 2012.

Impact or Results Achieved:

The course will be implemented next year (February or March 2012).

ACTIVITY FILE NO. 19/11

Development of a Course on Pretrial Services

Objectives: The purpose of this course is to review the concept of pretrial services in the context of the manual that JSCA is developing in order to help solve problems related to pretrial detention and other protective measures, which are the main issues to be considered in the implementation of this type of service.

Location:

This activity will be implemented using e-learning methodology.

Funding Source: CIDA

Product(s):

The pretrial services manual has been developed and is in the design process.

Impact or Results Achieved:

The first version of this course will be offered during the first trimester of next year.

ACTIVITY FILE NO. 20/11

V Meeting of the Inter-American Training Program Alumni Network

Objectives:

To strengthen the JSCA alumni network and broaden members' knowledge of topics related to the implementation of innovative initiatives in regional reform processes and encourage collaboration among network members.

Location:

Guatemala City (November 15)

Funding Source:

CIDA

Product(s):

This meeting was held the day after the International Seminar "Challenges to the Public Prosecutor's Office Regarding Regional Security," which was organized in collaboration with Guatemala's Public Prosecutor's Office and the Institute for Comparative Research in the Criminal Sciences of Guatemala (ICCPG). (See the Activity File for this seminar).

The activity consisted of a closed workshop for members of the training units of prosecution services from around the region. It was designed to promote the discussion of training within said entities.

Impact or Results Achieved:

Forty network members attended, including individuals from Argentina, Bolivia, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Panama, Peru, Uruguay and Venezuela.



ACTIVITY FILE NO. 21/11
Local Alumni Network Activities
Objectives: To increase collaboration and strengthen the network in order to expand members' knowledge of topics related to the implementation of innovative initiatives in regional reform processes.
Location: Peru
Funding Source: CIDA
Activities Implemented: The National Meeting of Peruvian Trainers for Criminal Procedure Reform was held June 26 in Lima, Peru. The event was sponsored by the Supreme Court and attended by 57 alumni including JSCA Executive Director Cristián Riego, Training Coordinator Erick Ríos and attorney Alberto Gutierrez.
Impact or Results Achieved: Local alumni have continued to communicate via the CEJACAMPUS Website. They also have continued to organize activities to be developed during 2012.

ACTIVITY FILE NO. 22/11
Internships in Canada
Objectives: To allow members of the Alumni Network to learn about the Canadian criminal justice system through direct and practical work experiences that allow them to take part in diverse institutions' work processes and specific training activities.
Location: Victoria, Vancouver, Montreal and Ottawa (Canada)
Local Partners: Public Prosecution Service of Canada National Judicial Institute Prosecution Service of the Province of Ontario Community Court of Vancouver Drug Treatment Court of Vancouver
Funding Source: CIDA
Product(s): This year, eight Alumni Network members completed three to five-week internships in Canada. Carla Pandolfi (Argentina), Jorge Vitar and Cristian Paredes (Chile) visited the Public Prosecution Services of Ottawa and Montreal (May 2-20). Erick Ríos and Carolina Villadiego completed a one-week internship (July 10-19), attending the NJI's "Evidence Workshop" in Victoria and visiting the Ministry of the Attorney General and courts of British Columbia as well as Vancouver's Community and Drug Treatment Courts. Eduardo Aldunate (Chilean Judicial Academy), Marcela Díaz (Public Prosecutor's Office Training Unit, Chile) and Eduardo Arizaga (Public Prosecutor's Office Training Unit, Province of Buenos Aires, Argentina) attended the "Judicial Faculty Development Seminar," which was organized by NJI and other institutions and held September 11-17 in Ottawa.
Impact or Results Achieved: Interns have submitted reports which will be published on our Website.

ACTIVITY FILE NO. 23/11
Internships on Pretrial Detention in the U.S.
Objectives:



To allow a group of professionals who are involved with JSCA's work to gain direct experience with pretrial services designed to provide quality information to parties and the judges who make decisions regarding protective measures for defendants caught committing a crime.
Location: Washington, D.C.
Local Counterpart: Open Society Justice Initiative
Funding Source: Open Society Justice Initiative
Product(s): JSCA Executive Director Cristián Riego and research attorney and Ministry of the Interior of Chile representative Alberto Gutiérrez attended the program "Risk Evaluation and Protective Measures," which was held January 24-27 in Washington D.C. The course was organized by the Pretrial Justice Institute, the Open Society Justice Initiative's Mexico Presumption of Innocence Initiative and the Institute for Security and Democracy. Participants had the opportunity to consider the methodology and practices used in pretrial services in the United States.
Impact or Results Achieved: The professionals who attended the event will draft reports in order to disseminate the experience.

ACTIVITY FILE NO. 24/11
Visits/Workshops on Criminal Justice in Chile
Objectives: To allow foreign delegations to learn about the development of Chile's criminal procedure reform, understand its judicial and administrative logic and dynamics, and study its implementation and management. Guided tours are organized in order to allow visitors to attend hearings and administrative procedures and meet with reform stakeholders and JSCA staff.
Location: Metropolitan Region, Chile
Funding Source: Delegations cover the costs of their visit.
Product(s): The following visits were held in 2011: Peruvian delegation composed of the Huaura judges from the Criminal and Administrative Modules (February 28-March 4); Peruvian delegation composed of judges from Santa (May 13-17); Brazilian delegation from the National Justice Council, which included judges and administrators (June 7-10 and June 28-30).

1.4 Dissemination

ACTIVITY FILE NO. 25/11
Publication of Research on Pretrial Detention
Objective: To publish and disseminate local reports and products developed by JSCA consultants on the current use of pretrial detention in Mexico, Brazil, Argentina and Peru.
Location: Regional activity
Funding Source: CIDA
Product(s): The second stage of our research on pretrial detention was designed to follow up on the investigation that JSCA conducted in 2009. The publication contains research papers that form part of a project designed and directed by JSCA's academic team in 2010 and 2011. The new stage includes research on four countries that were not included in the first phase: Argentina, Brazil, Mexico and Peru. This effort is expected to expand some of the knowledge gathered and identify new issues that could be the focus of future actions. This publication is to be distributed regionally.



ACTIVITY FILE NO. 26/11
International Seminars on Risk Evaluation and Supervision of Alternatives to Pretrial Detention
Objective: To develop a series of awareness-raising activities at the local and national levels in Peru in order to promote the implementation of pretrial services as part of the country's criminal procedure reform.
Location: Chile, Peru and Costa Rica
Funding Source: CIDA
Product(s): Dissemination activities
Impacts or Results: Seminars were held April 26-27 in the cities of Trujillo, Tacna and Lima in collaboration with the Ministry of Justice, Judicial Branch, Special Commission on the Implementation of the Criminal Procedure Code and the Ombudsman's Office. The purpose of the events was to analyze the current use of protective measures in Peru, discuss their use and supervision and present international experiences with pretrial services models and methodologies. On April 27, a seminar was held in Santiago de Chile in order to explore the methodology used in pretrial services in regard to generating information and monitoring alternatives to pretrial detention. The seminar featured the participation of representatives of JSCA, the government, the Judicial Branch, the Public Prosecutor's Office, the Public Defender's Office, Fundación Paz Ciudadana and international presenters. The event was transmitted live via Internet and uploaded to the JSCA YouTube channel in order to increase the number of people exposed to the material. Finally, the seminar "Mechanisms for Rationalizing the Use of Protective Measures in Criminal Justice: Comparative Experiences" was held December 5 and 6 in order to analyze and discuss the use of pretrial detention in Latin America with an emphasis on Costa Rica and the mechanisms available for rationalizing the use of protective measures, particularly pretrial services. The seminar was organized by the Third Chamber of the Supreme Court of Costa Rica, the Commission on the Introduction of Oral Procedures in Criminal Justice, the UN Institute for the Prevention of Crime and Treatment of Offenders (ILANUD) and JSCA.
ACTIVITY FILE NO. 27/11
International Seminar on Challenges to the Public Prosecutor's Office Regarding Regional Security
Objective: To analyze and discuss challenges being faced by Public Prosecutor's Offices in the generation of criminal prosecution strategies and management models associated with regional security and complex crimes in Central America.
Location: Guatemala City
Funding Source: CIDA
Product(s): Dissemination activities
Impact or Results: On November 14, JSCA, Guatemala's Public Prosecutor's Office and the Institute for Comparative Research in the Criminal Sciences of Guatemala held an international seminar that was attended by 15 people including experts and institutional representatives who work in this field from over 12 Latin



American countries. Officials and representatives of various judicial systems and institutions from Argentina, Bolivia, Colombia, Costa Rica, Chile, Ecuador, El Salvador, Honduras, Mexico, Panama, Peru and Venezuela took part in the event. In addition, an internship was organized for a foreign delegation so that its members could learn about the work of Guatemala's Public Prosecutor's Office. The delegation members visited criminal analysis and victims' assistance units and Universidad de San Carlos.

ACTIVITY FILE NO. 28/11

International Seminar on Experiences with the Introduction of Oral Procedures and Innovative Management Instruments in Criminal Justice Systems in Latin America (Os rumos do Processo Penal nas Américas: modelos de eficiência)

Objective:

To establish a space for dialogue with specialists and operators of Brazil's Criminal Procedure Reform based on specific reform and criminal justice innovation experiences in order to promote and enrich local discussion of the topic. Special attention was paid to Brazil's two most important reform initiatives (protective measures and appeals) and the new role of the Public Prosecutor's Office in the adversarial system.

Location:

Sao Paulo, Brazil

Funding Source:

CIDA

Product(s):

The activity held November 29-30 is being supported by the University of São Paulo Law School, the Superior Academy of the Public Prosecutor's Office of the State of São Paulo and the U.S. and Canadian embassies in that state.

2. WORK ON CIVIL JUSTICE REFORM

2.1 Innovation Projects

ACTIVITY FILE NO. 29/11

Technical Support in the Discussion of Civil Procedure Reform in Chile

Objectives:

- 1.- To participate in the advisory council of the Ministry of Justice on the Civil Procedure Code proposal created 8 October 2010 in order to integrate diverse visions, including those of civil society and the academic community.
- 2.- To provide support for the Supreme Court commission in order to contribute to the systematization of experiences with non-criminal areas of the justice system.

Local Counterparts:

Ministry of Justice and Supreme Court of Chile

Impact or Results Achieved:

Participation in and support of the discussion and drafting of Chile's civil procedure reform.



ACTIVITY FILE NO. 30/11
Study of the Course Followed by Cases in Santiago's Civil Courts
<p>Objectives: To explore and describe the course followed by cases handled in Santiago's civil courts. The specific objectives of this study are to provide descriptive analyses and quantitative data on cases that were filed in the civil courts of Santiago in 2009. Experts will organize their analysis of the procedures used by type of case and amount involved, extracting key data on their processing and stakeholders' actions including the agencies that handled the case and the type of resolution reached. They also will look to determine the flows observed during the civil procedures based on the various stages and benchmarks.</p>
<p>Impact or Results Achieved: Quantitative and analytical report on civil cases in Chile. Methodology may be expanded to include other countries in the region.</p>
<p>Funding Source: Chilean Ministry of Justice</p>
<p>Location: Santiago, Chile</p>

ACTIVITY FILE NO. 31/11
Development of a Study on Labor Justice Reform
<p>Objectives: To draft a study on the innovations and impact of reform in the area of labor justice.</p>
<p>Impact or Results Achieved: JSCA is working with the Ombudsman's Office of Peru on the definition of a research methodology that will be used to implement the study in Peru and then replicate the experience in another country. At the writing of this report, final adjustments were being made to the methodology and there were plans to begin work on the initiative in the coming months.</p>
<p>Funding Source: CIDA</p>
<p>Locations: Most likely Chile and Peru.</p>

ACTIVITY FILE NO. 32/11
Research on Debt Recovery and Execution Methods in the U.S. and Canada
<p>Objectives: To establish methodological definitions and identify local allies for the documentation of innovative experiences in the field of labor justice.</p>
<p>Impact or Results Achieved: The study was presented to the Chilean Ministry of Justice in the context of discussions of civil procedure reform. It also was presented in April at the Universidad Diego Portales seminar "Innovative Experiences in Executive Protection: What Consequences Will Legal Changes Have For Practicing Attorneys?" on the experience of execution in the U.S.</p> <p>In addition, research has been carried out on comparative experiences in this area, that is, salary recovery systems, and a presentation was offered on the topic at the international seminar "Labor Justice: Evaluation After Three Years" in Santiago, Chile.</p> <p>JSCA's team also visited a labor court and debt recovery court to study their work.</p>
<p>Funding Source: CIDA</p>
<p>Locations: Most likely Chile and Peru.</p>



3. STRENGTHENING JUSTICE ADMINISTRATION INFORMATION AND MANAGEMENT SYSTEMS

3.1. Judicial Information

ACTIVITY FILE NO. 33/11
Index of Online Access to Judicial Information (Seventh Edition, 2011)
<p>Objectives: To measure the quality and quantity of the information that Judicial Branches and Public Prosecutor's Offices in OAS member states make available on their Websites and rank them in accordance with pre-set indicators. The 2011 index compares results from this year to those presented in 2004, 2006, 2007, 2008, 2009 and 2010 and presents an analysis of the type of information provided online by judicial systems throughout the hemisphere.</p>
<p>Countries Included in the Study: All OAS member states.</p>
<p>Funding Source: JSCA</p>
<p>Product(s): Virtual publication on institutional Website, articles submitted to media throughout the region, dissemination of results at seminars and similar events, CD containing results and methodology.</p>
<p>Impact or Results Achieved: The results of the Index and the methodology developed for the evaluation of the Websites of Judicial Branches and Public Prosecutor's Offices have led to improvements on their Web platforms, which now provide more information that is increasingly focused on users' needs.</p> <p>Dissemination and Presentation of the Results The 2010 version was used as discussion material for the I Virtual Seminar, which was transmitted on March 7 via Livestream. The event featured the presentation of the main results of the study, key changes made for this edition of the publication, the theoretical foundations in the Right to Access to Information and the importance of the recognition of that right by judicial systems. Eduardo Bertoni, the Director of the Center for Research on Freedom of Expression and Access to Information (CELE) of the Universidad de Palermo (Argentina) and former Special Rapporteur for Freedom of Expression of the Inter-American Commission on Human Rights participated in the event. The results of both the 2010 index and the methodology and indicators were disseminated at events organized by JSCA including the VIII Seminar on Judicial Management (Brasilia, November 28-30) and those to which the institution was invited (I Seminar on Information and Judicial Services, Santiago de Chile, April 27-28; V International Seminar "Transparency and Personal Information in Justice Administration," Mexico City, October 20-21). The 2011 version of the Index will be presented at the IX International Seminar on Judicial Management, which will be held in early December in Costa Rica, and at other events.</p>

ACTIVITY FILE NO. 34/11
The Impact of Information Technologies on Access to Judicial Information and Justice
<p>Objectives: To improve the transfer and dissemination of the role of ICTs in the region's judicial institutions, generating an instrument for measuring citizen access to information and justice.</p>
<p>Coverage: Five OAS member states.</p>



Funding Source: Institute for Development and Research Center (IDRC)

Product(s):

- Identification of best regional and international practices regarding the use of ICTs.
- Development of country reports on ICTs in Judicial Branches for (Brazil, Chile, Colombia, Costa Rica and Guatemala)
- Development of an e-justice model
- Development and application of an Online Index of Judicial Services designed to evaluate the justice system's responses to key problems via Internet. This indicator is applied to OAS member states.
- The methodology and foundations for this new indicator were presented at the I International Seminar on E-Justice held September 29 at the Santiago Justice Center and the V International Seminar "Transparency and Personal Information in Justice Administration" held October 20-1 in Mexico City. It also was validated by a group of experts and guests at a workshop held September 30 at JSCA's offices.

In the context of this project, we have participated in the preparatory meetings for the XVI Ibero-American Judicial Summit, collaborating with the working group on the Digital Divide. In that context, a spreadsheet was developed for gathering information that has been sent to institutions so that they will participate in an initial pilot application, which JSCA will use to draft a comparative report on the level of penetration of ICTs in the region's Judicial Branches. The goal will be to generate a final report to be presented at the Summit, which will take place April 25-27, 2012 in Buenos Aires.

Impact or Results Achieved:

The results of the Index and methodology developed will complement JSCA's analysis for the measurement of access to judicial information, installing mechanisms for measuring ICT services that will allow us to determine the level of e-justice implemented by the region's judicial systems. The competitive effect generating by the ranking system will cause countries/institutions to improve their technological platforms, covering more sectors of society, particularly at-risk groups.

The results will be presented during the first trimester of 2012.

3.3 Dissemination

ACTIVITY FILE NO. 35/11

I International Seminar on E-Justice

Objective:

To explore the degree to which ICTs have penetrated judicial systems, particularly justice administration systems. The Index of Online Judicial Services was distributed and discussed. JSCA is developing this product in order to promote the implementation of new technologies and provide greater citizen access to information and justice.

Location:

Santiago, Chile (September 29, 2011)

Funding Source:

CIDA

Local Counterpart:

Administrative Corporation of the Chilean Judicial Branch

Product(s):

Supreme Court Justice Sergio Muñoz and JSCA Executive Director Cristián Riego offered the opening



remarks for the seminar, which was focused on panel discussions. During each session, the methodology and basis for the Index were presented along with the experiences of countries around the region with ICTs in their Judicial Branches (Chile, Costa Rica and Brazil). Experts Francesco Contini and Dory Reiling also offered remarks. At the end of each panel discussion, the audience was invited to ask questions, which were answered by panel members.

The seminar was attended by 70 people from Argentina, Brazil, Chile, Peru and other countries in the region as well as virtual participants who tuned into the direct streaming via JSCA's Website.

A workshop was held on September 30 at JSCA's offices. It was attended by the individuals mentioned above and was designed to validate the methodology of the Index of Online Judicial Services and to foster the exchange of opinions regarding trends in the implementation of ICTs in the region including their causes and challenges to be faced.

The seminar objectives and program have been published at www.cejamericas.org. The audio, video and print materials from the event also were published on the Website with the papers presented at the seminar. The main papers presented also will be included in the next issue of Judicial Systems Journal.

Impact or Results Achieved:

The event was attended by approximately 80 people including high-ranking judicial officials from several countries. Various media outlets covered the seminar. The event also was transmitted online and disseminated through the JSCA Website. Individuals also participated in the event remotely.

ACTIVITY FILE NO. 36/11

IX International Seminar on Judicial Management

Objective:

To disseminate and make progress on the discussion of the current challenges of the operation of the judicial system from the perspectives of the judicial office and the incorporation of new technologies and links to the public. Special attention will be paid to experiences with and lessons learned from the design, implementation and operation of management models in Latin America.

The IX International Seminar on Judicial Management will focus on new judicial office management and the use of ICTs to improve justice.

Location:

San José, Costa Rica (December 7-9)

Funding Sources:

Supreme Court of Costa Rica/ CIDA

Local Counterpart:

Supreme Court of Costa Rica

Product(s):

The event had not been held by the writing of this report. A call for papers was issued and selected materials were compiled on a CD that is to be provided to participants. A total of 101 papers were submitted and 15 were chosen for presentation. A list of the event objectives has been posted on the JSCA Website along with a copy of the seminar program. See www.cejamericas.org. Audio, visual and print materials will be published on the Website following the event.

Impact or Results Achieved:

A total of 100 people from various countries are expected to attend the event including high-ranking judicial officials. The event will be transmitted live on the Internet and seminar materials will be posted on the JSCA Website..



4. OTHER ACTIVITIES IMPLEMENTED IN FULFILLMENT OF JSCA'S KEY GOALS

4.1 Institutional Agreements

ACTIVITY FILE NO. 37/11
Inter-Institutional Cooperation Agreements
<p>Objectives: To strengthen connections with government and civil society institutions linked to the region's judicial system. Sixteen inter-institutional cooperation agreements were signed in 2011, bringing the total signed since JSCA's inception to 98.</p>
<p>Impact or Results Achieved: Cooperation agreement between the Ecuadorean police and JSCA, signed in December 2011 in Santiago de Chile. Technical cooperation agreement between the Union of Public Prosecutor's Office Employees of Lima and JSCA, signed in November 2011 in Santiago de Chile. Cooperation agreement between the Commission on Support for and the Modernization of Justice (CARMS) of the Dominican Republic and JSCA, signed in December. Cooperation agreement between the Ministry of Justice and Human Rights of the Presidency of the Nation of Argentina and JSCA, signed in December 2011. Cooperation agreement between Colegio de las Américas and JSCA, signed in October 2011. Cooperation agreement between Universidad Autónoma de San Luis Potosí de Mexico and JSCA, signed in August 2011. Cooperation agreement between the Chilean Judicial Academy and JSCA, signed in August 2011. Cooperation agreement between the Buenos Aires Province Prosecutor's Office Training Unit and JSCA, signed in August 2011. Cooperation agreement between the Division of Public Security of the Chilean Ministry of the Interior and JSCA, signed in May 2011. Cooperation agreement between Universidad Católica Santa María la Antigua de Panamá and JSCA, signed 11 August 2011. Cooperation agreement between Panama's Judicial Branch and JSCA, signed in July 2011. Cooperation agreement between Guatemala's Prosecution Service and JSCA, signed in August 2011. Cooperation agreement between DeJusticia and JSCA, signed in June 2011. Cooperation agreement between the Latin American Judicial Academy (EJAL) and JSCA, signed in June 2011. Cooperation agreement between the Inter-American Court of Human Rights and JSCA, signed in May 2011. Cooperation agreement between the Peruvian Supreme Court and JSCA, signed in January 2011.</p>

4.2 JSCA Internships

ACTIVITY FILE NO. 38/11
Pro Bono Internships
<p>Objectives: To enrich JSCA's work through the new approaches contributed by interns and to build connections with former interns in order to establish contact with local experts and institutions. The pro bono internship is</p>



directed mainly at students and recent graduates and is designed to provide an opportunity to understand and perform work in various areas of JSCA on the topic of judicial reform in Latin America.

Location:

JSCA's Offices (Santiago, Chile)

Funding Source:

No funding required.

Product(s):

JSCA had 16 internships from three countries in 2011.

Name	Country	Period	Responsibility
Eva Facundo	United States (American University)	5/10-7/7	Researched debt recovery and execution in the U.K., Australia and Spain. Assisted in the translation of several documents and provided support to several areas of JSCA.
Emily Heltzel	United States (American University)	5/10-7/7	Researched pretrial services and gathered empirical data on their use in the U.S. Researched comparative aspects of bail programs in various English-speaking nations. Submitted a report detailing her research and wrote other support documents.
Aaron Kratzat	United States (Georgetown University)	6/6-7/29	Contributed to two specific research projects related to JSCA's work on civil justice reform, one on small claims cases in the U.S. and one on the use of ICTs in judicial systems as tools for litigation in Canada. He developed two articles, one on each topic.
Chris Lehman	United States (Harvard College)	6/20-8/4	Contributed to research projects related to JSCA's work on civil justice reform including one on the use of ICTs in judicial systems that focused on the use of various tools in the U.S. He also collaborated on a pilot test of the Index of Online Judicial Services.
George Davis	United States (New York University)	6/6-8/12	Contributed to two research projects related to JSCA's work on civil justice reform, specifically alternative dispute resolution mechanisms and consumer protection, both in the U.S. Davis wrote two articles, one on each topic.
Michele Eken	United States (Georgetown University)	6/3-7-29	Took part in JSCA's work in areas other than criminal justice such as support for civil justice reform processes throughout the region. She researched and reported on the civil judicial process in the U.S. Her goal was to obtain inputs that facilitate the work of comparing the U.S. system to those of various Latin American nations.
Marcela Zúñiga	Chile (Universidad Austral)	3/14-7/8	Updating of empirical data on pretrial detention in Latin America for use in the virtual course on pretrial detention. Support for visits by foreign delegations participating in the application of criminal procedure reform in Chile. Research on the issue of access to justice and ICTs in Brazil.
Leopoldo Ramírez	Chile (Universidad Santo Tomás)	6/6-9/6	Collaboration on the project "The Impact of Information Technologies for Access to Judicial



				Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the development of country reports on the use of ICTs in the Judicial Branches of five nations in the region.
Natalia Alcaíno	Chile (Universidad Adolfo Ibáñez)		6/6-9/6	Collaboration on the project “The Impact of Information Technologies for Access to Judicial Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the drafting of country reports on the implementation of ICTs in the Judicial Branches of five nations in the region.
Tamara Castro	Chile (Universidad Adolfo Ibáñez)		10/17-1/17	Collaboration with the JSCA Management and Information Area, specifically on the application of the Index of Online Access to Judicial Information.
Ana Rutz	Nicaragua		10/17-12/9	Collaboration on the project “The Impact of Information Technologies for Access to Judicial Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the application of the Index of Online Access to Judicial Information.
Magda Obregón	El Salvador		11/2-12/9	Collaboration on the project “The Impact of Information Technologies for Access to Judicial Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the application of the Index of Online Judicial Services.
Jeanne Marie Miquel	Chile (Universidad Adolfo Ibáñez)		11/2- 1/20	Collaboration on the project “The Impact of Information Technologies for Access to Judicial Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the application of the Index of Online Judicial Services.
Samuel Ericces	Chile (Universidad Austral)		11/2- 1/20	Collaboration on the project “The Impact of Information Technologies for Access to Judicial Information and Justice by Citizens,” which was developed by the JSCA Management and Information Area. Participation in the application of the Index of Online Judicial Services.
Nathan Thompson	United States (American University)		8/25-12/6	Translation of documents for JSCA including day-to-day communications (emails) and institutional texts (Website). Support for realization of presentations and PowerPoint files. Creation of documents for fictional cases for simulations in the area of pretrial services.
Daniel Cappelletti	United States (American University)		8/25- 12/6	Development of empirical tables with data on civil justice. Creation of documents for fictional cases for simulations in the area of pretrial services. Small research projects on the political history of various countries in the region.

Impact or Results Achieved:



Interns made valuable contributions to each of the research projects listed above. See www.cejamericas.org for more information. The interns completed a survey at the end of their time at the Center. All of them indicated that they were 100% satisfied with their experience at JSCA.

4.3. Summary of Other Courses and Workshops Offered by JSCA

Table 1
SUMMARY OF OTHER COURSES AND WORKSHOPS OFFERED BY JSCA

No.	Title	Date	Location	No. Participants	Brief Description
1	Workshop on Criminal Procedure Reform and Pretrial Detention	January 13	La Paz, Bolivia	28	This workshop was held for representatives of various criminal justice system and penitentiary-related organizations including institutional entities and civil society organizations. Its purpose was to provide an opportunity to discuss pretrial detention, its causes and the possibility of introducing pretrial services in Bolivia.
2	Seminar on Litigation in Preliminary Hearings	February 17-10	Santa Rosa, La Pampa, Argentina	34	Training activity directed at operators that transfers knowledge and litigation skills related to preliminary hearings and allows professionals from the institutions involved who have a high level of commitment to the reform to be identified. Organizers also learned about some specific causes of resistance to change in the context of the process of the entry into force of the new oral procedure.
3	Criminal Policy in Colombia: Current Topics (Seminar)	March 10	Bogotá, Colombia	50	Discussion of key issues for the Colombian criminal justice system based on current information.
4	Training Program for Judges: Applying the New Criminal Procedure Code	March 17-18	Lima, Peru	32	Training course directed at 32 judges from the Lila, East Lima and Callao jurisdictions on oral procedures and the dynamics of preliminary hearings.
5	Training Course on Litigation Techniques for Prosecutors	March 21-25	Guatemala City	16	Training course for members of the unit on the prosecution of crimes against life.



6	The Role of the Public Prosecutor's Office in Criminal Procedure Reform	April 7-8	Argentina	100	Seminar on Argentina's federal justice reform from the perspective of the role played by the Public Prosecutor's Office.
7	Seminar-Workshop on Comparative Experiences in the Organization and Management of Public Prosecutor's Offices	April 18-19	Bolivia	30	The purpose of this activity was to promote the discussion of organization and management and the challenges being faced by the region's PPOs. Participants were invited to share innovative and successful experiences from Latin American countries with similar contexts related to fulfilling the mission of the PPO. JSCA alumni offered talks on the experiences of Argentina, Peru and Guatemala and the current state of Bolivia's PPO, and workshops were offered on the main topics which featured the participation of the presenters. The event concluded with the drafting of a proposal to support the transformation of Bolivia's PPO.
8	Teaching Law	April 28	Chile	150	Open seminar for the academic community focused on the changes that must be made to the teaching of law in view of the evolution of the exercise of the legal profession.
9	Procedure Reform Conference	April 28-9	Argentina	200	This activity was organized by civil society organizations, JSCA alumni and the governments of the provinces of Río Negro and Neuquén, Argentina. Its purpose was to promote the discussion of the viability of the reform of Argentina's federal justice system in the regional context.
10	National Conference on Procedure Law	May 13-14	Argentina	150	Universidad Católica de Salta organized this activity, which was designed to provide a space for reflecting on current issues in procedure law and the changes that the Argentinean justice system is facing.



11	The Justice System: Management of Ethics and Transparency	May 26	Paraguay	65	The activity was organized by the Center for Judicial Research and was designed to introduce the issue of court management to Paraguayan judicial system stakeholders. International experiences were presented and a discussion was held on the need to reform the structure of the country's Supreme Court.
12	Introducing Oral Procedures at the Preliminary Investigation Stage	May 27	Argentina	21	This activity was organized by a civil society organization and the local bar association. Its main purpose was to increase attorneys' awareness through reflection on the work that they do each day in the province's written system.
13	Criminal Procedure Reform: The Situation of Bolivia and Comparative Experiences	June 6	Bolivia	80	This activity was held by Universidad Privada Del Valle in order to reflect on the state of justice in Bolivia. It was attended by criminal procedure system stakeholders, private attorneys and law students.
14	Meeting on Standardized Indicators of Wellbeing and Citizen Security	June 9-10	El Salvador	50	The activity featured the participation of various statistical units from public prosecutor's offices from around the region. Its objective was to increase the institutional capacities of said entities.
15	International Seminar: "Challenges and Perspectives on the Criminal Procedure Code. Evaluation Five Years After Its Entry Into Force"	July 5-7	Peru	350	This open seminar was sponsored by Peru's Judicial Branch, a civil society organization and two universities. Its purpose was to evaluate the application of the country's new criminal procedure code five years after its entry into force.
16	Latin American Seminar on Pretrial Detention	August 17	Argentina	120	The seminar was developed by the NGO Asociación de Derechos Civiles and was designed to provide a space in which to discuss the evolution of pretrial detention and the main problems being faced in Argentina and throughout the region.



17	The Role of Attorneys and Civil Society in the Implementation of the New Adversarial Criminal Justice System	September 20	Panama	26	This activity was developed by the civil society organization Alianza Ciudadana Pro Justicia in order to generate discussions and raise the awareness of attorneys and citizens of the new adversarial criminal justice system.
18	Adversarial System: New Criminal Justice	September 23	Panama	32	This activity was directed at second year law students at Universidad Católica Santa María La Antigua in order to link them to the new criminal procedure model and the Observatory on the Implementation of the Adversarial Justice System, which is hosted by the same university.

4.4 Participation in Conferences, Seminars and Similar Events

**Table 2
SUMMARY OF JSCA PARTICIPATION IN CONFERENCES, SEMINARS AND SIMILAR EVENTS**

Activity	JSCA's Role	Location	Date
I Preparatory Workshop for the XVI Ibero-American Judicial Summit	Attended by JSCA Executive Director Cristián Riego and Management and Information Coordinator Ricardo Lillo	San José, Costa Rica	March 13-15
Seminar Related to Current Trends and Best Practices in the Implementation of Digital Technologies in the Judicial Process	Management and Information Coordinator Ricardo Lillo participated in a panel of experts. A list of recommendations was generated and the article "The Use of Technology in Judicial Systems" was published.	Mexico City	April 5-6
Seminar on the Role of the Public Prosecutor's Office in Criminal Procedure Reform	Cristián Riego presents a talk on the challenges of federal justice system reform in Argentina from the perspective of the Public Prosecutor's Office. Organized by INECIP.	Buenos Aires, Argentina	April 7-8
International Seminar on Labor Procedure Reform	JSCA Executive Director Cristián Riego participated in the event, which was organized by the Professional Association of Labor Attorneys of Chile.	Santiago, Chile	April 14-15
Workshop Seminar on Comparative Experiences in the Organization and Management of Public Prosecutor's Offices	JSCA Research Coordinator Leticia Lorenzo participated in the event along with various consultants and trainers.	La Paz, Bolivia	April 18-19
I Seminar on Legal Information and Services	JSCA Management and Information Coordinator Ricardo Lillo participated in the event.	Santiago, Chile	April 27-8



Teaching of Law	Organized by the Universidad Diego Portales Law School. JSCA Executive Director Cristián Riego participated in the event.	Santiago, Chile	April 28
Conference on Procedure Reform	JSCA Research Coordinator Leticia Lorenzo participated in the event along with various consultants and trainers.	Bariloche, Argentina	April 28-9
National Conference on Procedural Law	This activity was organized by Universidad Católica de Salta. JSCA Executive Director Cristián Riego participated in the event.	Salta, Argentina	13 y 14 de mayo
Seminar on the Justice System: Managing Ethics and Transparency	This activity was organized by the Center for Judicial Research.	Asunción, Paraguay	May 27
Introducing Oral Procedures in Preliminary Criminal Investigations	This activity was organized by a civil society organization and the local bar association.	Tucuman, Argentina	May 27
Criminal Procedure Reform: The Situation of Bolivia and Comparative Experience	The activity was held at Universidad Privada Del Valle.	La Paz, Bolivia	June 6
Meeting on Standardized Indicators of Citizen Wellbeing and Security	This activity was attended by various statistics units of Public Prosecutor's Offices from around the region. JSCA Research Coordinator Carolina Villadiego attended.	San Salvador, El Salvador	June 9-10
I Preparatory Workshop for the XVI Ibero-American Judicial Summit	Management and Information Coordinator Ricardo Lillo participated in the event.	Caracas, Venezuela	June 29- July 2
International Seminar "Challenges and Perspectives on the Criminal Procedure Code. Evaluation Five Years After Its Entry Into Force"	JSCA Executive Director Cristián Riego participated in the event.	Lima, Peru	July 5-7
Latin American Seminar on Pretrial Detention	JSCA Executive Director Cristián Riego participated in the event.	Buenos Aires, Argentina	August 17
The Role of Attorneys and Civil Society in the Implementation of the New Adversarial Criminal Justice System	The activity was developed by a civil society organization and attended by JSCA Research Coordinator Carolina Villadiego and JSCA staff attorney Natalie Reyes.	Panama City	September 20
Latin America as an Engine for Economic Recovery and Growth	The activity was developed by a civil society organization. JSCA Research Coordinator Carolina Villadiego and JSCA staff attorney Natalie Reyes attended.	Panama City	September 22
The Adversarial System: New Criminal Justice	JSCA Research Coordinator Carolina Villadiego and JSCA staff attorney Natalie Reyes. The activity was held at Universidad Católica, Santa María La Antigua de Panamá.	Panama City	September 22
VI General Assembly of the Ibero-American Network of Judicial Academies: "X Years of Academic Integration of Justice in Ibero-America"	The activity was developed by the Ibero-American Network of Judicial Academies and was attended by Carolina Villadiego of JSCA.	Cartagena, Colombia	October 10-11
V International Seminar "Transparency and Personal	Ricardo Lillo, JSCA Management and Information Coordinator, participated in the	Mexico City	October 20-21



Information in Justice Administration”	event.
University Colloquium on “Reserved Witnesses, The Defendant’s Guarantees and the Prosecution of Complex Crime”	Cristián Riego, Executive Director of JSCA, and Erick Ríos, Research Coordinator, participated in the event, which was organized by Universidad Diego Portales. Santiago, Chile June 30

4.4 Virtual Information Center and Virtual Library

ACTIVITY FILE NO. 39/10
JSCA Website
Objectives: The Website is the institution’s main vehicle for providing information and generating spaces for interaction among the community of individuals and institutions interested in issues of judicial reform at the regional level. The goal is to continue to perfect and expand the services provided to users over the course of the year. These include the Virtual Library, calendar, information on JSCA projects and products, course registration and access to virtual courses through CEJACAMPUS.
Funding Source: JSCA
Impact or Results Achieved: A total of 381.945 visits were recorded on the site (through September 2011). The main products or virtual platforms were sites for the VI Index of Online Access to Judicial Information and the VIII Seminar on Judicial Management along with the corresponding multimedia CDs. This year the platform was updated using a browser called Joomla. Work was completed on the new www.cejamericas.org on the Joomla platform.

ACTIVITY FILE NO. 40/11
JSCA Virtual Library
Objectives: To provide information on judicial reform and justice modernization processes at the global and regional levels to those interested in such topics and to provide spaces for dissemination and exchange. The specific objectives of the library are to gather, integrate and disseminate information of interest such as international and national laws; global, regional and local research; articles; etc. through the institutional Website.
Funding Source: JSCA
Product(s): Users continue to be encouraged to upload documents.
Impact or Results Achieved: This year, the JSCA Virtual Library handled 227,796 searches (through September) for information related to justice in the Americas. The Virtual Library currently holds 5,456 documents.

4.5 Regular and Special Publications

ACTIVITY FILE NO. 41/11
Nexus Newsletter



<p>Objectives: The newsletter is our most important means of maintaining contact with the external audience. It is designed to provide a news summary focused on reform and justice system modernization in the Americas and information on related events to people and institutions interested in these topics.</p>
<p>Funding Source: JSCA</p>
<p>Product(s): Twelve new issues were developed in accordance with the corporate lines of the design of the JSCA Website. All of the material was translated into English. See www.cejamericas.org.</p>
<p>Impact or Results Achieved: There are currently 11,701 people subscribed to the newsletter. 9,504 read it in Spanish and 2,296 read it in English.</p>

<p>ACTIVITY FILE NO. 42/11</p>
<p>Judicial Systems Journal</p>
<p>Objectives: To serve as a space for the exchange of ideas about and experiences with judicial reform processes in the region. Thirteen issues have been published in print format on a trimesterly basis, and the journal has become the main regional means of disseminating ideas on this topic. Beginning in the first trimester of 2010, the journal was converted to online format, thus facilitating its distribution, lowering costs and allowing for a more intense space of interaction with readers to be generated. The main topic of the latest issue is trial by jury. The next issue, which will appear during the first trimester of 2012, will focus on the use of technology in justice systems.</p>
<p>Funding Source: JSCA</p>
<p>Product(s): Website: www.sistemasjudiciales.org.</p>

<p>ACTIVITY FILE NO. 43/11</p>
<p>Social Networks</p>
<p>Objectives: To serve as a means of exchanging ideas and experiences with judicial reform processes in the region and have a greater impact on Internet users.</p>
<p>Funding Source: JSCA</p>
<p>Product(s): During the first trimester of 2010, JSCA's Facebook page was developed in order to disseminate news pieces from the institution and share information related to the judicial realm. After two years, the platform has 4,600 fans. It is updated daily.</p> <p>JSCA's Twitter account was opened in June of this year, allowing the institution to publish brief news pieces. The Center has 50 followers. We also have 150 followers on scribd.</p> <p>Finally, beginning in the second trimester of 2011, the JSCA and Judicial News platform was developed through podcaster in order to generate interviews online. We have developed 26 chapters and have had a total of 2,500 audio downloads.</p>



A complete list of recordings that can be played and/or downloaded from the Website is available online at <http://www.podcaster.cl/category/gobierno-y-ongs/JSCA-y-la-actualidad-judicial/>.

2. Financial Report

2.1. Income

Projected and received income through December of this year totals US\$1,319,429. This number is very close to our projected total and presents a slight decrease of 0.08% compared to 2010.

The table below presents all income-related information by source:

TABLE No. 1
2011 Income By Source and Type of Source

Source	Cooperation Project	Voluntary Contribution	Overhead	Other	TOTAL	%
CIDA	727,005		87,241	1,591	815,837	62%
CHILEAN GOVERNMENT		50,000			50,000	4%
IDB				6,300	6,300	0%
OPEN SOCIETY				50,000	50,000	4%
IDRC			12,321	102,679	115,000	9%
MSI				32,025	32,025	2%
EUROSOCIAL			3,535	88,363	91,897	7%
TECHNICAL ASSISTANCE				43,817	43,817	3%
SEMINAR AND COURSE FEES				111,707	111,707	8%
INTEREST EARNED				2,847	2,847	0%
TOTAL	727,005	50,000	103,097	439,328	1,319,429	100%
%	55%	4%	8%	33%	100%	

The main cooperation project source for this year was CIDA. New project funding has been obtained from Eurosocietal and NJI.

The figures below compare results from 2009, 2010 and 2011 by source and type of source.

Figure No. 1
Funding by Type of Source (2009-2010-2011)

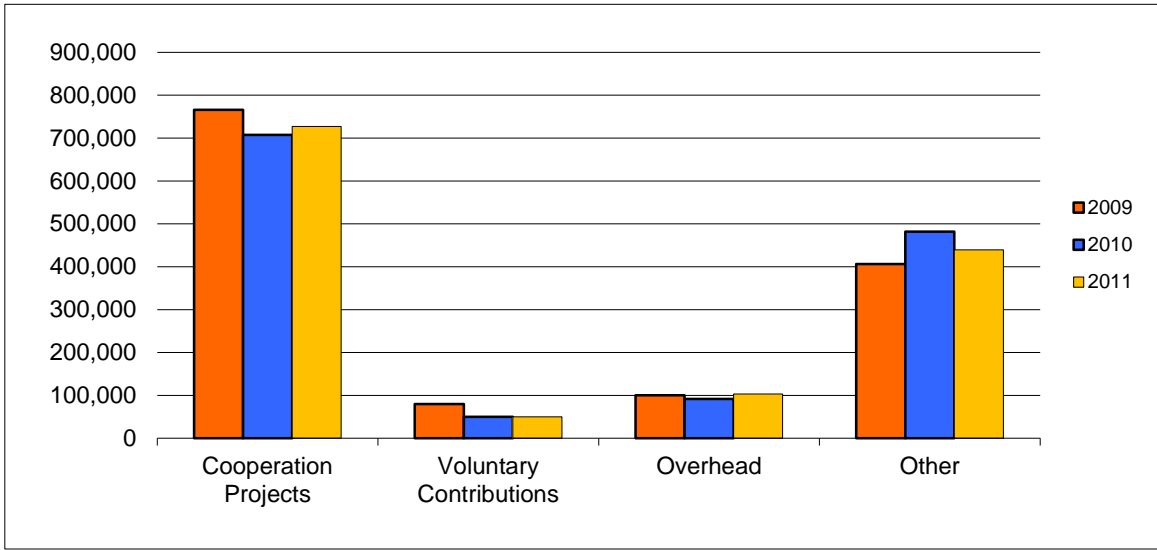
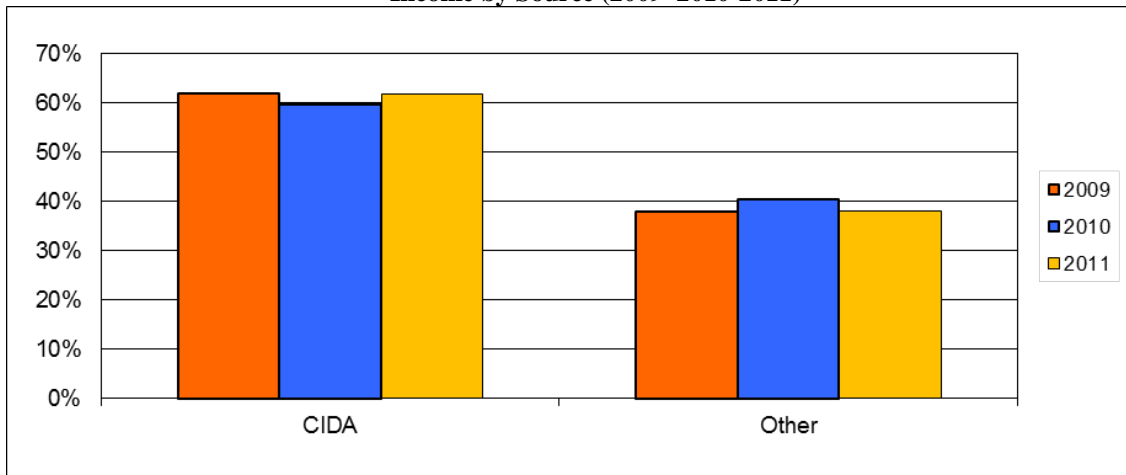




Figure No. 2
Income by Source (2009–2010-2011)



2.2 SPENDING

Total projected spending for 2011 is US\$1,300,511, which is 1% lower than last year. Table 2 presents detailed information on expenditures made this year.

Table No. 2
Spending 2011

I. Activities	
1. Research	149,073
2. Training and Dissemination	408,314
3. Management and Information	109,100
Activities Subtotal	666,487
II. Operating Costs	

1. Salaries	506,950
2. Operating Costs	93,712
3. Travel and Conference Participation	7,514
4. Meetings of the Board of Directors	15,847
5. Auditing Services	10,000
Operating Costs Subtotal	634,023
III. TOTAL	1,300,511



Figure 3
Activities Spending 2011

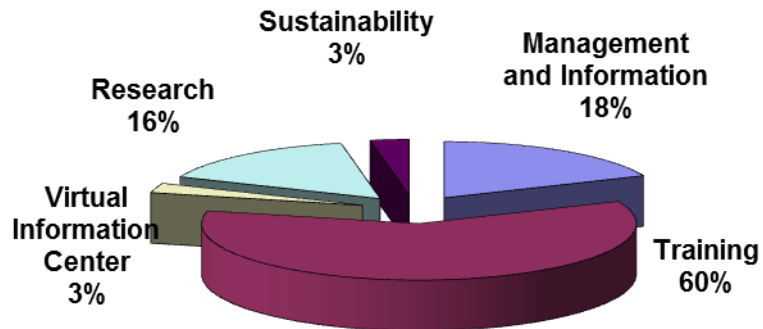
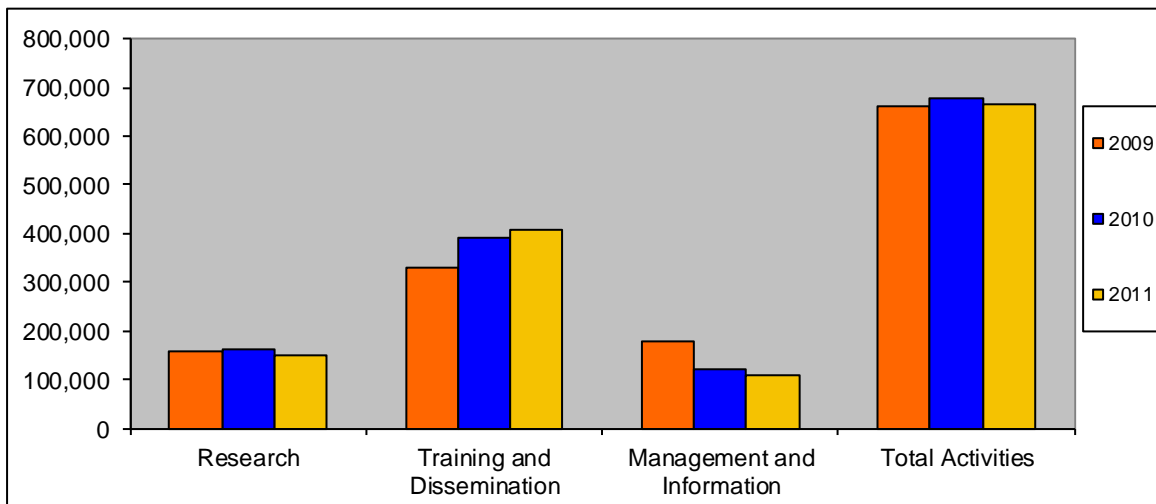


Figure 4
Spending on Activities (2009-2010-2011)

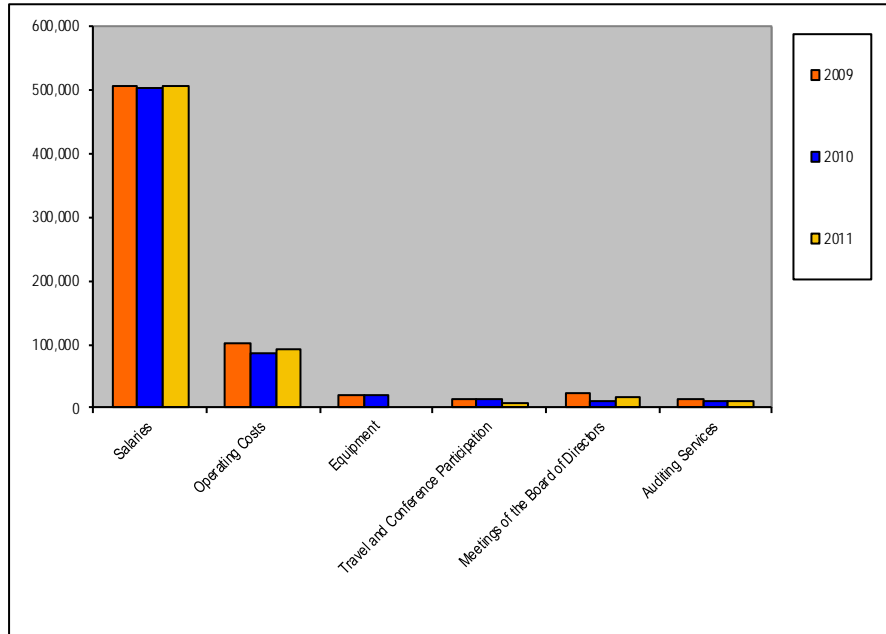


Activities spending for 2011 was mainly focused on training. There was a 2% increase in activities spending over the previous year.



Figure No. 5
Spending on Operating Costs (2009-2010-2011)

Spending on operating costs remained stable.



III. OVERVIEW

In summary, projected income for 2011 totals US\$1,319,429, which exceeds expenditures (US\$1,300,511), generating an expected surplus of US\$18,919.

The figure below compares data for 2011 with information from the past two years.

Figure No. 6
Comparison 2009-2010-2011

